

Request for Expressions of Interest (REOI)

(Consulting Services – Selection of Firms)

Country: *Republic of Tajikistan*

Project: *Obigarm-Nurobod Road Project – Long Bridge and Approaches*

Project No.: *P000309*

Contract/Assignment Title: *International Consulting Company for the implementation of the Capacity building of road sector professional's component*

REOI Reference No: *20*

Issued on: 18 of September, 2025

Client: *Project Implementation Unit for Roads Rehabilitation (PIURR), Ministry of Transport*

1. The Government of Tajikistan has received financing from the Asian Infrastructure Investment Bank (AIIB or the Bank) and grant funding from the China International Development Cooperation Agency (CIDCA) toward the cost of the Obigarm – Nurobod Road Project – Long Bridge and Approaches and intends to apply part of the proceeds for the consulting services for the Capacity Building of Road Sector Professionals component for which this REOI is issued.
2. The consulting services (“the Services”) include support to design and implement a comprehensive Professional Skills Training Program to strengthen institutional and technical capacity in Tajikistan’s road and bridge sector.
 - a. The Services will comprise:
 - i. Training Needs Assessment (TNA)
 - ii. Development of a Professional Skills Training Plan
 - iii. Design and delivery of specialized training modules (engineering, procurement, project management, financial/economic analysis, workplace upskilling, and a dedicated module for university students)
 - iv. Preparation of curricula, manuals, and translated training materials
 - v. Organisation of training workshops and seminars (classroom, field – based, and blended formats)
 - vi. Two overseas study tours
 - vii. Establishment of a digital knowledge repository, and
 - viii. Monitoring & Evaluation (M&E), reporting, and certification of participants.
 - b. Estimated level of Effort: 56 person – months (32 international, 24 national)

- c. Implementation period: 24 months
 - d. Expected Start Date: December 2025
- 3. The detailed Terms of Reference (TOR) are attached to this Request for Expressions of Interest.
- 4. The PIURR now invites eligible consulting firms, training institutions, and non-profit organizations (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:
 - a. Core business and at least 10 years of relevant experience in training, capacity building, and institutional strengthening in the road/bridge/infrastructure sector;
 - b. Technical and managerial capability of the firm (corporate structure, staffing, financial stability).
 - c. Experience with international development projects (preferably with International Financial Institutions such as AIIB, ADB, World Bank, etc.) will be considered an advantage, but is not a mandatory requirement.

Note: Key Experts will not be evaluated at the shortlisting stage.

- 5. The attention of interested Consultants is drawn to Section II of the Bank’s Procurement Instructions for Recipients (PIR), setting forth the Bank’s policy on conflict of interest.
- 6. Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
- 7. A Consultant will be selected in accordance with the Quality and Cost Based Selection (90:10) method set out in the PIR.
- 8. Further information can be obtained at the address below during office hours 09:00 to 17:00 (Dushanbe time).

Project Implementation Unit for Roads Rehabilitation Ministry of Transport of the
Mr. N. Arabzoda, Executive Director
Republic of Tajikistan 14 Ayni Street, 2nd Floor,
Dushanbe, 734042, Tajikistan
Tel: +(992 37) 222 20 73
Email: piurr@bk.ru

- 9. Expression of Interest Submissions should be submitted in clearly marked envelopes and delivered to the address above by mail or by hand by 15.00 Dushanbe time on October 29, 2025. Late applications will be rejected.

TERMS OF REFERENCE (TOR)
P000309 Republic of Tajikistan: Obigarm-Nurobod Road Project
– Long Bridge and Approaches. “PSW Grant”

– International Consulting Company for the implementation of the Capacity building of road sector professionals component

A. Project Background:

1. The Government of Tajikistan (GoT) through its Project Implementation Unit for Roads Rehabilitation (PIURR) under the Ministry of Transport (MOT), is undertaking the construction of the 75-kilometer (km) long Obigarm- Nurobod Road to replace the existing section of M41 highway that will be inundated by the reservoir of the under-construction Rogun Hydropower Project (HPP). The Obigarm-Nurobod Road Project in the Republic of Tajikistan - Long Bridge and Approaches (the Project) was approved by the Board of Directors of AIIB on March 20, 2024. The Loan Agreement between AIIB and the Republic of Tajikistan was signed on April 3, 2024 and the loan became effective on June 24, 2024.
2. The Obigarm–Nurobod road connects the capital city of Tajikistan with the border of the Republic of Kyrgyzstan and the Republic of China via the Dushanbe–Vahdat–Nurobod–Rasht–Lakhsh–Karamyk (Kyrgyz border) route. This bypass road avoids the Rogun HPP flood zone and is divided into three sections, as outlined below:

Obigarm - Nurobod Road Project		
Section	Task Description	Remarks
1	Km 0+000 to Km 30+217: Obigarm – Tagikamar section approximately 30 km long and includes 2 tunnels of 1.6km and 1.7 km, and construction of 6 short span bridges	Funded by ADB/OFID Construction completed
2	Km 30+217 to Km 75+600: Tagikamar-Nurobod section approximately 44 km long and includes 1 tunnel of 2.6 km and construction of 7 short span bridges and 1 temporary bridge less Package 3 which runs from Km 72+800 to Km 74+303	Funded by EBRD Construction completed
3	Km 72+800 to Km 74+303: Permanent Long Bridge about 920 m long and its approaches, as a permanent replacement for the temporary bridge to be provided in Package 2. The total length of Package 3 including the road approach works is 1.5 kilometers.	Funded by AIIB Construction launched

3. The third section includes construction of a large 920-meter long bridge over the Surkhob River and access roads, as well as other necessary infrastructure. The construction of the 920-meter long big bridge is the largest and the first in Tajikistan. Therefore, it is necessary to increase the capacity of road transport specialists to operate and maintain the bridge and its infrastructure.
4. In October 2023, Government of Tajikistan requested AIIB's grant support for capacity building and women's economic empowerment under the Obigarm–Nurobod Road Project.

Due to urgent implementation needs, the project team proceeded with loan approval while seeking additional grant resources. The China International Development Cooperation Agency (CIDCA) expressed its interest in supporting these activities, and in June 2025, Tajikistan accepted CIDCA's contribution.

5. The PSW Grant shall be utilized to finance the following activities:
 - a. Capacity Building of the Road Sector Professionals; and
 - b. Promoting Women's Economic Empowerment;
6. The MoT PIURR is recruiting an international consulting firm to support the implementation of activity "a" of PSW-funded Project.

B. Overall Goal

7. The overarching goal of the capacity-building initiative is to enable Tajikistan's road and bridge sector professionals to effectively plan, procure, implement, and maintain **complex transport infrastructure** in alignment with international technical, managerial, and environmental standards. This will contribute to improved project outcomes, sustainability, and institutional resilience in the sector.

C. Objective of the Assignment

8. The primary objective of this consultancy assignment is to engage a qualified international consulting firm to implement **activity (a): Capacity Building of Road Sector Professionals** under the PSW Grant. This activity aims to enhance the institutional and human resource capacity of Tajikistan's road sector by delivering a targeted and structured training program aligned with international standards.
9. The consulting firm will support the development and implementation of a **comprehensive Professional Skills Training Plan**, customized to address the needs of various professional groups involved in the planning, design, construction, and maintenance of road and bridge infrastructure projects. Each training module will be designed to reflect the specific competencies and responsibilities of its target participants, ensuring that content is relevant and impactful.
10. The training program will be organized into specialized modules tailored to the diverse needs of **three target groups**: (i) engineers and professionals engaged in the planning, design, procurement, and management of road and bridge projects; (ii) engineering students at technical universities, with a focus on building practical knowledge and skills for road and bridge design, construction and maintenance; and (iii) skilled and semi-skilled workers involved in construction and maintenance activities.

a) Technical Engineering Training - Target group: (i), (ii), (iii)

- Focus areas: Road and bridge design principles (geometric, structural, hydrological, geotechnical); construction technologies for roads and bridges (including quality control and supervision); maintenance practices for road and bridge assets (lifecycle planning and monitoring tools); introduction to climate-resilient and environmentally sustainable infrastructure practices.

b) Procurement and Contract Management Training - Target group: (i), (ii)

- Focus areas: Procurement of works and services in line with MDB guidelines; preparation and evaluation of tender documents and bids; FIDIC Conditions of Contract (emphasis on Engineer's and Contractor's obligations); contract administration, change management, and dispute avoidance/resolution.

Note: Procurement training will be delivered as a distinct module from project management due to the difference in audience and subject matter.

c) Project and Construction Management Training - Target group: (i), (ii), (iii)

- Focus areas: Principles of project planning and scheduling (e.g., Primavera/MS Project) and resource management; monitoring and evaluation (M&E) of project implementation; risk management and safety assurance in infrastructure delivery; stakeholder coordination and communication.

d) Financial Management Training - Target group: (i)

- Focus areas: Budgeting and cost control in infrastructure projects; financial reporting and compliance with international financial institutions; compliance with financial controls, audits, and loan covenants; cash flow forecasting and fund management during implementation.

e) Economic Analysis and Investment Appraisal Training - Target group: (i)

- Focus areas: Economic evaluation of infrastructure investments (e.g., NPV, IRR, EIRR); value-for-money assessments and sustainability evaluation frameworks; cost-benefit analysis methods and tools for project selection; integration of economic appraisal into early-stage project preparation.

f) General Workforce Upskilling - Target group: (iii) as well as selected local residents from project-affected communities who may participate in basic safety, site procedures, and maintenance-related trainings.

- Focus areas: Occupational health and safety (OHS); site procedures, materials handling, and machinery operation; basic understanding of construction quality standards; community safety protocols; emergency response and workplace conduct.

D. Scope of Services

11. The Consultant shall provide advisory and implementation support services for the full design, delivery, monitoring, and documentation of a national capacity-building program for road and bridge sector professionals in Tajikistan. The services will include, but not limited to, the following tasks:

a) Training Needs Assessment (TNA)

- Conduct a detailed TNA in collaboration with the Ministry of Transport (MoT), PIURR, road agencies, road and bridge faculty of technical universities/colleges, and other key stakeholders. Identify gaps in knowledge, skills, and competencies across various groups, including: technical personnel (engineers, supervisors); managerial staff (project managers, department heads); procurement and finance personnel; and field-level labor and maintenance teams (including contractor staff and selected local community members involved in basic maintenance, safety, or construction support). Develop a comprehensive Training Needs Matrix mapping each role to priority competencies and recommended training modules.

b) Training Plan Development: Based on the TNA, develop a Professional Skills Training Plan that outlines:

- Course topics, objectives, and expected outcomes for each training module;
- Target groups and participant numbers, including a transparent participant selection method (to be agreed with PIURR and MoT). Selection of participants will consider (i) professional relevance; (ii) gender and regional balance to ensure equitable participation; (iii) nomination through official channels (MoT, PIUs, universities, contractors) based on predefined eligibility criteria; and (iv) for local residents, coordination with district authorities to ensure fair representation and alignment with project objectives. The detailed eligibility and selection methodology is provided in Annex 1: Participant Selection Criteria.
- Delivery modalities for the training (classroom, field-based, online/blended);
- Duration and frequency of training sessions;
- Required facilities, trainers, and materials.

Note: Obtain MoT and PIU approval of the final Training Plan before implementation.

c) Curriculum Design and Training Material Preparation

- Prepare or adapt curricula, handbooks, presentations, and case studies aligned with international best practices and the local context. All training materials should be translated into the relevant working languages (English and Tajik). Ensure the technical content incorporates international standards and local regulatory requirements. Prepare pre- and post-training assessments, participant feedback forms, and knowledge-retention tools to evaluate learning outcomes and retention.

D) Training Implementation

- Organize and deliver tailored training sessions using professional trainers (local or international experts as appropriate). Ensure inclusive participation (gender balance) and regional representation across Tajikistan. The Consultant shall integrate blended learning methodologies, including the use of digital platforms (e.g. Learning Management Systems), interactive webinars, and pre-recorded content, to provide flexibility for participants—particularly those in remote areas—and to support inclusive access. E-learning modules shall be compatible with mobile devices and accessible offline where possible.

As part of implementation, execute the following training streams as distinct modules (as defined in the Training Plan):

I. Technical Engineering Training: covering topics such as road and bridge design principles, construction methodologies (e.g., embankment, pavement, structures), bridge types and erection methods, maintenance techniques and asset management, and an introduction to green and climate-resilient infrastructure.

II. Procurement and Contract Administration Training: covering public procurement systems and AIIB procurement rules, bid preparation and evaluation, FIDIC contract management (especially the latest Yellow and Red Books editions), and handling of change orders, claims, and dispute resolution.

III. Project and Construction Management Training: covering scheduling and project control (e.g., Primavera/MS Project), quality assurance and supervision, risk and stakeholder management, and site coordination and reporting procedures.

IV. Financial and Disbursement, and Economic Analysis Training: covering budgeting and cost estimation techniques, economic evaluation of infrastructure investments (NPV, IRR, EIRR), financial control and disbursement procedures, and reporting to AIIB and compliance audits.

V. General Labor Force and Maintenance Crew Training: covering site safety, equipment handling, and basic construction practices; occupational health and safety (OHS) procedures and standards based on international best practices; community safety awareness and protocols during construction and maintenance works (including an awareness-raising methodology for contractors' maintenance crews); maintenance planning and execution; emergency response and worksite behavior; and compliance with the Code of Conduct (CoC), including workplace ethics, respectful behavior, and prevention of gender-based violence (GBV), harassment, and discrimination on worksites.

Note: These topics should be delivered in an accessible manner appropriate for the skill level of the workers.

VI. Special Training – University Students: a module dedicated to senior students of the Technical University (civil engineering), focusing on fundamental road and bridge maintenance practices. *Key topics include routine maintenance and inspection techniques, basics of maintenance planning and asset management, and opportunities for practical field exposure (e.g. site visits to ongoing projects).*

E. Expected Results and Outputs

12. The successful implementation of this consultancy assignment is expected to result in measurable improvements in the institutional, managerial, and technical capacities of Tajikistan's road and bridge sector. The following key results and outputs are anticipated:

I. Institutional and Human Capacity Strengthened

- Improved understanding and application of **modern engineering standards**, including road and bridge design, construction, and maintenance.
- Enhanced capacity of staff at the Ministry of Transport, PIUs, and road agencies to manage **procurement, contracts, and project delivery** in line with international standards.
- Strengthened knowledge in **financial planning, cost control, and economic evaluation** of infrastructure investments.
- Better on-site safety, construction quality, and operational practices among field engineers and maintenance teams.
- Established foundation for long-term capacity development, including development of reusable training materials and potential for technical university lecturers.

II. Sustainability and Knowledge Retention

13. To ensure the long-term impact of the training, the Consultant shall:

- Implement a structured training program as part of the training methodology, identifying and capacitating local champions who can deliver follow-up training independently;
- Establish a digital knowledge repository containing all training materials, recordings, and case studies, hosted on a platform accessible to road sector institutions.
- Provide a sustainability plan outlining steps for integrating training modules into national staff development strategies beyond the project lifecycle.

III. Estimated Number of Trainees by Category

14. Based on the scope and typical staffing profiles of the MoT, PIUs, regional road agencies, and local contractors, the estimated number of participants per training stream is proposed as follows:

Training Stream	Target Group	Estimated No. of Trainees, trainings and seminars	Location	Format
A. Technical Engineering Training	Design Engineers, Supervisors, Technical Experts	Number of training sessions held: 7 trainings; Number of people trained: 140 - 150	Dushanbe and regional centers	Classroom & Field-based
B. Procurement and Contract Management Training	Procurement Officers, Contract Managers, Engineers	Number of training sessions held: 3 trainings, 1 seminar; Number of people trained: 120 - 130	Dushanbe	Classroom & Practical Workshops
C. Project and Construction Management Training	PIU Managers, Project Coordinators, Site Engineers	Number of training sessions held: 7 trainings; Number of people trained: 140 - 150	Dushanbe and project sites	Classroom, Case Studies
D. Financial and Disbursement Management Training	Finance Analysts, Economists, Budget Officers	Number of training sessions held: 2 trainings;	Dushanbe	Interactive Seminars

		Number of people trained: 30 - 40		
E. Economic Analysis Training	Economists, Budget Officers	Number of training sessions held: 2 trainings; Number of people trained: 30 - 40	Dushanbe	Interactive Seminars
F. General Labor and Maintenance Upskilling	Skilled/semi-skilled workers, Maintenance Teams	Number of training sessions held: 7 trainings; Number of people trained: 140 - 150	Field-based (districts)	On-site Practical Sessions
G. Special Training on Technical Engineering and Best Practices in Maintenance of Roads and Bridges	Instructors of technical universities and colleges	Number of training sessions held: 2 trainings; Number of people trained: 20 - 30	Dushanbe	Interactive Seminars

***Note:** Participation should aim for equitable gender representation and inclusion of younger professionals for long-term impact.*

IV. Overseas Study Tours

15. To complement the domestic training, the Consultant shall organize two overseas study tours to China (at CIDCA-designated training hubs) in 2026 and 2027. Each tour will involve approximately 20–30 road and bridge professionals (selected in coordination with the MoT, Ministry of Finance, and PIURR) and will be tailored to a specific theme. For example:

Study Tour Theme	Objective	Target Participants
1. Bridge Design and Maintenance	Learn about modern bridge technologies, inspection methods, and asset management	Senior bridge engineers, O&M experts
2. Procurement and FIDIC Contracting	Practical exposure to international bidding procedures and contract administration	Procurement staff, PIU Engineers, MoT and MoF

Note: Each study tour will include roughly 20–30 delegates (totaling about 40–60 participants across the two tours). The Consultant will handle all pre-departure preparations, coordination with host organizations in China, on-site facilitation during the tours, and post-tour debriefing workshops for the participants upon return

F. Monitoring, Evaluation, and Reporting

16. The Consultant shall implement a robust monitoring and evaluation framework throughout the assignment, including:

- Track attendance, engagement, and satisfaction levels.
- Conduct pre-/post-assessments to evaluate learning outcomes.
- Certification of Participants: Provide **Certificates of Participation** (or Achievement) to all individuals who complete each domestic training module and each overseas study tour, as a formal recognition of their participation and the competencies gained.
- Prepare periodic and final progress reports, including:
 - Training Needs Assessment (TNA) findings and final training plan
 - Training schedules, participant records, and training session reports
 - Study tour reports, including objectives, participants, host institutions, and post-tour debriefs.
 - Assessment results and feedback summaries
 - Lessons learned and recommendations for future capacity-building initiatives.

G. Deliverables and Reporting

17. Table below contains the Consultant's reporting requirements. All reports will be submitted in English and Russian in hard copy to PIURR and AIIB (3 copies respectively) and electronically as PDF files via the appropriate large file transfer application. PIURR and AIIB will agree on suitable formats for project progress reports prior to the first such report being submitted.

No.	Deliverable	Description	Timeline
1	Inception Report	Methodology, work plan, stakeholder engagement plan, TNA methodology	Within 2 weeks of contract signing
2	Training Needs Assessment Report	Summary of findings, skills gap matrix, recommended training clusters	Within 6 weeks
3	Professional Skills Training Implementation Plan	Detailed modules, target groups, duration, and delivery method	Within 8 weeks
4	Training Materials Package	Curriculum, presentations, manuals, translated content	Prior to first training
5	Training Implementation Reports	Summary of each training session, attendance, photos, feedback	Ongoing after each session
6	Study Tour Reports	Itinerary, objectives, participants, summary of meetings and lessons learned	After each study tour
7	Mid-Term Report	Assessment of training progress, adjustments if needed	Midway through the assignment
8	Sustainability & Knowledge Transfer Plan	Digital repository architecture, and strategy for post-project adoption	Before Final Report
9	Final Report	Summary of entire training, impact evaluation, recommendations	At the end of assignment

Note: Deliverables 5 and 6 will be produced multiple times (for each training session and each study tour respectively). Payment for these will be prorated per report (see Payment Schedule). All deliverables must be approved by PIURR and AIIB to be considered completed.

H. Team Composition and Qualification Requirements

18. The Consultant shall field a team of experienced professionals with demonstrated expertise in:
 - Capacity building and adult learning techniques
 - Engineering design and construction (roads and bridges)
 - Procurement under IFI-financed projects
 - Project and contract management (FIDIC preferred)
 - Digital learning and Knowledge Management
 - Financial/economic analysis for transport
 - Fluency in English; knowledge of Russian and Tajik is a plus
19. Key experts may include, but are not limited to:
 - Team Leader / Capacity Building Specialist
 - Senior Highway/Bridge Engineer
 - Procurement and Contract Management Expert (MDB experience)
 - Financial Analyst / Transport Economist
 - Local Logistics and Translation Coordinator
20. The Consultant shall propose a well-balanced, multidisciplinary team of international and national experts with strong experience in capacity development, road sector training, and infrastructure project implementation under IFI-funded programs. Non-key experts (e.g., support staff, additional trainers or subject matter specialists) may also be included as needed to successfully implement the assignment.

Key and Non Key Experts and Requirements

Position	Minimum Qualifications	Responsibilities
Team Leader / Capacity Building Specialist	- Master's degree in Education, Public Administration, Civil Engineering, or related field - Minimum 15 years of professional experience, with at least 10 years in managing capacity building or institutional development projects - Proven experience in leading international donor-funded assignments in the transport sector - Excellent communication,	- Lead the overall assignment and manage coordination with the Client - Supervise Training Needs Assessment and training strategy - Oversee quality control of all training materials and delivery - Coordinate study tours and final reporting

	stakeholder coordination, and report writing skills	
Senior Highway/Bridge Engineer (Training Expert)	- Bachelor's or Master's in Civil/Structural Engineering - Minimum 15 years of experience in road and bridge design, construction, and maintenance - Proven training or lecturing experience - Knowledge of international design codes (AASHTO, Eurocodes)	- Design and deliver training modules on engineering, design, construction, and maintenance of roads and bridges - Support practical workshops and site visits - Contribute to curriculum development
Procurement and Contract Management Expert	- Degree in Procurement Law or Policy, Business Administration, Public Administration or related field - At least 10 years of professional experience in procurement under IFI-financed projects - Strong knowledge of FIDIC Conditions of Contract and international bidding procedures - Certified in procurement (e.g., CIPS) is a plus	- Develop and deliver procurement and contract administration training - Focus on MDB procurement, tendering, bid evaluation, FIDIC, and contract claims - Provide real-world case studies
Project and Construction Management Expert	- Civil Engineering or Construction Management degree - At least 10 years of experience in managing or supervising infrastructure projects - Familiar with planning tools (Primavera, MS Project), quality control, and risk management - Previous training experience is preferred	- Deliver modules on project planning, scheduling, site management, and M&E - Support in preparing field-based practical exercises
Financial Management and Economic Analyst	- Degree in Finance, Economics, or related field - At least 10 years of experience in economic and financial evaluation of transport or infrastructure projects - Experience in IFI project financing, disbursement, and cost control	- Deliver training on budgeting, financial control, economic analysis (NPV, IRR, EIRR), and PPP models - Provide tools and templates relevant for road project planning
Non Key Experts		
Digital Learning and Knowledge Management Specialist	- Master's degree in Education Technology, Instructional Design, or related field	- Design e-learning modules and blended content aligned with in-person trainings

	-At least 10 years of experience in e-learning development and digital platform design -Proven experience in managing digital knowledge products for international development projects	-Support development of digital repository and sustainability tools -Train national stakeholders on maintaining digital learning content
Local Training Coordinator / Translator	- Relevant degree and at least 5 years of experience in logistics or event coordination - Fluency in Tajik, Russian, and English - Previous experience working with international teams	- Manage training logistics, local coordination, and translation - Facilitate communications with local stakeholders and ensure inclusive participation

I. Duration of the assignment and estimated expert Inputs

21. The Road Sector Capacity Building activity requires international and national expert man-months to deliver training on procurement and project management, bridge and road construction, operation and maintenance, and financial management and economic analysis. The services of a consulting company will be required for a period of 24 months, broken down as follows:
 - 1 month for initial mobilization and preparatory work;
 - 22 months for the study and trainings and
 - 1 month for project closure.
22. The start date for work is expected to be December 2025. Contract completion date – December 2027.
23. Consultancy services will be procured using FTP procedures based on the QCBS (quality cost basis of 90:10) method in accordance with the AIIB Procurement Rules for Borrowers (2017, as amended) and the AIIB Procurement Policy (2017, as amended). The AIIB Anti-Corruption Policy will be included in all invitation documents and contracts for consultants. The preliminary composition of the construction supervision team is given in Table below:

Expert Position	Estimated Man-Months	Remarks
1. Team Leader / Capacity Building Specialist	12	Continuous but intermittent input over 2 years (avg. 4-6 months per year during key cycles)
2. Senior Highway/Bridge Engineer (Training Expert)	6	High input during the design and construction phases, 2–3 follow-up missions during maintenance
3. Procurement and Contract Management Expert	4	2 workshops per year in early phase, refreshers or follow-up during implementation as needed
4. Project and Construction Management Expert	4	Engagement during annual or biannual workshops and site training

5.Digital Learning and Knowledge Management Specialist	3	1 workshop per year or follow-up during implementation as needed
6. Financial and Economic Analyst	3	More intense in early-mid phases, one final round of training for project closure reporting
7. Local Training Coordinator / Translator	24	Assumes 4–6 man-months per year part-time input, covering ~3–5 major events annually

Total Estimated Man-Months: 56

- International Experts: **32 man-months**
 - National Expert (Coordinator/Translator): **24 man-months**
24. CVs must be submitted with consultant proposals for all key positions. Proposals will be evaluated for all international positions and for national staff assigned to key national positions identified above as key personnel. Remaining national staff will be discussed and agreed with the selected consultant during contract negotiations or during project implementation, at which time replacements may be requested. Administrative and clerical support staff will be provided as required and their cost should be clearly included in the consultants' cost proposals.
25. The consulting contract will be **lump-sum (fixed price)**. It will include provisions for necessary project offices, accommodations, equipment, vehicles, and other support as required for the assignment. Specifically, the Consultant's financial proposal should cover: on-site office operation costs, accommodations and subsistence for experts in Dushanbe and field locations, project vehicles and drivers, communication and reporting costs, etc. These items will not be separately reimbursed.

J. Payment Schedule

26. Payments will be made against the successful completion and acceptance of deliverables, in accordance with the following schedule:

Deliverable	Payment %
Inception Report	10%
Training Needs Assessment Report	10%
Professional Skills Training Implementation Plan	10%
Training Materials Package	10%
Training Implementation Reports (aggregate, prorated per report)	25%
Study Tour Reports (paid proportionally after each report)	10%
Mid-Term Report	10%

Sustainability & Knowledge Transfer Plan	5%
Final Report	10%

Note: Payments will only be released upon formal approval of the deliverables by PIURR and AIIB.

K. Place of provision of services

27. It is expected that during the project implementation the locations of the Consultant's establishments will be as follows:
- (i) PIURR Office for the less group of audience (building of the Ministry of Transport of the Republic of Tajikistan);
 - (ii) Conference halls in Dushanbe (TBN) depending on the number of attendees.
 - (iii) Nurobod District (Field office of the Project Engineer for Construction of a Long Bridge Project).

L. Support, partner staff and information

A. Services and amenities to be provided to the Consultant

28. The following items will be provided at no cost to the Consultant:
- (i) Office space at the Ministry of Transport (MoT)/PIU and at the Contractor's camp for the Consultant's team of experts. These offices will be fully furnished; however, the Consultant shall use their own computers and printers;
29. The following items should be provided by the Consultant:
- a. On-site accommodation and lodging in Dushanbe;
 - b. Vehicles suitable for use during the provision of service;

M. Employer's Contributions

30. The Employer will provide the following assistance to the Consultant:
- Assist in obtaining necessary visas, work permits and any other requirements for the purpose of providing advisory services;
 - Provide liaison with other government agencies and departments as necessary to facilitate the consultant's work;
 - Provide all necessary data, documentation and information related to the Project.
31. The government will exempt consultant staff from (or the Government of Tajikistan will bear the costs) any taxes, duties, fees, levies and other charges imposed by laws and regulations now or may be imposed in the future on the consultant and its personnel in respect of: (a) any payments made to the consultant or its personnel other than citizens of Tajikistan, in connection with the provision of services; (b) any equipment, materials and supplies imported into the Republic of Tajikistan for the purpose of performing services and which will subsequently be removed from there or transferred to the Employer; and (c) personnel and household goods brought into the Republic of Tajikistan by members of the

international consultant team and their dependents for personal use and which will subsequently be removed from there after the departure of such personnel.

Annex 1: Participant Selection Criteria

To ensure transparency, fairness, and alignment with project objectives, participant selection for all training modules will follow the principles of professional relevance, equitable access, and gender/regional balance. The process will be managed by the Consultant in close coordination with PIURR, MoT, universities, contractors, and local authorities.

Target Group	Eligibility / Selection Criteria	Selection Method
Engineers & Professionals (MoT, PIUs, road agencies, contractors)	- Direct involvement in road and bridge planning, design, procurement, or supervision. - Minimum of 2 years of professional experience in the sector. - Recommended by their employing institution (MoT, PIU, road agencies).	Nomination by institutions (MoT, PIUs, agencies) based on agreed quotas. Final approval by PIURR.
Procurement & Finance Personnel	- Currently engaged in procurement, contract management, or finance roles in MoT/PIUs. - Familiarity with MDB-financed projects preferred.	Nomination through MoT/PIU departments, ensuring balance between procurement and finance roles.
Project Managers / Site Supervisors	- Active in project implementation, supervision, or site management roles. - Strong potential to apply knowledge in ongoing projects.	Selected in consultation with PIURR and contractors.
Engineering Students (Technical University – Roads & Bridges Faculty)	- Final-year or postgraduate civil engineering students with a focus on bridges and roads. - Academic standing in top 30% of class preferred. - Interest in road/bridge maintenance.	Nominated by Technical University, endorsed by MoT/PIURR. Gender balance and inclusion of underrepresented groups prioritized.
Workers (Skilled/Semi-skilled)	- Currently employed or likely to be employed by contractors in road/bridge works. - Priority given to those from project-affected communities.	Nominated by contractors in consultation with local authorities. Reviewed and approved by PIURR.

Local Residents (Community Members)	- Residents of Nurobod or nearby districts. - Potential to engage in unskilled labor, routine maintenance, or safety monitoring. - Willingness to participate in OHS and maintenance training.	Identified through local district authorities and community organizations, with PIURR oversight. Quotas for women's participation encouraged.
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Additional Provisions: A minimum target of 20% female participation is set across all training activities (where feasible) to encourage women's involvement in the road sector. Regional representation will be considered to include participants from remote districts. Final participant lists for each module will be reviewed and approved by PIURR in consultation with the Consultant. All participants who successfully complete a training module or study tour will receive a Certificate of Participation/Achievement as appropriate.