

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

CONFIDENTIAL

**Project number/
cost centre:
G-012534-001**

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0. List of abbreviations

Bappenas	Badan Perencanaan Pembangunan Nasional (Ministry of National Development Planning)
BMZ	German Federal Ministry for Economic Cooperation and Development
CE	Circular Economy
CESG	Circular Economy Steering Group
ESG	Environmental, Social and Governance
FMCG	Fast-Moving Consumer Goods
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GmbH)
GRI	Global Reporting Initiative
IDX	Indonesia Stock Exchange
Kemenperin/Mol	Ministry of Industry (Kementerian Perindustrian)
KLH/MoE	Ministry of Environment (Kementerian Lingkungan Hidup)
M&E	Monitoring and Evaluation
OJK	Financial Services Authority of Indonesia (Otoritas Jasa Keuangan)
POJK	OJK Regulation (Peraturan Otoritas Jasa Keuangan)
ToR	Terms of Reference
WEEE	Waste Electrical and Electronic Equipment

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations. GIZ has been working in Indonesia since 1975 on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Circular Economy (CE) with a focus on solid waste management is one of the key priorities of the Indonesian-German development cooperation. The project "InCircular: Promoting a Circular Economy in Indonesia," commissioned by BMZ, supports the Indonesian Ministry of National Development Planning (Bappenas) and further relevant ministries, agencies and private sector actors in implementing the National Circular Economy Roadmap and Action Plan. Three material streams are of particular focus: packaging waste (plastics, aluminium, paper, etc.), electronic waste (WEEE), and residual waste (potentially used as refuse-derived fuel, RDF).

The Bappenas National CE Roadmap and the Ministry of Environment (KLH) Regulation No. 75/2019 on Waste Reduction Roadmaps set clear national targets for what Indonesia wants to achieve on circular economy. However, these policies largely tell the government and regulators what to do and they do not yet effectively compel the private sector to act. While listed companies are required under POJK No. 51/2017 to submit annual sustainability reports, and compliance in terms of report submission is nearly 100%, the quality of what companies disclose varies significantly. Many companies fulfil the obligation with qualitative narratives or vague commitments that lack concrete numbers, timelines, or verifiable targets, a phenomenon sometimes described as "ESG-washing".

This transparency gap means that policymakers, as well as investors and the public, cannot readily distinguish genuine corporate progress from unsubstantiated claims. It also means that the National CE Roadmap lacks a mechanism to hold the private sector accountable for its contributions to national circularity targets.

To bridge this gap, the InCircular project intends to support the establishment of an Indonesia Circularity Index, a recurring, quantitative, and publicly accessible ranking mechanism that measures private sector alignment with the Bappenas CE Roadmap indicators. The Index will transform fragmented corporate reports into a competitive, transparent ranking, creating reputational market pressure that incentivises companies to improve their circularity performance in each successive cycle.

This ToR covers the pilot phase of the Indonesia Circularity Index (referred to hereafter as the "Circularity Index Pilot" or "the Index"). The pilot will focus on two material streams: plastic packaging and Waste Electrical and Electronic Equipment (WEEE). In future cycles, the Index is intended to expand to cover all five material streams identified in the Bappenas CE Roadmap.

The pilot will: (1) develop a scoring instrument anchored to existing national policy indicators; (2) operationalize the Index by scoring the top 40–50 high-footprint companies; (3) publish results through a structured right-of-reply and public dissemination process; and (4) produce a synthesis assessment informing the design of future recurring cycles. The Index will be hosted on a digital platform to ensure it can be updated as companies report new data.

2. Tasks to be performed by the contractor

The overall objective of this assignment is to develop, operationalize, and publicly launch a pilot edition of the Indonesia Circularity Index, covering plastic packaging and WEEE material streams, as a credible, recurring transparency and accountability mechanism for the private sector's contribution to the National Circular Economy Roadmap.

Specific objectives include:

- Designing a robust, policy-anchored scoring instrument that adapts the Bappenas CE Roadmap indicators into actionable, company-level metrics that are measurable from publicly available disclosures.
- Defining the scope of the Index, including criteria for company selection and publication thresholds, ensuring focus on the most significant plastic packaging and WEEE contributors.
- Developing an institutionalization strategy outlining how the Index can be maintained as a recurring cycle, including governance, funding, and hosting arrangements, beyond the pilot phase.
- Collecting and analysing data from public corporate disclosures and producing a preliminary scored ranking of selected companies.
- Building and launching a digital dashboard that presents the Index findings in an accessible, updateable format.
- Managing a structured right-of-reply process that gives companies an opportunity to respond to their preliminary scores before final publication.
- Publicly disseminating the finalized Index to maximize reputational impact and policy utility.
- Documenting lessons learned from the pilot and providing evidence-based recommendations on whether and how to proceed with future recurring cycles.

2.1 Circularity Index Design

This task comprises all conceptual and design work required before the Index can be operationalized. It must be completed and validated by GIZ and Bappenas before Task 2 commences. The contractor will prepare a 15-page Circularity Index Design Report in both Bahasa and English, as well as prepare prototype workshop with Bappenas and relevant stakeholders before proceeding to operationalize the Index. The document and presentation for the workshop must specify the following:

2.1.1 Instrument Development

Develop the scoring rubric for the Circularity Index. The instrument must:

- Be anchored to indicators already established in the Bappenas National CE Roadmap, including but not limited to circularity rate, recycled content share, and waste reduction targets, and translate these into measurable, company-level metrics assessable from public disclosures.
- Integrate the methodology logic of established international circularity indices (such as but not limited to INDEED's Circularity Index, MSCI's Circular Economy Indexes, Circle Economy's Global Circularity Protocol, or WBCSD's Circular Transition Indicators), adapted to the Indonesian regulatory and material-flow context.
- Apply a "domestic reality filter": a material or strategy's circularity score must be weighted by its actual recovery potential within the Indonesian recycling

- ecosystem, not merely its theoretical technical recyclability. For example, PET bottles should score higher than multi-layer sachets, due to PET's high domestic recycling capacity, despite both being labelled technically recyclable globally.
- Cover plastic packaging and WEEE as the two material streams for the pilot, with a modular architecture that allows additional streams to be added in future cycles.
- Distinguish between qualitative commitments, quantitative targets, and achieved results, applying differential scoring accordingly. Lack of public commitment and achievement disclosures should be taken into consideration towards the final score of that company's index.
- Apply value-retention weighting: prevention strategies (Refuse, Rethink, Reduce) should score higher than end-of-pipe approaches (Recycle, Recover), consistent with CE hierarchy principles.
- Define data model of the instrument, specifying for each indicator the data source (e.g. sustainability reports, annual reports, government-sourced disclosures), the data field to be collected, and how data gaps will be handled when companies do not disclose a relevant metric. The data model must be designed for replicability across future cycles ensuring that scores are consistently derived from the same sources in the same way and must be documented and validated by GIZ and Bappenas as part of the Index Design Report.

2.1.2 Company Selection Criteria

Define and document the criteria for selecting companies to be included in the pilot Index (the "Indonesia Circularity 50"). Selection criteria must include:

- Large multi-national and domestic companies with high volumes of plastic packaging or WEEE placed on the Indonesian market such as FMCGs, electronics, and/or consumer goods sectors.
- Listing on the Indonesia Stock Exchange (IDX) with publicly available OJK-mandated sustainability reports.
- Annual revenue or market capitalization thresholds to focus on the most material contributors to the national plastic and WEEE footprint.
- Sector diversification to ensure representation across sub-sectors and to allow meaningful benchmarking.
- The criteria and final company list must be validated by GIZ and Bappenas before data collection begins.

2.1.3 Publication Standards and Scoring Transparency

Develop clear publication standards governing:

- The scoring methodology and weighting logic, which must be made openly available (open-source) to prevent accusations of bias or opaque rankings.
- How the right-of-reply process will be managed, including timelines, evidence submission standards, and adjudication.
- How companies that withhold or classify data as "internal" will be penalized in scoring, incentivizing greater disclosure in future cycles.
- How the digital dashboard will display individual company scorecards and aggregate sector rankings.

2.1.4 Institutionalization Strategy

Develop a preliminary five-year institutionalization roadmap addressing:

- Governance model: who hosts, stewards, and publishes future cycles of the Index.
- Funding model: how future cycles will be financed, including options for government adoption, donor support, or host organization revenue models.
- Technical capacity: what competencies a permanent host organization would require, and how capacity transfer from the contractor can be structured.
- Recommended revision cycles (annual or biennial) and triggers for expanding to additional material streams.
- Criteria for ideal host organizations, noting the importance of institutional independence, technical credibility, and media reach.

2.2 Index Operationalization

Following validation of the Index Design Report by GIZ and Bappenas, the contractor will operationalize the Index by:

2.2.1 Data Collection and Alpha Assessment

- Conducting systematic secondary research from publicly available sources: OJK-mandated Sustainability Reports, Annual Reports, MoE Environmental Performance Reports, and other credible public disclosures.
- Populating a company database covering the selected 40-50 companies, documenting each company's current plastic packaging and WEEE footprint (where disclosed), stated targets, and reported progress.
- Applying the validated scoring instrument to generate preliminary "Alpha" scores for each company. If a company does not disclose a target or data point that is directly observable from public sources, a score of zero is assigned for that criterion, with a note that non-disclosure itself is treated as a transparency deficit.
- Conducting sensitivity checks on key weighting assumptions to test the robustness of rankings.
- The Circularity Index Report is expected to be 50 pages, available in both Bahasa and English, and should be prepared for public consumption. At this stage, a preliminary report containing the alpha assessment result should be available for feedback gathering from GIZ and Bappenas, before a complete draft version incorporating alpha scores and methodology documentation, formatted for distribution to companies for the right of reply process.

2.2.2 Digital Dashboard Development

- Developing a publicly accessible digital dashboard that presents the Index findings in an interactive, updateable format.
- The dashboard must enable individual company scorecards, sector-level rankings, year-on-year comparison functionality (for future cycles), and a downloadable summary for policy use.
- The dashboard architecture must allow a designated host organization, such as partner or contractor, to have full control of dashboard.
- A beta version of the dashboard must be operational and demonstrated to GIZ before the right-of-reply process begins.
- The dashboard is expected to host the Circularity Index results for at least one year after the report dissemination date.

2.3 Index Dissemination

2.3.1 Right of Reply Process

- After approval from GIZ, prepare and distribute the preliminary Circularity Index Report containing the “Alpha” scores to all companies included in the Index, providing a structured opportunity to review their scores and submit additional evidence or clarifications within a defined timeframe (minimum 21 days).
- Conduct and implement a mini-launch event (50 pax) for the subjects of the index, explaining the index objective, methodology, alpha results, right-of-reply period, and future general plan of dissemination.
- Review and adjudicate company submissions in accordance with the publication standards developed in Task 1. Only publicly verifiable evidence may be accepted to update scores; internal documents not available for independent verification shall not alter scores.
- Conduct validation meetings with Bappenas to ensure the Index findings are recognized as a credible, policy-relevant M&E tool.
- Finalize the Index following the right-of-reply period, incorporating any validated adjustments. The Circularity Index Report is expected to be 50 pages, available in both Bahasa and English, and should be prepared for public consumption. At this stage, the feedback from GIZ, Bappenas and companies during the right of reply period must be incorporated in a polished format, ready to be published.

2.3.2 Public Launch and Media Dissemination

- Design and implement a launch strategy that creates visibility and reputational impact on private sector actors.
- Organize and implement a high-visibility public launch event (approximately 100 participants) with targeted media outreach. Event must be conducted in Jakarta.
- Prepare a media kit including press releases, social media content, policy briefs, and sector-specific summary materials in both English and Bahasa Indonesia.
- Prepare the final Index publication in a professional layout, available in both English and Bahasa Indonesia.

2.4 Synthesis and Institutionalization Assessment

Following completion of the pilot cycle, the contractor will produce a Synthesis and Institutionalization Report covering:

- A structured assessment of lessons learned from designing, operationalizing, and launching the pilot Index, including what worked well, what did not, and what modifications are recommended.
- An assessment of corporate and stakeholder responses to the Index, including right-of-reply submissions, media coverage, and any documented behavioral changes triggered by the ranking.
- A clear go/no-go recommendation on proceeding with a recurring Index cycle, supported by evidence from the pilot.
- If a "go" recommendation is made: a detailed proposal for the design of the next cycle, including instrument revisions, company scope adjustments, proposed host organization, governance arrangements, and funding plan.
- If a "no-go" or conditional recommendation: a clear rationale and any conditions that would need to be met for a future cycle to be viable.

2.5 Milestones

The following milestones govern this assignment. Payments are structured in two tranches as indicated. The contractor must notify GIZ immediately of any risk to timely delivery.

Milestone	Description	Deliverable	Deadline
Project Kick-off	Clarification of project scope, activities, timeline, expectations and open questions, with GIZ and Bappenas.	Milestone 1: Kick-off report	Within 2 weeks after contracting
First prototype workshop	Presentation of the draft instrument, scoring logic, and proposed company selection criteria to Bappenas, relevant line ministries, and/or the CESG in a dedicated stakeholder workshop. The purpose is to validate that the methodology is credible and aligned with national CE Roadmap priorities, and to incorporate government feedback before the design is locked.	Milestone 2: Workshop documentation summarizing feedback received, and a brief contractor response note detailing which adjustments have been incorporated into the final Index Design Report.	Within 2 months after contracting Interim payment 1 triggered upon GIZ approval of Milestone 2. Up to 54 days
Index Design Complete	Develop the Circularity Index scoring instrument (adapted from Bappenas CE Roadmap indicators and established international circularity index methodologies), define company selection and publication criteria, develop institutionalization strategy, and present for validation with GIZ/Bappenas.	Milestone 3: Index Design Report, including instrument, criteria, and institutionalization strategy	Within 4 months after contracting Interim payment triggered upon GIZ approval of Milestone 3. Up to 110 days
Index Operationalization Complete	Apply the validated instrument to selected companies. Collect data from public disclosures (Sustainability Reports, Annual Reports). Score all companies and produce a preliminary index with a functioning digital dashboard (beta version).	Milestone 4: Preliminary Circularity Index Report and beta digital dashboard	Within 6 months after contracting
Index Dissemination Complete	Initiate dissemination through a structured Right of Reply process with selected companies, followed by a public launch event and media outreach.	Milestone 5: Verified and finalized Circularity Index, public launch event documentation, media kit and press materials	Within 8 months after contracting
Assignment closed	Produce a synthesis report capturing lessons learned from the pilot. Provide a go/no-go recommendation and modification	Milestone 6: Synthesis & Institutionalization Report	Within 9 months after contracting Final payment triggered upon GIZ

	proposals for a recurring index cycle.	Final Circularity Index publication (English and Bahasa Indonesia)	approval of Milestones 6. Up to 135 days (total days 245 days)
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Period of assignment: 9 months from the contracting date.

3. Data Protection

The data protection and information security provisions set out in the most recent GIZ AVB (sections 1.7. Confidentiality and 1.11 Data Protection) apply.

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information, for example for organising events or coordinating public relations. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

Data protection by design and by default

When GIZ hires a contractor to develop or upgrade a data processing system (platform, website, app etc.) on behalf of a local partner, who determines the purposes and means of the data processing activity, GIZ does not bear ANY responsibility for such processing.

GIZ builds such systems in conformity with the highest data protection standards, though for the context of this ToR, GIZ requires no personal data (e.g. e-mail addresses from employees of designated companies) to be processed for developing the Circularity Index scoring instrument.

Still, in case the software might process personal data in the future, the digital tool developed or upgraded on behalf of a local partner of GIZ must meet the highest data protection standards already in its design, especially those relating to data protection by design and by default, as stated in the Annex "Data protection standards for developing digital tools meant for GIZ's partners". The contractor is therefore required to inform GIZ if any applicable national requirement is incompatible with the provisions of this annex.

GIZ's responsibilities end with the handing over of the systems to the partner. Where applicable and as a data controller, the partner must ALONE comply with all local and

regional laws applicable to such processing (including the GDPR, where applicable). Where applicable, we equally recommend the partner to conclude data protection agreements with the hosting service provider(s) and the maintenance service provider(s). GIZ would be available to support the partner whenever need arises.

4. Concept

In the tender, the tenderer is required to show how the objectives defined in Chapter 2 are to be achieved, including the technical-methodological approach and the project management system for service provision. 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 develop, operationalize, and disseminate the Indonesia Circularity Index Pilot (see Chapter 2, Tasks to be performed) (1.1.2). In particular, the tenderer should explain how the Index design will ensure that the scoring instrument is both technically credible and operationally actionable from publicly available data sources, and how the dissemination strategy will maximize reputational impact on private sector actors.

Cooperation (1.2): The tenderer is required to present the actors relevant for the services for which it is responsible and describe the cooperation with them (1.2.1), including: Bappenas (as political lead and primary validation counterpart), OJK (as the regulator of corporate sustainability reporting), Kemenperin/MoI and KLH/MoE (as the regulatory authority for industry and waste respectively), private sector companies subject to the Index, media partners, and civil society organizations relevant to dissemination. The tenderer must demonstrate an understanding of how to manage the relationship between these actors, particularly the tension between rigorous accountability and constructive engagement with the private sector (1.2.2).

Steering (1.3): The tenderer is required to present and explain its approach to steering the assignment with the project partners (1.3.1), including how it will manage the validation process for the Index Design Report and the right-of-reply process with companies. The tenderer must explain its approach to maintaining methodological integrity and independence while engaging constructively with both government partners and private sector actors.

Processes and operational plan (1.4): 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 are to be provided. In particular, the tenderer is required to describe the work steps for each of the four tasks, the internal quality assurance process for scoring, the workflow for managing the right-of-reply period, and the digital dashboard development and maintenance approach (1.4.2).

Learning and innovation (1.5): The tenderer is required to describe its contribution to knowledge management for Bappenas and GIZ (1.5.1) and to promote scaling-up effects (1.5.2). In particular, the tenderer must explain how the design of the pilot will facilitate learning for future cycles and how the institutionalization strategy will transfer methodology, data, and operational know-how to a permanent host organization.

Project Management of the Contractor (1.6)

Coordination (1.6.1): The tenderer is required to explain its approach for coordination with the GIZ InCircular project, including the frequency and format of progress reporting, escalation pathways, and the management of validation checkpoints with GIZ and Bappenas.

Personnel assignment plan (1.6.2): The tenderer is required to draw up a personnel assignment plan with explanatory notes that lists all experts proposed in the tender, including information on assignment dates (duration and expert days) and locations for each member of the team, with the allocation of work steps as set out in the schedule.

Backstopping (1.6.3): The tenderer is required to describe its backstopping strategy, including how it will ensure quality assurance from senior leadership and how it will mobilize short-term experts from the pool if additional specialist knowledge is required during implementation.

Further Requirements (1.7)

The tenderer is required to describe its experience with previous assignments related to:

- Sustainability indexing, ranking, or corporate accountability reporting in Indonesia or Southeast Asia.
- Working with or analysing OJK-mandated Sustainability Reports (POJK No. 51/2017) or GRI-aligned disclosures.
- Engaging the private sector on circular economy, plastics, or waste management in Indonesia.
- Developing and launching digital platforms or dashboards for public transparency purposes.
- Media and communications work related to corporate environmental or sustainability performance.

Experience with the Indonesian recycling ecosystem, including knowledge of actual domestic collection, sorting, and processing capabilities for plastic packaging and WEEE, is a significant advantage.

5. Personnel concept

The tenderer is required to provide personnel suited to filling the positions described below, based on their CVs and the tasks involved. The qualifications specified represent the requirements for achieving the maximum number of points in the technical assessment.

5.1 Team Leader (national)

5.1.1 Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines).
- Leading the development of the Index design, instrument, and institutionalization strategy in close coordination with GIZ and Bappenas.
- Serving as the primary interface between the contractor, GIZ, Bappenas, OJK, and KLH/MoE throughout the assignment.
- Managing the right-of-reply process, including direct engagement with senior corporate representatives (C-Suite and sustainability officers) of companies included in the Index, requiring an understanding of corporate risk, compliance, and competitive dynamics.

- Leading the launch strategy and overseeing media and public dissemination activities.
- Personnel management, including identifying needs for short-term expert assignments, planning and steering assignments, and supporting pool experts.
- Regular reporting in accordance with deadlines and responsibility for financial oversight in consultation with GIZ.
- Leading the synthesis assessment and institutionalization report

5.1.2 Qualifications of the team leader

- Education/training (2.1.1): University degree (Master's or Bachelor's with additional 2 years of professional experience) in Economics, Business Administration, Public Policy, Sustainability Management, or related fields.
- Language (2.1.2): C1-level proficiency in English; fluent in Bahasa Indonesia
- General professional experience (2.1.3): 7 years of professional experience in sustainability, circular economy, corporate accountability, or related advisory fields.
- Specific professional experience (2.1.4): 4 years of experience in corporate sustainability engagement, ESG reporting, or sustainability index/ranking development. Demonstrated experience working with or engaging Indonesian publicly listed companies (FMCG, retail, or manufacturing sectors) on sustainability topics.
- Leadership/management experience (2.1.5): 3 years of management or leadership experience as a project team leader or manager.
- Development cooperation experience (2.1.7): 1 years of experience in development cooperation projects
- Other (2.1.8): Deep knowledge of the Indonesian recycling ecosystem (plastic packaging and/or WEEE) and/or of the Bappenas CE Roadmap and national waste reduction regulatory framework (POJK 51/2017, KLH Regulation 75/2019) is a significant advantage.

5.2 Key Expert 1 – Circular Economy Specialist (national)

5.2.1 Tasks of key expert 1

- Lead the technical development of the scoring instrument, including adaptation of the Bappenas CE Roadmap indicators into company-level metrics and integration of international circularity index methodology.
- Design and calibrate the "domestic reality filter" for plastic packaging and WEEE, reflecting actual Indonesian infrastructure constraints.
- Oversee the data collection and alpha scoring process, including quality assurance of secondary data from OJK-mandated Sustainability Reports and Annual Reports.
- Conduct sensitivity analysis on key weighting assumptions and document the methodological rationale transparently.
- Lead the technical validation of the scoring instrument with Bappenas and OJK.
- Contribute to the synthesis report, particularly the technical assessment of the pilot instrument's performance and recommended modifications.

5.2.2 Qualifications of key expert 1

- Education/training (2.2.1): University degree in Environmental Science, Industrial Ecology, Engineering, Economics, or related fields.
- Language (2.2.2): B2-level proficiency in English; fluent in Bahasa Indonesia

- General professional experience (2.2.3): 4 years of professional experience in circular economy, sustainability analysis, or environmental performance measurement.
- Specific professional experience (2.2.4): 2 years of experience in sustainability indexing, corporate ESG measurement, or circularity assessment. Demonstrated experience applying quantitative scoring methodologies to corporate disclosures.
- Development cooperation experience (2.2.7): 1 year of experience working within development cooperation projects, preferably in the waste management or circular economy sector.
- Other (2.2.8): Demonstrated knowledge of the Bappenas 9R Framework, the POJK 51/2017 sustainability reporting requirements, GRI standards, and/or the Indonesian plastic packaging or WEEE value chain and recycling ecosystem.

5.3 Key Expert 2 – Public Relations Specialist (national)

5.3.1 Tasks of key expert 2

- Lead the design and implementation of the dissemination strategy, including the launch strategy, media outreach plan, and right-of-reply communication management.
- Develop the media kit, including press releases, social media content templates, policy briefs, and sector-specific summary materials in English and Bahasa Indonesia.
- Manage day-to-day communications with companies during the right-of-reply period, including moderation of the process to ensure it is perceived as fair and rigorous.
- Coordinate with media partners to maximize the visibility and reputational impact of the Index launch.
- Oversee the production of the final Index publication, ensuring professional layout and design in both languages.
- Contribute to the institutionalization strategy, particularly the dissemination and media engagement model for future cycles.

5.3.2 Qualifications of key expert 2

- Education/training (2.3.1): University degree in Communications, Journalism, Public Relations, Marketing, or related fields.
- Language (2.3.2): C1-level language proficiency in Bahasa Indonesia; B2-level in English.
- General professional experience (2.3.3): 4 years of professional experience in communications, public relations, or media strategy.
- Specific professional experience (2.3.4): 2 years of experience managing corporate or institutional communications related to sustainability, accountability, or environmental topics. Demonstrated experience managing large-scale public launches or campaigns with significant media traction.
- Development cooperation experience (2.3.7): 1 year of experience in development cooperation projects
- Other (2.3.8): Demonstrated existing relationships with national investigative and mainstream media (print, digital, broadcast) relevant to business and environmental reporting. Experience managing sensitive stakeholder communications where accountability and constructive engagement must be balanced.

5.4 Key Expert 3 – Digital Platform Specialist (national)

5.4.1 Tasks of key expert 3

- Lead the technical design, development, and deployment of the publicly accessible digital dashboard presenting the Circularity Index findings.
- Work closely with Key Expert 1 to translate the scoring instrument and company-level outputs into an interactive data visualization architecture, ensuring the dashboard accurately reflects the underlying methodology.
- Design the data architecture underpinning the dashboard, including how company scores are stored, updated, and displayed across recurring cycles.
- Ensure the dashboard enables individual company scorecards, sector-level rankings, year-on-year comparison functionality for future cycles, and a downloadable summary for policy use.
- Build the platform with a content management interface that allows a future host organization to update scores independently without requiring full technical redevelopment.
- Conduct user testing with GIZ and Bappenas prior to the public launch and incorporate feedback into the final version.
- Prepare full technical documentation of the platform architecture, data model, and update procedures to support handover to a permanent host organization.
- Coordinate with the subcontracted hosting provider where applicable, ensuring continuity of access for at least one year after the report dissemination date.

5.4.2 Qualifications of key expert 3

- Education/training (2.4.1): University degree in Computer Science, Information Technology, Data Science, Information Systems, or related fields.
- Language (2.4.2): A2-level proficiency in English; fluent in Bahasa Indonesia.
- General professional experience (2.4.3): 5 years of professional experience in web or digital platform development.
- Specific professional experience (2.4.4): 3 years of experience in data dashboard or data visualization development. Demonstrated experience building publicly accessible platforms with user-facing content management functionality.
- Development cooperation experience (2.4.7): Experience working on digitization, data transparency, or public accountability platform projects within a development cooperation or public interest context is an advantage.
- Other (2.4.8): Familiarity with ESG, sustainability, or index-type data structures is an advantage. The platform must be transferable to a non-technical host organization after contract closure.

5.5 Pool of Short-Term Experts (up to 5 persons – national)

The expert pool serves as a flexible instrument, responding to task-specific requirements as defined by the Team Leader in consultation with GIZ. Specific assignments will be defined step-by-step during implementation, particularly during Task 2.2 (operationalization) and the digital dashboard development.

5.5.1 Tasks

- Support data collection, entry, and quality assurance across OJK-mandated Sustainability Reports and Annual Reports.

- Conduct sector-specific or material stream-specific analysis (e.g., WEEE recycling infrastructure mapping, plastic packaging value chain review).
- Support digital dashboard design and development.
- Support layout, translation (Bahasa Indonesia), and publication production.
- Conduct policy analysis and development of policy briefing materials.
- Provide specialist support for the right-of-reply adjudication process.

5.5.2 Qualifications of pool experts

- Education/training (2.6.1): University degree (Bachelor's minimum) in a relevant field
- Language (2.6.2): B2-level proficiency in English;
- General professional experience (2.6.3): 7 years of professional experience in a relevant field, which includes:
 - Sustainability reporting or analysis
 - Circular economy or waste management
 - Communications or media
 - Data management
 - Web/digital platform development
 - Policy analysis and processes

5.6 Soft skills of all team members

In addition to specialist qualifications, the following are required of all team members (2.1.8, 2.2.8, 2.3.8, 2.4.8, 2.6.7):

- Team skills and collaborative working methods, particularly given the cross-disciplinary nature of the assignment.
- Initiative and ability to work independently within a defined framework.
- Strong communication skills, both technical and public facing.
- Socio-cultural competence and sensitivity in engaging private sector actors on accountability topics.
- Efficient, partner- and client-focused working methods.
- Integrity and the ability to maintain methodological independence under stakeholder pressure.

6. Costing requirements

The assignment is envisioned to be conducted fully in the greater Jakarta area, hence no travel costs are envisioned.

Specification of Inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team leader (national)	1	45	45	Based on timesheet and deliverables. Activity distribution to be projected from the

				personnel assignment plan submitted in the tender.
Key Expert 1 – Circular Economy Specialist (national)	1	90	90	Assigned to instrument development, data model design, alpha scoring and index report finalization. Primary technical lead for the Domestic Reality Filter calibration and sensitivity analysis.
Key Expert 2 – Public Relations Specialist (national)	1	45	45	Assigned to dissemination strategy, right-of-reply process management, media outreach, and final publication production.
Key Expert 3 – Digital Platform Specialist (national)	1	45	45	Assigned to the design, development, and deployment of the digital dashboard. Responsible for data architecture, visualization, and ensuring the platform is transferable to a future host organization. Dashboard hosting may be subcontracted separately under the Subcontracts line.
Pool of short-term experts (national)	Up to 5	20 (total for all pool experts combined)	20 (total for all pool experts combined)	Flexible allocation across Tasks as determined by the Team Leader in consultation with GIZ. Days to be distributed across experts based on task-specific needs.
Other costs	Number	Price	Total	Comments
Workshops	3 events: • Prototype workshop • Alpha result • Public launch	70,000,000 IDR	210,000,000 IDR	Against evidence. Please specify budget foreseen for prototype workshop, alpha report and public launch event, each session covering venue, catering events moderation, photographer, interpreter, equipment mobilization, etc. Procurement of meeting packages in accordance with GIZ regulations and is subject to GIZ approval . The number of sessions and participants per session are specified in chapter 2.
Index operationalization	1 (Unit)	40,000,000 IDR	40,000,000 IDR	Against evidence. Please calculate a budget taking the following cost items into account: data collection scraping, publication, digital dashboard hosting, etc. All costs borne is subject to production of evidence, GIZ procurement procedures applied and is subject to GIZ approval .
Layout, design, printing	1 (Unit)	10,000,000 IDR	10,000,000 IDR	Against evidence. Please specify expenses for layout and production of Circularity Index report, materials, participant handouts, etc. The materials should be available in both Bahasa and English where appropriate, and is subject to GIZ approval

Flexible remuneration	1 (Unit)	30,000,000 IDR	30,000,000 IDR	A budget of IDR 30,000,000 is foreseen for the flexible remuneration item. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
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7. Inputs of GIZ or other actors

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

- Establish and facilitate contact to key project stakeholders, including Bappenas, KLH/MoE, and CESG, support and channel communication with government counterparts.
- Facilitate introductions to relevant private sector companies and industry associations to support the right-of-reply process and launch event.
- Provide rooms for meetings and workshops at the GIZ Office in Jakarta where available.
- Provide existing InCircular project documentation relevant to the assignment, including the Bappenas CE Roadmap indicators, InCircular private sector engagement materials, and any relevant company-level data already compiled by the project.
- Contribute to workshop and launch event costs in case the planned budget is not sufficient.
- Provide feedback at key validation checkpoints: Index Design Report (Milestone 3), Preliminary Index (Milestone 4), and the finalized Index before public launch.

8. 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 15 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 must be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 costing 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.

9. Annexes

- InCircular Project Factsheet
- Bappenas Circular Economy Roadmap
- Minimum standards for sustainable event management at GIZ
- Data protection standards for developing digital tools meant for GIZ's partners