

Invitation to tender: Financial Management Consultancy and Support Services — Bangladesh

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Evangelisches Werk für Diakonie und Entwicklung e. V.
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Content

1	Terms of Reference	3
1.1	Brot für die Welt.....	3
1.2	Objective of the contract	4
1.3	Parties involved	4
1.4	Service to be performed	4
1.5	Contract period and time schedule	8
1.6	Reporting	8
1.7	Requirements for the execution of the contract/ necessary qualifications	9
1.8	Further requirements	9
2	Terms and conditions for tender	10
2.1	General principles	10
2.2	Tenders	12
2.3	Eligibility assessment and award of contract	13
3	Annexes	15

1 Terms of Reference

1.1 Brot für die Welt

Brot für die Welt (Bread for the World), henceforth referred to as the Client implements development cooperation by promoting the development work of partner organisations in the country/region stated above. Information about the Client is available at <https://www.brot-fuer-die-welt.de/en/bread-for-the-world>.

The Client finances the partner organisations' work with German federal, church and donation funds, which the Client forwards to the partner organisations. The cooperation between the Client and the partner organisations is based on cooperation agreements, which, among other things, implement the requirements to which the Client itself is bound on the basis of its obligations to its funding agencies (including the Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ / Federal Ministry for Economic Cooperation and Development). It is the goal of the consultancy and support provided in the area of financial management to enable the partner organisation to meet the minimum requirements associated with funding by the Client and are set out in the respective cooperation agreement with the partner organisations.

Consultancy and support for partner organisations can be carried out in the form of individual consulting, training and workshops for individual partner organisations or training and workshops for staff of multiple partner organisations. The consultancy approach and method is chosen by the Contractor taking into account the needs, framework conditions and prerequisites of the partner organisations/field in consultation with the partner organisations and the Client. Where appropriate, training materials and digital self-learning courses developed by the client shall be used to convey key funding requirements and other content relevant to the consultation.

The consultancy, support and training of partner organisations should be designed in such a way that these organisations disseminate and apply the knowledge gained as multipliers in their own field in order to create sustainable capacities and sustainable knowledge management for the fulfilment of funding agreements.

Background and Partnerfield

The Client works in Bangladesh with and through local partner organisations and does not have any regional offices there. The Client is currently funding around 29 projects in Bangladesh run by about 25 partner organisations of varying sizes. The projects normally run for three years with total funding between EUR 150,000 and EUR 2.000.000. The total annual funding approved for projects in Bangladesh is currently about EUR 8.100.000.

The main focus areas for funding are poverty reduction, livelihoods and resilience, governance and human rights, peacebuilding and conflict transformation, access to basic services, climate change and adaptation, protection of natural resources, gender equality and gender mainstreaming.

The responsible bodies are civil society and church organisations based in the regions of Dhaka, Khulna, Jhenaidha, Moulvibazar, Dinajpur, Rangpur, Shatkira, Kurigram and Nilphamari. The partner organisations operate nationwide, but especially in poverty struck regions or those strongly affected by climate change, such as, northern and

southern Bangladesh as well as the Chittagong Hill Tracts. The majority of these programmes are based in rural Bangladesh. Partner organisations engage also in lobbying work at national, European and international level.

The key target groups for the projects are landless, smallholders, ethnic and religious minorities and within these groups in particular women and youth. Increasingly people living with disabilities have become a further target group.

The Client provides its partner organisations with financial support, scholarships and thematic advice (for example in the areas of right to food/food sovereignty, climate adaptation, conflict transformation, gender equality and gender mainstreaming).

The Contractor shall provide consultancy services in the fields of finance management according to the Client's standards and regulations and shall capacitate the partner organisations to comply with those standards. These services must reflect the specific requests and needs of the partner organisations and the communities they support. An important aspect of this is being properly gender-sensitive in dealing with the people whom they are advising (participants).

The Contractor must carry out the services by taking into account the needs of the partner organisations and their staff. This includes an adequate handling of the individuals (participants) being advised, in particular with regard to gender issues. The services of the Contractor shall be adapted to the language of the target group and/or persons advised/participants and will be provided in English and/or Bangla. Communication with the Client takes place in English. The Contractor shall ensure that the persons entrusted with the performance of the contract do have the respective language skills.

1.2 Objective of the contract

The aim of the contract and thus of the consultancy and support services to be provided is to strengthen the capacities of partner organisations in the areas of financial management so as to meet the Client's funding requirements on these areas.

The achievement of contract objectives is reviewed by the Client based on feedback from partner organisations and from the Client's staff responsible for supporting the partner organisations.

1.3 Parties involved

Approximately 20 Partner Organisations.

1.4 Service to be performed

The services to be performed are described below. As described under 1.2 (Objective of the contract) the consultancy and support services are designed to empower and strengthen partner organisations to meet the funding requirements in the area of financial management.

- Identification of consultancy and support needs of partner organisations regarding financial issues which are related to funding requirements

- Support in the further development of appropriate financial management systems and internal control systems (ICS), including an appropriate cost sharing policy
- Support in meeting funding requirements in financial/budget planning, monitoring income and expenditure trends and preparing financial reports
- Support in implementing specific changes in the partner organisation and/or the project required to meet the funding requirements of the Client
- Supporting the identification of possible further consultancy needs that go beyond selective changes
- Support in selecting and commissioning auditors related to funding by the Client
- Support in the preparation of audits of the Client's partner organisations
- Support with follow-up of audits, in particular by evaluating the results of the audit report and the management letter as well as identifying and, if necessary, implementing consequences/recommendations resulting from the audit report
- Specialist support for the dialogue between the Client and the partner organisation on the above areas and other issues related to the funding requirements

Optional: Provision of additional services for the Client (not covered by the procurement procedure)

In addition to the consultancy and support services described above in the field of financial management for partner organisations, the Client also frequently commissions the Contractors to provide additional services for the Client.

The services listed below are optional and can be ordered separately by the Client if required and with the consent of the Contractor. Logistical and organisational tasks are remunerated at 70 percent of the agreed gross daily fee and content-related specialist services are remunerated at 100 percent of the agreed gross daily fee.

Organisational and logistical support for

- planning and accompanying project, press and delegation trips to the region and
- the implementation of national and regional events, workshops, partner consultations, exchange meetings, etc. such as planning itineraries, organising transport (incl. ticket bookings), premises, accommodation, catering.

Content-related specialist support such as:

- Support in translating and proofreading of Brot für die Welt (Bread for the World) documents (checking their comprehensibility according to contextual criteria)

- Consultancy and support in the preparation of content regarding cooperation with partners for public relations work
- Support for/contribution to the further development of consultancy concepts
- Preparation of updates on contextual information from the region (regularly or ad hoc as required)
- Contributions to relevant topics in the cooperation (by the CSS or by commissioning studies, support and consultancy in the preparation of terms of reference, identification of consultants, etc.).
- Support in the local preparation of newly arrived professionals (information/sensitisation of the partner organisation on details of partner placement, implementation of country familiarisation sessions specifically adapted for the professionals) and scholarship work.

The additional services are not the subject of the procurement procedure and are also not the subject of the evaluation of the tenders. There is no obligation to perform the additional services.

1.4.1 Activities to be carried out

The digital self-learning courses developed by the Client, as well as other training materials, are to be included in the consultancy services for partner organisations wherever possible. An exchange on consulting approaches, content specifications and training materials takes place within the framework of coordination meetings. The Client has the right to demand that the Contractor adapt the material for training and consultancy purposes. The materials developed by the Contractor under this contract must be made available to the Client for further use.

Contractor adapt the material for training and consultancy purposes. The materials developed by the Contractor under this contract must be made available to the Client for further use.

The Contractor responds to consultancy enquiries from partner organisations within a reasonable period of time. In principle, training courses must be held in the period in which they are scheduled in the planning overview. Training courses - including those not yet included in the planning overview - must be carried out with an appropriate lead time. Dates must be announced to the Client and the partner organisations in good time and communicated appropriately.

Participation in the events of the Client on current requirements and adjustments (approx. 4 times a year, 2 hours each) is compulsory and remunerated.

Participation in the exchange meetings on methodological issues (approx. 3 times a year, 1.5 hours each) of the Client is voluntary and not remunerated.

1.4.2 Special circumstances

The Contractor supports and advises the partner organisations on behalf of the Client. The Contractor is not the Client's representative towards the partner organisations and

neither the partner organisations' representative towards the Client. The Contractor shall not perform any functions that are typical of the Client's project processing tasks. The Contractor shall support communication and dialogue between the Client and the partner organisations without taking it over. Direct communication and dialogue between the Client and the partner organisations shall be maintained.

The Contractor does not have any decision-making powers concerning the cooperation relationship between the partner organisations and the Client. The Contractor must not perform any task which may give rise to a conflict of roles or interests in the deliberations on compliance matters. This excludes, in particular, the Contractor from carrying out or participating in evaluations or audits of the partner organisations in question.

1.4.3 Scope of the service

Based on the consulting volume of the previous years, the Client estimates the scope of consultancy per year during the contract period as follows

Service or activity	Estimated time required (number of days)	Period of implementation (e.g. month/year)
Consultancy Days Financial Management	106	01.01.27 – 31.12.2027
Travel Days (Travel time is remunerated with half of the agreed fee)	42	01.01.27 – 31.12.2027

For more detailed information on the remuneration of the travel days, please refer to Annex 2 “Terms and conditions for payment to the Framework Agreement”.

1.4.4 Place of service delivery/ travel

The place of performance is the country/region: Bangladesh

Consultancy and support services will usually be provided at the site/headquarters of the partner organisations or digitally. For information on the locations of the currently funded partner organisations, please refer to Item IV of the Terms of Reference.

If necessary and after prior consultation with the Client, the Contractor will also conduct consultations and training for several partner organisations. A suitable location will be selected in mutual agreement between client and contractor for these events, taking into account economic feasibility.

1.5 Contract period and time schedule

The duration of the contract will begin on the date on which the contract is awarded and will end on 31.12.2027.

Following the award of the contract, a planning and monitoring sheet will be prepared, outlining the requirements and the final scope of the contract budget. The planning and monitoring sheet will be coordinated and agreed upon between the Client and the Contractor. Based on the agreed planning and monitoring sheet, the contract and its budget will be signed by both parties.

1.6 Reporting

The Contractor shall prepare reports on the services and activities performed in the relevant language of communication and submit them to the Client in digital format.

The reporting shall comprise the following elements:

- **Annual narrative report:** An annual narrative report shall be prepared in accordance with the template provided in Annex 5 and submitted within 30 days of the completion of the relevant services.
- **Planning and Monitoring Sheet:** An updated “Planning and Monitoring Sheet” (Annex 6) shall be submitted with each invoice. It shall serve as evidence of the services and activities performed and covered by the respective invoice.

The Client shall review the submitted reports and supporting documents and notify the Contractor of any requested changes within four weeks of receipt.

It is at the discretion of the Client to request additional interim reports.

The Contractor reports separately on his/her own initiative on any special incidents.

The Contractor agrees to an evaluation meeting if requested by the Client.

With regard to the monitoring of the consultancy and training measures, the reporting on the services provided and the results achieved, further detailed agreements can be made when the contract is awarded, which serve to ensure the transparency and quality assurance of the measures carried out.

Section 1.2 of the Terms of Payment shall apply to the document check including voucher list by an auditor, which must comply with the format prescribed in International Standard on Related Services (ISRS) 4.400 (Agreed Upon Procedure Agreement Annex 7).

1.7 Requirements for the execution of the contract/ necessary qualifications

The following areas of expertise must be fulfilled in carrying out the contract.

1. Professional expertise
Qualification in the field of financial management, administration of donor funds, financial management software, capacity building on financial management.
2. Methodological expertise
Planning and design of training courses, design of consultations, implementation of guidelines and donor requirements in projects, blended learning and knowledge management; moderation skills, didactic skills, ability to work with groups, systemic view, ability to analyse, promote ability to act, participative techniques, shaping a constructive conflict culture.
3. Digital expertise
Competence in planning and implementing different digital training and consultancy formats. Ability to design and use digital formats and tools according to the needs of the target group.
4. Self-competence
Understanding of roles, self-reflection, self-awareness, unlearning, willingness to innovate.
5. Social competence
Empathy, communication skills, relationship building, ability to focus on potentials and strengths, change of perspective, adequate interaction with those being advised, gender sensitivity, adequate handling of emotions, intercultural competence.

1.8 Further requirements

It is expected that the assignment will be carried out taking into account gender equality, impact and target group orientation as well as sustainability criteria.

The training sessions and consultations of the partner organisations by the Contractor are held on site at the partner organisations or digitally as well as by phone and email.

The Contractor must be available by telephone and email during normal business hours in the country/region concerned. The Contractor must use common file formats for communication with the Client and the partner organisations. The Contractor must have the necessary software and hardware to use and create word processing documents, spreadsheets and presentations, and have programs to implement digital consultancy services (e.g. via Zoom).

2 Terms and conditions for tender

2.1 General principles

2.1.1 Contact person and questions

Evangelisches Werk für Diakonie und Entwicklung e. V.
Brot für die Welt
Mr/Ms Tatjana Haque

Asia and Pacific Department
South Asia Unit
Caroline-Michaelis-Str. 1
10115 Berlin
Germany

Email: vergabe-IP@ewde.de

Questions should be sent by email to the above mentioned Email. A timely response cannot be guaranteed for questions that are not asked at the latest 3 calendar days before the expiry of the tender deadline. Questions that are also relevant for other tenderers will be made available to all tenderers in anonymised form by email together with the answer.

2.1.2 Type of procedure

The contract will be awarded in accordance with the specifications for procurement procedures for supplies and services for grant recipients of the Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ / Federal Ministry for Economic Cooperation and Development) on the basis of the German Unterschwellenvergabeordnung (UVgO / Regulation on sub-threshold procurement):

Several tenderers, in principle at least three, are invited to submit a written tender.

If necessary, negotiation talks will be held with the tenderers; the tenderers have no right to such talks. The Client reserves the right to award the contract even without having negotiated beforehand.

The Client will not remunerate the preparation of the tender. Should the tender not be considered and/or there is no interest in submitting a tender, please send a prompt message to the above contact person, giving reasons if possible.

2.1.3 Procurement documents

The procurement documents consist of the following documents:

- Invitation to tender (this document)
- Financial Offer Template (Annex 1)
- Terms and conditions for payment (Annex 2)
- Model contract (Annex 3)

General terms and conditions of contract or delivery or other terms and conditions of the Contractor that deviate from the specifications in the procurement documents are

excluded. They do not apply in the event of an assignment even if they were enclosed with the tender.

2.1.4 Bidding consortia

A bidding consortium is an association of two or more individual tenderers who submit a joint tender. In the case of a bidding consortium, an authorised representative must be appointed. The authorised member represents the bidding consortium in a legally binding manner towards the Client. Each member of the bidding consortium is jointly and severally liable for the performance of the contractual obligations even after its dissolution. The distribution of tasks within the bidding consortium must be set out in the tender.

2.1.5 Subcontractors

If necessary, the tenderer may also engage third parties for the performance of the contract and commission them with the performance of the services or parts of the services. If subcontractors are intended to be engaged by the tenderer(s), this must be stated in the tender. The Client reserves the right to request information about the subcontractor (e.g. on eligibility). The Contractor is also responsible towards the Client for the delivery of the service as agreed when using subcontractors.

2.1.6 Data protection within the framework of the procurement procedure

The tenderer agrees that the personal data provided by him/her may be processed and stored for the procurement procedure.

If personal data is passed on by the tenderer in the context of the procurement procedure (e.g. own employees, named contact persons at references), the obligation to provide information pursuant to Art. 13 GDPR or § 17 of the Kirchengesetz über den Datenschutz der Evangelischen Kirche in Deutschland [DSG-EKD / Data Protection Act of the Protestant Church in Germany] must be observed, i.e. the employees concerned must be informed accordingly and their consent to the processing of their personal data in connection with the submission of the tender must be obtained.

Upon conclusion of a contract, a data protection declaration must be signed by the Contractor.

2.1.7 Sanctions list screening

Based on international requirements [UN Resolution No. 1390 (2002), UN Resolution No. 1373 (2001), UN Resolution No. 2253 (2015), EC Regulation No. 881/2002, EC Regulation No. 2580/2001, EU Regulation No. 2016/1686 and EU Regulation No. 2017/1390 with numerous amendments], financial resources may not be paid to recipients who are on the sanctions list of the European Union and/or the United Nations and, in the case of transactions in US dollars, the United States of America. The implementation of appropriate safeguards is mandatory.

Accordingly, Brot für die Welt will carry out verification measures with all contractual partners against the existing sanctions lists of the European Union and the United Nations and, if applicable, the United States of America, in order to prevent funds from being paid to persons or organisations that are on the above sanctions lists.

2.2 Tenders

2.2.1 Form and content

The tender is to be prepared in English and should not exceed 10 pages. The tender must be submitted electronically in text form. A natural person authorised to represent the tenderer, a contact person for questions and full contact details must be provided.

A complete tender consists of:

a) Documents for the assessment of eligibility:

1. Brief company description (incl. number of employees and structure, legal form, headquarters and other locations, main areas of expertise and activity) or short description of the applicant (with presentation of expertise and main areas of activity including linguistic/regional experience)
2. Information on total turnover and turnover with comparable services in the last three financial years
3. List with at least 3 up to a maximum of 6 references of comparable services carried out in the last three years, stating the Client, the invoice value and the service period - the references must show that the tenderer has already carried out comparable services

Additional information if applicable:

4. Declaration on the intended use of subcontractors, specifying the parts of the services to be performed by the subcontractors
5. Bidding consortia must submit a legally binding declaration signed by all members of the bidding consortium stating that each member of the bidding consortium is jointly and severally liable for the contractual performance of the service and that the authorised representative of the bidding consortium legally represents the listed members towards the Client and is in particular entitled to submit the tender and to accept payments with effect for each member.

b) Content tender

1. Designation of the project team intended to deliver the services, including details of the qualifications, specialist knowledge and experience of the staff, including language and regional knowledge, as well as meaningful CVs in table form.
2. Implementation concept regarding the services described in the terms of reference with methodological approach and consideration of:
 - Civil society context
 - Consultancy approach (design and implementation, identification of needs, capacity building, sustainability)
 - Methodical approach (methods, tools, diversity aspects, digital formats)
 - Monitoring

c) Financial tender

- Indication of a **uniform daily rate in EUR**, taking into account the specifications in the terms and conditions for payment (Annex 2).
- The Financial Offer Template (Annex 1) shall be used for the calculation of the offer price.

The fee includes remuneration and other ancillary costs (cf. Section 6 Terms and conditions for payment). For contractors based abroad, the fee must in principle include all local and national taxes and duties (including value-added tax or analogous types of tax). In the case of contractors based in Germany, the net price must be stated. Travel time is remunerated at half the agreed fee rate. Costs for meals are not reimbursed, nor is a daily allowance paid. The specifications for pricing are defined in the terms and conditions for payment (Annex 2).

The number of days/trips/workshops/etc. and the budget are agreed in the contract as “up to” amounts. Under the contract, the Contractor is not entitled to fully exhaust the budget if this is not necessary for the objective of the service delivery.

2.2.2 Tender submission period and submission of tenders

Please send your complete tender with the subject “Financial Management Consultancy and Support Services — Bangladesh” by **09.10.2026** at the latest as a PDF file by email to vergabe-IP@ewde.de

The binding period for the tender is:

31.01.2027

The documents must be received in full by Brot für die Welt by the end of the tender period. Brot für die Welt reserves the right to request missing or incomplete documents. The tenderer is not entitled to supplementary submission.

2.3 Eligibility assessment and award of contract

2.3.1 Eligibility assessment

The eligibility of the tenderer will be assessed on the basis of the following criteria:

- Main areas of activity/competence
- References
- Economic capacity

2.3.2 Award of contract

The contract is awarded to the most economical tender. This is determined on the basis of the award criteria price 30 percent and quality 70 percent.

When assessing the quality of the tender, the following sub-criteria are evaluated:

Award criterion	Maximum score	Weighting factor (WF)**	Evaluation points (EP)***	Performance points****
Price*				
Daily fee rate (oder Gesamtpreis)	30			
Quality				
1. Content Concept	25			
Quality and adequacy of the presentation of the understanding of the civil society context in the country, problem analysis and support needs	5	1.67	0 to 3	=WF x EP
Quality of the consultancy approach, process design and results monitoring	10	3.33	0 to 3	=WF x EP
Diversity of methods, participatory and adult education methods under consideration of gender aspects	10	3.33	0 to 3	=WF x EP
2. Personnel Concept	20			
Transparency, plausibility and efficiency of the personnel concept with regard to the composition of the consultants (coverage of the different areas of responsibility, gender and diversity, languages, geographical localisation))	5	1.67	0 to 3	=WF x EP
Organisation, substitution, dealing with peaks in workload, quality assurance, updating of competences	5	1.67	0 to 3	=WF x EP
Qualification of the persons entrusted with the execution of the contract on the basis of training and experience	10	3.33	0 to 3	=WF x EP
3. Presentation/ Interview	25			
Presentation of the concept and the persons entrusted with the execution of the contract in the negotiations	25	8.33	0 to 3	=WF x EP
Total	100			

***Price**

The lowest daily rate receives 30 points. The other tenders receive fewer points according to the relative deviation from the lowest daily rate.

Example: The cheapest daily rate offered by tenderer A is €150 and receives 30 points in the evaluation. Tenderer B's next highest hourly rate is €200, deviates by €50, i.e. 33.33%, and receives 20 points. The figures are rounded in accordance with standard commercial practice. Minus points are not awarded.

****weighting factor:** Maximum number of points/max. evaluation points

***** evaluation points**

0 points	Objective not met
1 point	Objective largely met: comprehensible presentation, focus partly corresponds to the task
2 points	Objective well met: overall compelling and coherent presentation, focus largely corresponds to the assignment
3 points	Objective met with distinction: coherent and compelling presentation, focus on the specifics of the assignment

******performance points:** Sum of weighting factor times evaluation points in the respective category

The tender with the highest total number of points (performance points) will be awarded the contract.

3 Annexes

Annex 1: Financial Offer Template

Annex 2: Terms and conditions for payment

Annex 3: Model contract

Annex 4: Contract Budget template

Annex 5: Narrative Report template

Annex 6: Planning and Monitoring Sheet template

Annex 7: Agreed Upon Procedure Agreement