

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

CONFIDENTIAL

THE ENHANCEMENT OF THE ASCC POST-2025 MONITORING AND EVALUATION SYSTEM	Project number/ cost centre: 19.2288.9-043.00
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is implementing multiple projects on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and other commissioning parties in ASEAN. Additionally, the BMZ Study and Expert Fund (SEF) for ASEAN allows GIZ to support partners in ASEAN with ad-hoc requests.

The Senior Officials Committee for the ASCC, with the support of the ASCC Monitoring Division, oversees the monitoring and tracking of the progress of the ASCC Blueprint 2025 implementation. The ASCC Monitoring Division releases a biannual report of the ASCC Blueprint 2025, which gives a description and assessment of its implementation progress and achievement of its Strategic Measures. The ASCC Blueprint 2025 Monitoring Report is submitted to SOCA for their notation and reported to the ASCC Council.

To support the implementation, monitoring and evaluation of the ASCC Strategic Plan, a Planning, Monitoring and Evaluation Guideline for the ASCC Strategic Plan will be developed. The Guideline will serve as a key resource for the ASCC as well as its stakeholders.

Given this context, GIZ is therefore looking for a consultant to assist the ASCC Monitoring Division in enhancing the existing monitoring and evaluation system of the ASCC to support the monitoring of the ASCC Strategic Plan implementation. Specifically, the consultant is expected to provide the following services:

1. Conduct mapping of the existing monitoring and evaluation of the ASCC, particularly of the ASCC Divisions in the ASEAN Secretariat
2. Conduct **four (4)** capacity building workshops for SOCA, ASCC Sectoral Bodies, Socio-Cultural Officials and ASCC Divisions of the ASEAN Secretariat on planning and designing initiatives and programmes, and monitoring and evaluation systems.

The consultant is expected to deliver the following outputs under this task:

- a. Capacity Assessment:** Develop a training needs capacity assessment to determine the capacity needs of the participants in the designing and planning of sector initiatives and projects, as well as monitoring and evaluation.
 - b. Training Modules:** Develop training modules and materials based on the results of the capacity needs assessment to be structured based as guideline that can be reused for new user.
 - c. Capacity building report:** Develop the activity completion report for the capacity building.
3. Develop the Planning, Monitoring and Evaluation Guideline for the ASCC Strategic Plan, including minimum standards and tools for the monitoring and evaluation of sectoral workplans.
 4. Conduct **four (4)** capacity-building sessions for SOCA, ASCC Sectoral Bodies, Socio-Cultural Officials and ASCC Divisions of the ASEAN Secretariat on the finalised and SOCA-endorsed Planning, Monitoring and Evaluation Guidelines for the ASCC Strategic Plan.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

Deliverables and Description of Tasks
<p>Work package 1 : Mapping of the existing monitoring and evaluation system, practices and processes of the ASCC, particularly SOCA and the ASCC Divisions of the ASEAN Secretariat</p> <p><i>The mapping exercise will help determine practices and processes that are being employed by the ASCC in the monitoring, review, evaluation and reporting of ASCC initiatives, including sectoral workplans. The results of the mapping exercise will feed into the development of the Planning, Monitoring and Evaluation Guideline for the ASCC Strategic Plan.</i></p> <p>The consultant is expected to deliver the following:</p> <ol style="list-style-type: none"> Concept Note of the mapping of the monitoring, review, evaluation, and reporting practices and process of the ASCC sectoral bodies, through the ASCC Divisions of the ASEAN Secretariat Conduct consultations with ASCC Divisions to gather insights, practices, and processes in monitoring and evaluation. Conduct consultation with SOCA to gather insights, practices and processes in monitoring and evaluation of the ASCC Blueprint 2025 Map out the arrangements, practices and processes through a mapping report Validate the findings of the mapping exercise with SOCA and the ASCC Divisions Finalise the mapping report with recommendations to enhance the planning, monitoring and evaluation of ASCC.
<p>Work package 2 : Conduct four (4) capacity building workshops, for SOCA, ASCC Sectoral Bodies, Socio-Cultural Officials and ASCC Divisions of the ASEAN Secretariat on planning and designing initiatives and programmes, and monitoring and evaluation systems.</p> <p><i>The Capacity Building is designed to equip target participants with the knowledge and skills to apply principles and processes of planning and designing activities, programs, and projects, as well as monitoring and evaluation. The estimate duration of each capacity building is approximately two days.</i></p> <p>The consultant is expected to deliver the following:</p> <ol style="list-style-type: none"> Concept note of the capacity building workshops, including workplan and arrangements for the delivery of the workshops Conduct a capacity needs assessment to inform the development of training materials Pre and post-test for the workshop participants Presentation materials based on the results of the capacity-needs assessment Facilitate the capacity building workshops Activity report for each capacity building workshop, along with recommendations on the proposed enhancements of the ASCC Planning, M&E System
<p>Work package 3 : Develop the Planning, Monitoring and Evaluation Guideline for the ASCC Strategic Plan, including minimum standards and tools for the monitoring and evaluation of sectoral workplans.</p> <p><i>The Guideline is one of the main outputs of the project, to be delivered in 2025 and is expected to address gaps, challenges, areas of improvement and possible areas for scaling up/innovation of the existing monitoring and evaluation system of the ASCC.</i></p> <p>The consultant is expected to deliver the following:</p> <ol style="list-style-type: none"> Develop an outline of the Planning, Monitoring and Evaluation Guide for the ASCC Strategic Plan, with a brief introduction of each section

- ii. Develop the draft Planning, Monitoring and Evaluation Guideline for the ASCC Strategic Plan based on the approved outline
- iii. Conduct consultation with SOCA, ASCC Sectoral Bodies and the ASCC Divisions on the draft Guideline
- iv. Revise and finalise the Guideline based on the results of the consultations
- v. Submit the final version of the Guideline

Work package 4 : Conduct four (4) of capacity-building sessions, for SOCA, ASCC Sectoral Bodies, Socio-Cultural Officials and ASCC Divisions of the ASEAN Secretariat on the finalised and SOCA-endorsed Planning, Monitoring and Evaluation Guidelines for the ASCC Strategic Plan.

The capacity-building workshop aims to familiarise the Guideline to SOCA, Socio-Cultural Officials, ASCC Sectoral Bodies and the ASCC Divisions to equip them with the capacity and skills in monitoring the ASCC Strategic Plan and their sectoral workplans post-2025. The estimate duration of each capacity building workshop is approximately two days.

The consultant is expected to deliver the following:

- i. Develop the training manual, to be structured based as guideline that can be reused for new user, based on the approved Planning, Monitoring and Evaluation Guideline for the ASCC Strategic Plan, including pre- and post-capacity-building assessment tools
- ii. Pre and post-test for the workshop participants
- iii. Co-facilitate four (4) capacity-building workshop on the Planning, Monitoring and Evaluation Guideline for the ASCC Strategic Plan with SOCA, Socio-Cultural Officials, ASCC Sectoral Bodies and ASCC Divisions
- iv. Develop the activity report for the capacity-building workshops
- v. Develop final report for the overall consultancy work

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

Milestones		Deadline	Payment
Work package 1	Approved report on the mapping of the ASCC monitoring and evaluation system, practices and processes	August 2025	25%
Work package 2	Approved concepts note and training needs assessment for the capacity-building workshops.	August 2025	25%
	Activity reports of the four capacity-building workshops	October 2025	
Work package 3	Approved ASCC Planning, Monitoring and Evaluation Guideline for the ASCC Strategic Plan	March 2026	25%
Work package 4	Finalised training manuals based on the Guidelines	May 2026	25%
	<ul style="list-style-type: none">Finalised activity reports for each workshop on the GuidelineFinal report for the overall consultancy work	August 2026	

The assignment will be through desk research, online meetings, and in-person workshops. If travel is needed to attend a high-level consultation, this will be decided after consultation with the ASEAN Secretariat and GIZ.

Period of assignment: from 1 August 2025 until 30 September 2026.

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 3.3.1 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 bidder is legal entity that must possess the following experience:

- Professional experience in the results-based management or setting up an M&E system for development projects
- Project management experience and expertise suitable for a project of this scale and complexity are necessary to ensure superior coordination and consultation, as well as the delivery of high-quality and timely deliverables
- Professional experience of facilitating in person/hybrid trainings

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 team to be made available to perform the required advisory and necessary administrative tasks is expected to comprise one (1) team leader/specialist and one (1) expert. The qualifications specified below represent the requirements for reaching the maximum number of points.

. Company Profile

The assigned contractor shall be available to perform the required tasks with the following specifications:

- Extensive knowledge and experience on monitoring and evaluation (M&E) frameworks and systems, such as assessment of results frameworks and theory of change, key performance indicators and means of verification (MOV), and evaluation methodologies;
- In-depth and comprehensive understanding of ASEAN developments and issues, particularly socio-cultural issues, trends/megatrends, challenges/gaps and development;
- Good understanding of ASCC sectors and ASCC work, particularly on cross-pillar issues such as gender, climate change, disaster, and others.
- Proven experience in multilateral, cross-sectoral stakeholder engagement and communications, including demonstrated facilitation skills for high-level strategic planning discussions/workshops amongst various stakeholders with varying levels of involvement representing different political interests; and
- A thorough understanding of and experience working on ASEAN procedures
- Excellent written and communication skills in English.

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating closely and ensuring communication with the ASCC Monitoring Division, the respective ASCC Divisions and the GIZ
- 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

Qualifications of the team leader

- Education/training (2.1.1): university degree (Master) in preferably in social sciences, economics, development studies, monitoring and evaluation or related fields
- Language (2.1.2): C1-level language proficiency in English (written and oral)
- General professional experience (2.1.3): 15 years of professional experience in the socio-cultural sector with a focus on planning, monitoring, and evaluation, including monitoring and evaluating international programmes, projects and development initiatives with a particular focus on socio-cultural areas in the ASEAN region
- 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): 7-10 years of experience in projects in monitoring and evaluation of regional and national projects, with a particular focus on socio-cultural areas and the ASEAN region or ASEAN Member States
- Other (2.1.8): Understanding of the ASCC Pillar is an advantage

Expert 1 (can submit up to 3 CVs)

Tasks of key expert 1

- General management and technical tasks of all activities, including conceptualisation and reporting
- Day-to-day liaison with GIZ

Qualifications of key expert 1

- Education/training (2.2.1): Master degree preferably in social sciences, economics, development studies, monitoring and evaluation or related fields;
- Language (2.2.2): C1 -level language proficiency in English (written and oral)
- General professional experience (2.2.3): minimum of 5 years of professional experience in results-based management, logical framework/ Theory of Change and other strategic approaches, evaluation methods and approaches, information analysis and report writing.
- Project management experience (2.2.5): Minimum of 3 years' experience in a leadership or management position, such as managing development projects
- Regional experience (2.2.6): 2-5 years of experience in projects in the ASEAN region, of which 1 year is in projects in one or more ASEAN Member States
- Other (2.2.8): Understanding of the ASCC Pillar is an advantage

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

5. Costing requirements

Assignment of personnel and travel expenses

The contract shall be assigned as a lump-sum package for the deliverables as outlined above.

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 2024/2025 \(GERMAN ONLY\)](#)).

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

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

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

Sustainability aspects for travel

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

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

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

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team leader	1	61	61	lump sum
Expert	1	54	54	lump sum
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	12	2	24	Based on actual travel assignment to cover departure and arrival, and based on GIZ regulation
Overnight allowance in country of assignment	18	2	36	Against evidence and based on GIZ regulation
Transport	Quantity	Number per expert	Total	Comments
International flights within ASEAN countries	6	2	12	Return ticket again evidence
CO ₂ compensation for air travel	6	2	12	A fixed budget of EUR 50 is earmarked for settling carbon offsets against evidence per one-way flight.
Travel expenses (train, car) <ul style="list-style-type: none"> Airport transfer (home-airport-hotel-airport-home) 	24	2	48	Travel within the country of assignment, transfer to/from airport etc. against evidence and based on GIZ regulation.
Other Cost	Number	Price	Total	Comments
Flexible remuneration	1	1	1	A budget of EUR 8945 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. The use of these items is subject to approval by GIZ.

Workshops, events and trainings

Each capacity building workshop is targeting a maximum of 20 participants from the following institutions:

- ASCC of the ASEAN Secretariat
- SOCA
- ASCC Sectoral Bodies
- Socio-Cultural Officials and ASCC Divisions of the ASEAN Secretariat

6. Inputs of GIZ or other actors

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

- Related documents for mapping and assessment works
- Issue invitation letter to targeted audience
- Airport transfer for training/workshop participants
- Logistics for workshops participants: meeting packages for the training/workshop days, flights, airport transfer, and accommodations

7. Requirements on the format of the tender

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

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

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

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

As the contract to be concluded is a contract for works, please offer a fixed lump sum price that covers all relevant costs (fees, travel expenses etc.). The price bid will be evaluated on the basis of the specified lump sum price. In addition, please also provide the underlying daily rate. A breakdown of days is not required.

8. Option

After the services put out to tender is ongoing, important elements of these tasks can be adjusted. Specifically:

Type and scope

The contractor is responsible for providing the following optional services:

Milestones/partial services	Deadline/place/person responsible
Work Package 5 - Coaching and Debriefing <ul style="list-style-type: none"> • Provide coaching and debriefing sessions for ASCC team who require additional support or wish to explore specific module topics in greater depth including the guideline development. 	30 May 2026/ Online/ Team Leader

Requirements

Exercising the option will depend on positive assessment of the delivery of the work package 1 and 2. The decision on exercising the option is expected to be made in the period November 2025 upon acceptance of work package 2 and needs of the partner.

The option will be exercised by means of a contract amendment on the basis of the individual approaches already offered.

Quantitative requirements for the optional services

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	5	5	lumpsum
Expert 1	1	5	5	lumpsum

Requirements on the format of the tender for the option

Please complete both spreadsheets in the price schedule, i.e. one for the main service and one for the optional service.

9. Outsourced processing of personal data

The officer responsible for the commission is responsible for assessing data protection topics