

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

CONFIDENTIAL

Support for stakeholder coordination and mobilisation for energy-climate activities in ASEAN	Project number/ cost centre: 20.2023.8-003.00
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0. List of abbreviations

AG	Commissioning party
AMS	ASEAN Member States
AN	Contractor
APAEC	ASEAN Plan of Action for Energy Cooperation
ASEAN	Association of Southeast Asian Nations
AVB	General Terms and Conditions of Contract for supplying services and work
CAP	Climate Action Programme
DC	Development Cooperation
EE	Energy Efficiency
EU	European Union
FK	Expert
FKT	Expert days
GHG	Greenhouse Gas
GIZ	German Corporation for International Cooperation <i>(Deutsche Gesellschaft für Internationale Zusammenarbeit)</i>
KSAB	Knowledge Skill Attitude Behaviour
KZFK	Short-term expert
MRV	Measurement, Reporting, and Verification
NDCs	Nationally Determined Contributions
RE	Renewable Energy
ToRs	Terms of reference

1. Context

ASEAN Member States (AMS) have signed the Paris Agreement and are actively implementing and updating their Nationally Determined Contributions (NDCs). A key challenge they face is balancing growing energy demand with the global push for a low-carbon transition. Four AMS have committed to doubling the global energy intensity reduction rate to 4% annually by 2030.

ASEAN plays a crucial role as a platform for dialogue and cooperation, reinforcing political momentum and fostering policy alignment through stakeholder engagement, knowledge exchange, and coordinated action.

In line with the ASEAN Economic Community's energy goals, the Climate Action Programme (CAP) supports the ASEAN Plan of Action for Energy Cooperation (APAEC), particularly in Energy Efficiency and Conservation (Programme Area 4), Renewable Energy (5), and Regional Energy Policy and Planning (6). CAP, backed by the European Union (EU) through the EU-ASEAN Green Initiative, contributes to greenhouse gas (GHG) emission reductions and the development of policies promoting renewable energy (RE) and energy efficiency (EE). These efforts align with the ASEAN Strategy for Carbon Neutrality and the Framework for Circular Economy, which define a regional vision and priority actions for a sustainable energy transition.

A cornerstone of CAP is providing evidence-based information through studies and guidelines and strengthening human capacity in topics related to RE, EE, and the energy-climate nexus. To achieve this, CAP will draft studies and guidelines, conduct targeted training sessions, ensuring maximum impacts of its studies and guidelines results. Additionally, the programme will organize regional events for ASEAN Stakeholders, to disseminate and discuss the findings of said studies and jointly elaborate regional and national implementation strategies to enhance the adoption of RE, EE and to consider the energy-climate nexus in these discussions.

While CAP provides technical expertise, a service provider will be engaged to facilitate the preparation of up to four (four) studies/guidelines, up to three (3) regional training programs and up to five (5) regional events and 4 follow-up activities focused on the following topics:

- a) Promotion of AI-driven Energy Management Systems for energy and production optimization in Industrial Sectors and the application of Energy Efficiency Networks
- b) Support the enhancement of Renewable Energy Integration into energy grids
- c) Impacts of Climate Change on the ASEAN Energy Infrastructure and Integrated Approaches to Climate Risk Assessments and Climate Resilience Planning
- d) E-Waste and Hazardous Waste Management of RE Components
- e) Integration of Measurement, Reporting, and Verification (MRV) Systems into National Energy Policies

To ensure effectiveness, all activities must be tailored to diverse target groups and aligned with relevant technical contexts. The service provider will work closely with CAP and its technical experts to maintain a coordinated and impactful approach.

2. Tasks to be performed by the contractor

The contractor shall support the Climate Action Programme (CAP) in coordinating, mobilising, and engaging relevant ASEAN stakeholders to ensure the effective implementation of the programme's activities and outputs.

The contractor's work shall contribute to the delivery of:

- up to four (4) thematic studies and guidelines,
- up to three (3) regional capacity development activities,
- up to five (5) regional events, and
- up to four (4) follow-up activities.

The specific tasks include, but are not limited to, the following:

2.1. Support for the Development of Thematic Studies and Guidelines

The contractor is expected to:

- Coordinate with CAP's technical experts and ASEAN counterparts to define the scope, methodology, and focus areas of up to four (4) thematic studies and guidelines.
- Facilitate consultations with relevant AMS focal points, ASEAN sectoral bodies, and key stakeholders to gather feedback, perspectives, and national experiences.
- Support data collection, validation, and synthesis to ensure that studies and guidelines reflect regional priorities and practical implementation needs.
- Disseminate draft and final studies/guidelines among AMS and stakeholders for comments and endorsement.
- Ensure alignment with ASEAN frameworks, including the APAEC, ASEAN Strategy for Carbon Neutrality, and related policy initiatives.

This support is expected to lead to:

- Thematic studies and guidelines that are technically sound, regionally validated, and aligned with ASEAN policy frameworks (APAEC, ASEAN Strategy for Carbon Neutrality, etc.).
- Consolidated inputs and feedback from ASEAN Member States (AMS), sectoral bodies, and stakeholders reflected in the final outputs.
- High-quality, practical recommendations that can inform both regional and national policy discussions and implementation measures.
- Endorsed and disseminated studies/guidelines serving as reference documents for future ASEAN cooperation on energy and climate.

2.2. Support for regional capacity development activities

The contractor is expected to:

- Co-design up to three (3) regional training programmes with CAP, ensuring relevance to AMS energy sector representatives and alignment with the findings of CAP's studies and guidelines.
- Coordinate with AMS focal points and relevant institutions to identify and nominate participants.

- Provide logistical and communication support for training organisation, including preparation of participant materials, agendas, and training documentation.
- Facilitate the exchange of experiences and best practices among participants and promote peer learning across AMS.
- Collect and analyse participant feedback to improve training formats and content.

This support is expected to lead to:

- Well-designed training programmes addressing AMS priorities and linked to CAP's thematic studies and guidelines.
- Active participation and peer exchange among AMS representatives and institutions, fostering regional learning networks.
- Comprehensive training materials and documentation, ensuring replicability and continued use at national level.
- Evaluated and improved training formats based on participant feedback to enhance future capacity development activities.

2.3. Support for Regional Events and Dissemination Activities

The contractor is expected to:

- Assist in organising up to five (5) regional events (e.g. SSN side events, workshops, policy dialogues, conferences) to present study findings, discuss outcomes, and develop regional and national strategies for implementation.
- Mobilise participation of relevant ASEAN and national stakeholders, including government representatives, sectoral bodies, and technical experts.
- Prepare event materials such as concept notes, background papers, agendas, and communication products.
- Facilitate documentation of event outcomes, including key messages, recommendations, and policy implications.
- Support CAP in ensuring visibility of EU-ASEAN cooperation through appropriate communication and outreach measures.

This support is expected to lead to:

- Five successful regional events (e.g. workshops, policy dialogues, conferences) conducted with strong participation from ASEAN and national stakeholders.
- Enhanced visibility and outreach of CAP's results and EU-ASEAN cooperation through effective communication and event branding.
- Consolidated event documentation, including key messages, conclusions, and policy recommendations.
- Strengthened collaboration among ASEAN sectoral bodies, national ministries, and technical experts around CAP's thematic areas.

2.4. Support for Follow-Up Activities

The contractor is expected to:

- Coordinate up to four (4) follow-up activities to ensure the sustainability and practical application of study and event results with AMS interested in national implementation.
- Facilitate ongoing dialogue between CAP, AMS representatives, and relevant ASEAN sectoral bodies to translate recommendations into actionable measures.

- Support the integration of study outcomes into regional policy frameworks and future ASEAN discussions.
- Assist CAP in tracking progress, collecting feedback, and reporting on results achieved through follow-up activities.

This support is expected to lead to:

- Four targeted follow-up engagements ensuring that study and event results are translated into concrete actions by interested AMS.
- Ongoing dialogue and cooperation between CAP, AMS, and ASEAN sectoral bodies for implementation and policy uptake.
- Progress tracking and evidence of results, feeding into CAP's monitoring and reporting systems.
- Identification of good practices and success stories to inform future regional and national initiatives.

2.5. Cross-Cutting Coordination, Stakeholder Mobilisation, and Communication

The contractor is expected to:

- Ensure continuous coordination with CAP to align planning, timelines, and stakeholder engagement strategies.
- Mobilise relevant ASEAN stakeholders and maintain regular communication to foster ownership, information exchange, and participation across all activities.
- Facilitate CAP's participation in regional events and meetings organised by ASEAN sectoral bodies (e.g. SOME, AMEM, technical working groups) to present results and strengthen interlinkages with ASEAN energy and climate frameworks.
- Develop communication and dissemination products (e.g. summaries, briefs, infographics) to highlight findings and outcomes of studies, trainings, and events.
- Contribute to the monitoring and evaluation of activities, including documentation of lessons learned and good practices.

This support is expected to lead to:

- Consistent and coordinated stakeholder engagement, ensuring ownership and participation across all CAP activities.
- Effective communication products and outreach materials (summaries, briefs, infographics) that enhance knowledge sharing and visibility.
- Documented lessons learned and good practices contributing to CAP's knowledge management and regional learning processes.
- Improved coordination with ASEAN processes (e.g. SOME, AMEM, technical working groups) to ensure alignment and policy coherence.

GIZ shall cover the event organisation cost of all regional events, trainings, workshops, etc. The events may take place in any of the ASEAN Member States and, where possible, be aligned with regional events (co)-organized by CAP. The target participants are to be determined with GIZ after the assignment starts. Inputs and feedback from the capacity development activities (if any) shall be incorporated in the final report and presentation slides.

Each training and regional event will be tailored specifically to the needs of the participants and stakeholder with durations ranging from 1 to 5 days. While CAP or its partners will provide the invitations and logistics for these trainings, the service provider is expected to provide support as needed, particularly to stakeholder outreach, follow-up and mobilisation of participants to ensure the CAP events are implemented successfully. This may include drafting compelling invitation letters that highlight the event's content, and agenda to ensure effective communication with participants.

Other tasks include:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off meeting with the project team	21.12.2025
Submission of the draft methodology	29.12.2025
Submission of stakeholder engagement map and strategy	01.01.2026
Dissemination, feedback gathering of the training content	First training expected in Q4 2025-Q1 2026
Dissemination, feedback gathering of the regional workshop content	First regional events expected in Q1 2026
Follow-up of the technical reports/guidelines/technical deliverables	Maximum of 14 days after implementation of each training activity.
Follow-up of the results of the regional events	Maximum of 14 days after implementation of each training activity.
Follow-up of the results of the training activities	Maximum of 14 days after submission to relevant stakeholders.

Period of assignment: from 12.2025 until 10.2026.

The place of delivery will be within the ASEAN region, in consequence the bidders are requested to draft their financial offer accordingly (flights, accommodation and per-diem allowances).

Overview of the timeline for the activities to be implemented (subject to change):

N o	Activities	2025 – 2026 Timeline											
		Q-4			Q-1			Q-2			Q-3		
1	Kick-off meeting												
	- Submission of the draft methodology												
	- Stakeholder engagement mapping and strategy												
2	Stakeholder engagement activities												
	- Feedback of stakeholder consultation for trainings, regional events, deliverables												
	- Training implementation												
	- Follow-up of the training												
	- Support for regional events (content preparation, stakeholder coordination and mobilisation)												
	- Follow-up of the regional events												
	- Support for follow-up activities (content preparation, stakeholder coordination and mobilisation)												
4	Submission of final report												

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)

Consideration of cross-cutting themes such as gender equality, gender ratio and digitalization.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

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

Team Leader – Energy Efficiency Expert

Tasks of the Team Leader

- Serve as Team Leader for the coordination between Key Experts and GIZ
- Act as focal point for ASEAN stakeholders on energy efficiency-related studies, trainings, and events.
- Facilitate outreach and consultations with AMS focal points, Sub-Sector Networks, and relevant ASEAN bodies to gather feedback on draft studies and guidelines related to energy efficiency and energy management.
- Coordinate inputs from Member States, institutions, and technical experts to ensure studies and trainings reflect regional needs and implementation capacities.
- Mobilise participation of national and regional representatives in energy efficiency-related training programmes and regional events.

- Support CAP in documenting feedback and synthesising regional positions to inform final deliverables and follow-up activities.
- Ensure close coordination with CAP and the ASEAN Secretariat to maintain consistency with regional priorities under APAEC and related frameworks.

Qualifications of the Team Leader

- Education/training (2.1.1): Master's degree in Energy Engineering, Mechanical Engineering, Environmental Engineering, Sustainable Energy, or a relevant technical field.
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): 8 years of professional experience in the field of energy efficiency or energy management
- Specific professional experience (2.1.4): 5 years in developing, implementing, or advising on energy efficiency programmes, energy audits, or energy management systems (ISO 50001)
- Leadership/management experience (2.1.5): 3 years of experience coordinating technical studies, training, or capacity-building activities.
- Regional experience (2.1.6): 5 years of experience in projects in the ASEAN (region) or with ASEAN Member States
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects
- Other (2.1.8): Familiarity with regional energy efficiency policies, monitoring indicators, and institutional frameworks in ASEAN.

Expert 1 – Renewable Energy Expert

Tasks of the Expert 1

- Serve as key contact for outreach and stakeholder coordination on renewable energy–related activities under the programme.
- Facilitate consultations and engagement with AMS representatives, Sub-Sector Networks, and regional bodies (e.g. SOME, AMEM, ACE) to gather input and feedback on renewable energy studies, guidelines, and event topics.
- Support the identification of training needs and development of relevant content for regional renewable energy capacity-building programmes.
- Mobilise participation of technical experts, private sector actors, and policy representatives in training and regional events.
- Assist CAP in ensuring that findings and recommendations on renewable energy are reflected in regional dialogues and policy frameworks.
- Contribute to the documentation and dissemination of good practices and lessons learned across ASEAN.

Qualifications of the Expert 1

- Education/training (2.1.1): Master's degree in Renewable Energy, Electrical Engineering, Environmental Science, or a relevant technical field.
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): 8 years of professional experience in renewable energy policy, planning, or implementation

- Specific professional experience (2.1.4): 5 of experience in stakeholder engagement, coordination, or capacity development on renewable energy in ASEAN or similar contexts
- Leadership/management experience (2.1.5): 3 Minimum 3 years of experience managing regional events, training programmes, or multi-stakeholder processes.
- Regional experience (2.1.6): 5 years of experience in projects in the ASEAN (region) or with ASEAN Member States
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects
- Other (2.1.8): Excellent skills in stakeholder facilitation, regional coordination, and communication of technical topics to diverse audiences.

Expert 2 – Regional Energy Policy and Planning Expert

Tasks of the Expert 2

- Coordinate and facilitate regional-level engagement and alignment of CAP's activities with ASEAN policy frameworks and processes.
- Lead outreach to ASEAN sectoral bodies (e.g. SOME, AMEM) and ensure coherence between CAP activities and regional priorities under APAEC and the ASEAN Strategy for Carbon Neutrality.
- Facilitate interlinkages and dialogue between different Sub-Sector Networks, national focal points, and CAP technical experts.
- Support CAP in preparing for and facilitating its participation in regional events and policy meetings organised by ASEAN bodies.
- Consolidate stakeholder feedback from all thematic areas (EE, RE, and cross-cutting) to inform regional policy discussions and follow-up actions.
- Ensure documentation of regional positions, lessons learned, and recommendations for inclusion in policy briefs, guidelines, and event outcomes.

Qualifications of the Expert 2

- Education/training (2.1.1): Master's degree in Energy Policy, Environmental Policy, Political Science, or a relevant technical field.
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): 8 8 years of professional experience in energy policy, regional coordination, or sustainable development
- Specific professional experience (2.1.4): 5 years in experience of facilitating regional cooperation or policy processes in the energy or climate field.
- Leadership/management experience (2.1.5): 3 years of experience leading stakeholder coordination or intergovernmental dialogue processes..
- Regional experience (2.1.6): 5 years of experience in projects in the ASEAN (region)
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects
- Other (2.1.8): Excellent knowledge of ASEAN institutional mechanisms, sectoral coordination structures, and energy-climate linkages.

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

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
Expert 1 – Energy Efficiency Expert	1	25	25	
Expert 2 – Renewable Energy Expert	1	25	25	

Expert 3 – Regional Energy Policy and Planning Expert	1	25	25	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	6	3	18	Allowance to be calculated for Indonesia. Location subject to change to another major city in ASEAN, cost might change accordingly. Against evidence
Overnight allowance in country of assignment	6	3	18	Allowance to be calculated for Indonesia. Location subject to change to another major city in ASEAN, cost might change accordingly. Against evidence
Transport	Quantity	Number per expert	Total	Comments
International flights	2	3	6	2 events per expert 6 trips (return) from home country to ASEAN Member State. If the activity is to be conducted at the home-base of the consultant, no flights are paid. Against evidence.
CO₂ compensation for air travel	2	3	6	A fixed budget of EUR 240 (@40EUR max per roundtrip) is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car)	2	6	12	For transfer to/from airport. Against evidence.
Other travel expenses	3	2	6	Business visa cost per person and visit. Against evidence.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make available of the Venue for the trainings and regional events as mentioned above.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the

positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

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

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

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.