

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

Mid-Term Review for the Circular Economy Framework of the ASEAN Economic Community	Project number/ cost centre: G-012528-001
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0. List of abbreviations

AEC	ASEAN Economic Community
AG	Commissioning party
AMS	ASEAN Member State
AN	Contractor
ASEC	ASEAN Secretariat
AVB	General Terms and Conditions of Contract for supplying services and work
BMZ	Federal Ministry for Economic Cooperation and Development
CE	Circular Economy
DAC	Development Assistance Committee
DSG	Deputy Secretary General
FG-CE	Focal-Group for Circular Economy
FK	Expert
FKT	Expert days
GIZ	Deutsche Gesellschaft für international Zusammenarbeit GmbH
IAP	Independent Advisory Panel
KZFK	Short-term expert
MTR	Mid-Term Review
M&E	Monitoring and Evaluation
MERL	Monitoring, Evaluation, Reporting and Learning
OECD	Organisation for Economic Cooperation and Development
TRACE	Promoting Trade-related Aspects for Circular Economy in ASEAN
ToRs	Terms of reference

1. Context

The Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH is implementing multiple measures on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and other commissioning parties in ASEAN. One thematic focus is to improve circular economy through operationalising of relevant policy frameworks, trade and investment agreements or sectoral strategy plans with the private sector and public partners in ASEAN. Projects such as “Promoting Trade-related Aspects for Circular Economy in ASEAN” (TRACE)”, support ASEAN’s capacity to address trade facilitation and customs dimensions of circular economy with public and private partners. Further GIZ implemented projects are focusing on reducing, recycling and reusing marine plastics debris, processing agricultural residue, or remanufacturing of solar panel waste. Additionally, new ASEAN initiatives to specifically increase private sector inclusion in circular economic approaches, like the Independent Advisory Panel (IAP) are supported to improve cooperation and market access between companies from Germany and Southeast Asia.

The Office of the Deputy Secretary General (DSG) of ASEAN for ASEAN Economic Community (AEC), reached out to GIZ to support the mid-term review (MTR) of the Framework for Circular Economy (CE) for AEC under the guidance of the ASEAN Focal-Group for Circular Economy (FG-CE). The MTR will assess the current status of implementation of the frameworks main strategic priorities and highlight necessary adjustments.

The [Framework for Circular Economy for the ASEAN Economic Community \(AEC\)](#) was adopted on 18 October 2021 at the 20th AEC Council Meeting and was developed by the ASEAN Secretariat (ASEC) in collaboration with the Economic Research Institute for ASEAN and East Asia (ERIA). The Framework aims to guide ASEAN in achieving its long-term goals of a resilient economy, resource efficiency, and sustainable and inclusive growth. ASEAN’s transition towards circular economy hinges on five Strategic Priorities:

- Standard Harmonisation and Mutual Recognition of Circular Products and Services;
- Trade Openness and Trade Facilitation in Circular Goods and Services;
- Enhanced Role of Innovation, Digitalisation, and Emerging/Green Technologies;
- Competitive Sustainable Finance and Innovative ESG Investments; and
- Efficient Use of Energy and Other Resources.

Building on existing ASEAN’s initiatives, the Framework seeks to explore new opportunities and collaborations with other ASEAN pillars, Dialogue Partners, and the private sector, to scale-up and accelerate the region’s transition to low-carbon economy. The framework includes six guiding principles:

1. Promote ASEAN integration and the development of regional value chains.
2. Consider the broader impact on the economy and society.
3. Recognise the unique circumstances of each ASEAN Member State (AMS)
4. Encourage ASEAN-wide coordination on knowledge and technology sharing.
5. Evaluate financial and institutional feasibility and sustainability prior to implementation.
6. Function within the reality of international production linkages.

For the implementation of the CE Framework the Implementation Plan outlines specific initiatives that ASEAN can take between 2023 - 2030. In the current Phase I (2023-2030), the

framework focusses on the AEC sectors agriculture, energy and transport as well as cross-cutting collaboration. The implementation of the framework is steered by the FG-CE.

The FG-CE is chaired by H.E. DSG Satvinder Singh of AEC and includes participation from eight sectoral bodies to ensure that CE principles are integrated into trade- and market-related policies. Those sectoral bodies include Senior Economic Officials Meeting (SEOM), Senior Officials Meeting on Energy (SOME), Senior Transport Officials Meeting (STOM), Senior Officials Meeting of the ASEAN Ministers on Agriculture and Forestry (SOM-AMAF), ASEAN Senior Officials on Environment (ASOEN), Committee on Science, Technology, and Innovation (COSTI), ASEAN Coordinating Committee on Micro, Small, and Medium Enterprises (ACCMSME), and Working Committee on Capital Market Development (WC-CMD).

Through this composition, the FG-CE serves as a cross-sectoral coordination platform that connects different economic policy domains relevant to the CE, including incorporating circularity principles and practice in energy, agriculture, transport, SME development, while ensuring alignment with works undertaken by the environment sector.

In view of the cross-sectoral scope of the Framework and the progress made in the current phase, The FG-CE at its 3rd Meeting in January 2026, tasked ASEAN Secretariat, with support from partners, to expedite the conduct of the a Mid-Term Review (MTR) to 2026 after three years of implementation to assess implementation progress, identify challenges and lessons learned, and inform the further implementation of the Framework.

To conduct the MTR for the Framework for CE for the AEC, ASEAN could adopt the six evaluation criteria of the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) Network on Development Evaluation: 1) effectiveness, 2) relevance, 3) efficiency, 4) coherence, and 5) sustainability ([Link](#)).

GIZ is therefore looking for a contractor to conduct the MTR and produce an assessment report. The contractor for the MTR of the Framework for CE for the AEC is supposed to work on the following scope in close coordination with ASEC and GIZ:

1. Evaluation and interim report of MTR are implemented:
 - a. **Inception phase:** Development of a (i) post-ante evaluation approach including methodology, evaluation matrix and design of stakeholder¹ analysis; and (ii) a work plan and management arrangements for the MTR exercise. This will involve a pre-inception meeting with ASEC for orientation and levelling of expectations on the MTR, and an inception meeting (with the ASEC and key ASEC AEC Desks) to further clarify the MTR and sectoral work assessment, and work arrangements and approach.
 - b. **Data collection phase:** Data collection will be undertaken according to the data collection agenda agreed during the inception phase. This will cover information and data from all relevant sources (regional, national and sectoral) including inputs from relevant stakeholders, third party sources and the ASEC, and collected

¹ The term is used in a broad general context.

through various means including through desk research, consultations, meetings, interviews and field visits.

- c. **Review phase and report writing:** The Framework performance in terms of the five characteristics and implementation mechanism will be reviewed based on the gathered information and data in the context of the OECD DAC evaluation criteria. The report should review towards results and/or progress towards higher outcomes, and where possible and available, present/showcase actual gains/benefits to stakeholders/constituents. Beyond assessment, the Mid-Term Review Report should also serve as a forward-looking and strategic instrument. In addition to evaluating progress to date, the Report must provide concrete, prioritised recommendations that identify areas requiring recalibration and improvement, and determine where the existing strategy would benefit from new initiatives or activities.

- d. **Report phase.**

Main outputs. The main output to be delivered is the MTR report, which is expected to be the review of the Framework performance up to 2026. The MTR report will feed into the preparation of the second phase of the Framework for CE for the AEC. An initial draft is expected in early September of 2026, with the revised draft delivered in December 2026. The preliminary report based on the initial consultations and desk work will be prepared to provide an indicative status of the MTR work and secure guidance from the FG-CE on the next steps.

Final report – Q1 2027

- 2. The MTR exercise benefits from the consultation and feedback meetings with relevant stakeholders at the regional and national, and sectoral levels

Coordination and Consultation meetings. To clarify the Framework assessment/review, coordination meetings will be conducted with respective ASEC Focal Points to coordinate further with FG-CE. This may also include de-briefing sessions on outcomes of consultation and national-level engagements.

Consultation meetings for the MTR will also be conducted with the AEC pillar through the ASEC divisions. This aims to generate insights and feedback and to capture the status of implementation of the Framework for CE for the AEC, especially with the Food, Agriculture, and Forestry Division (FAFD), Energy & Minerals Division (EMD) and Transport Division (TD). To improve implementation of the Framework in the second phase, further division might be included in the MTR (e.g. Trade Facilitation Division (TFD), Enterprise & Stakeholder Engagement Division (ESED), etc, and others as deemed necessary by the ASEAN Secretariat).

National level engagement. To assess the outcomes of the key outputs/accomplishments of the Framework for CE for the AEC thus far, feedback/input from the relevant sectoral implementing authorities through the national focal points may be gathered through MTR interviews.

- 3. The MTR report will be delivered to support the works for the second phase for the Framework for CE for the AEC.

- a. Assessment of cumulative performance and outcomes, and assessment of the relevance of on-going and future action areas will help elaborate on the focus areas and priorities of future implementation and adjustments/improvements of the Framework for CE for the AEC.
- b. Share implementation experiences and leading practices across elements and cross-sectoral work including on circular economy, decarbonisation, climate smart economic development from different AEC sectors (e.g., agricultural, tourism, SME development, trade, consumer protection, etc).

Based on the MTR report covering the period 2021 to 2025, the focus and scope of the second phase of the implementation of the Framework for CE for the AEC may be adjusted and/or recalibrated.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

Deliverables	Description of Tasks
I. Assessment and Report on the MTR of the Framework for CE for AEC The Report on the MTR is one of the main outputs, which as an intervening output, is targeted to be delivered in February 2027 . The delivery of this output is an important milestone of the process for the adjustment/improvement of implementation of the second phase of the Framework for CE for AEC.	
Compiling a preliminary MTR report on the results of the review of the Implementation of the Framework for CE for the AEC 2023-2025. This preliminary report will be submitted in September 2026 : - The report will assess AEC performance based on (i) effectiveness; (ii) relevance; (iii) efficiency; (iv) coherence; (v) sustainability; and (vi) impact. The assessment emphasises the outcomes as defined with ASEAN's five Strategic Priorities: - Standard Harmonisation and Mutual Recognition of Circular Products and Services; - Trade Openness and Trade Facilitation in Circular Goods and Services;	- As one milestone of the MTR process, the preliminary report is intended to serve as a critical reference for the FG-CE to adjust and improve the second phase of implementation of the Framework for CE for the AEC. - The review should provide insights that inform the development of the second phase of the Framework. Its findings should prompt action on how to enhance the strategic and operational aspects of the second phase of the Framework, especially with regards to AEC sectors involved. - The review will have to be contextualised on how AEC as a regional pillar facilitates the economic integration process and creates the enabling environment to achieve the five (5) Strategic Priorities and six (6) Guiding Principles of the Framework. - The review will also have to look into the effectiveness and efficiency of the monitoring and evaluation (M&E) system of ASEC in

▪ Enhanced Role of Innovation, Digitalisation, and Emerging/Green Technologies; ▪ Competitive Sustainable Finance and Innovative ESG Investments; and ▪ Efficient Use of Energy and Other Resources.	practice. Key learning points from the overall review can help strengthen the planning, implementation, coordination and monitoring of future strategic plans, and establish a more robust monitoring, evaluation, reporting and learning (MERL) system.
II. Revision of Report	
A revised report will be submitted and presented to the FG-CE in October 2026. FG-CE and AEC Divisions will give feedback to the revised MTR report and improvement of second phase of the Framework.	The revised report shall take into account the comments and insights from first round of consultations and other forms of information gathering.
III. Final Report	
The final MTR report will be submitted to the FG-CE in December 2026 for approval by the CoW in January 2027 and intersessional notation by the AEC Council or Economic Ministers Meeting in February 2027.	The final MTR report will incorporate the progress and developments of the Framework from 2021 until 2025. The final MTR will incorporate recommendations for adjustment and improvement for the implementation of the second phase of the Framework for CE for the AEC.

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	Criteria for acceptance
Output 1 • Submission of Inception Report (upon acceptance by the ASEAN Secretariat (ASEC)) • Presentation to GIZ and ASEAN Secretariat on Specific Tools and Instruments for Data/Information Gathering and to assess performance	12 weeks after contract starts	Interim report 1: • Inception report (methodology, evaluation matrix and design of stakeholder analysis, a work plan and management arrangements for the MTR exercise). • Presentation on specific tools and instruments for data/information gathering. • Preliminary MTR report on the results of the review of the

Submission of Preliminary Report and Presentation to GIZ, FG-CE and ASEC		Implementation of the Framework for CE for the AEC 2021-2025.
Output 2 - Submission of Proceedings and Key Outcomes/Highlights of key activities (e.g., national level assessment, sectoral consultation, focus group discussion, in-depth interviews – virtual approach) - Submission of Revised Report of the MTR upon Acceptance of the Revised Report and feedback from FG-CE and ASEC for finalisation	19 weeks after contract starts	Interim Report 2: Revised MTR report draft based on comments and insights from 1st round of consultations and other forms of information gathering
Output 3 - Updating of the MTR - Submission of Final MTR Report upon accepted by the FG-CE and AEC Council or Economic Ministers Meeting	36 weeks after contract starts	Final Report: The final MTR report based on progress and developments of the framework, recommendations for adjustment and improvement for the implementation of the second phase of the Framework for CE for the AEC

Period of assignment: from **07 August 2026 until 31 August 2027**. The timeline is to accommodate further revisions or delays in the implementation and subject to the actual commencement of the assignment.

3. Concept

In the tender, the tenderer is required to demonstrate how the deliverables defined in Chapter 2 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)** and under the cooperation **(1.2.1)** and **(1.2.2)**.

The bidder 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 and the associated challenges **(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 **(1.6.1)**, **(1.6.2)**.

The tenderer is required to describe its backstopping concept **(1.6.3)**.

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

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 administrative backstopping tasks is expected to comprise one **(1) Team Leader**, one **(1) Project Manager**, one **(1) Circular Economy Expert**, one **(1) M&E Expert** and one **(1) Economic Policy Analyst**.

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

Company Profile

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

- A firm consultancy/research institutions/think tank relevant entity with a high recognition and credibility record in the sustainability, circular economy, private sector and community engagement, and economy policy strategy in ASEAN level are desirable; at least 5 years of experience in this sector;
- Experience in developing high-level policy documents and recommendations;
- Proven track record in data collection, management, analysis, and report writing on ASEAN and international research/survey;
- Proven experience in facilitating high-level strategic consultation meetings among various stakeholders with varying levels of involvement representing different political interests;
- Extensive knowledge of ASEAN, its structure and processes;
- Extensive networks with national policymakers, high-level government officials, private sectors, and civil society;
- Demonstrated ability to facilitate dialogue and establish relationships with various stakeholders particularly ASEAN mid to senior government officials

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (strategy, quality and deadlines)
- Coordinating closely with FG-CE and respective ASEC Divisions and GIZ
- Personnel management, in particular identifying the need for short-term assignments within the available budget
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training **(2.1.1)**: University qualification: Master's degree in economics, trade, social studies or related fields
- Language **(2.1.2)**: C-2 level / Fluency in English (written and oral)
- General professional experience **(2.1.3)**: 15 years of professional experience in the political economy sector with a focus on regional economic frameworks
- Specific professional experience **(2.1.4)**: 10 years in circular economy with a history of evaluation expertise
- Leadership/management experience **(2.1.5)**: 6 years of management/leadership experience as project team leader or manager
- Regional experience **(2.1.6)**: 5 years of experience in projects in ASEAN region, of which at least 4 years in projects in selected ASEAN countries
- Development Cooperation (DC) experience **(2.1.7)**: 6 years of experience in economic DC projects
- Other **(2.1.8)**: Sound understanding and experiences in evaluation and results-based monitoring, specifically with regards to mid-term reviews

Expert 1 (Project Manager)

Tasks of expert 1

- General management and technical backstopping of all activities, incl. conceptualization and reporting
- Support to expert and media engagement, incl. briefings
- Day-to-day liaison with GIZ

Qualifications of expert 1

- Education/training **(2.2.1)**: Master's degree in economic or social science or other relevant fields
- Language **(2.2.2)**: C-2 Level / Fluency in English (written and oral)
- General professional experience **(2.2.3)**: 5 years of professional experience in the political economy sector
- Specific professional experience **(2.2.4)**: 4 years in economic and trade sector
- Leadership experience **(2.2.5)**: **N/A**
- Regional experience **(2.2.6)**: 2 years of experience in projects in ASEAN region, of which 1 year in projects in selected ASEAN countries
- Development Cooperation (DC) experience **(2.2.7)**: 2 years of experience in DC projects
- Other **(2.2.8)**: Ability to self-organize and follow up on processes and administrative issues

Expert 2 (Circular Economy Expert)

Task of Expert 2

- Provide substantive technical expertise on circular economy principles, frameworks, and practices within the context of the ASEAN regional programme
- Support the technical assessment of programme activities, outputs, and outcomes related to circular economy policy, regulatory frameworks, and industry transition
- Analyse the relevance and effectiveness of current circular economy strategies and identify gaps, emerging opportunities, and areas requiring recalibration or new initiatives
- Support the development of evidence-based recommendations for strengthening circular economy interventions in the second half of the programme
- Engage with ASEAN Sectoral Bodies, Member State focal points, private sector stakeholders, and relevant GIZ counterparts to gather technical insights and validate findings
- Contribute to the drafting of the Mid-Term Review Report, specifically the technical chapters relating to circular economy content, strategy, and recommendations
- Identify best practices and transferable models from within and beyond the ASEAN region that could inform new activities or pilot initiatives

Qualifications

- Education/training **(2.3.1)**: University qualification: Master's degree in environmental science, environmental economics, industrial ecology, sustainable development, or related fields
- Language **(2.3.2)**: C-2 Level / Fluency in English (written and oral)
- General professional experience **(2.3.3)**: 12 years of professional experience in sustainable development, environmental policy, or resource efficiency with a focus on applied circular economy work

- Specific professional experience **(2.3.4)**: 8 years of hands-on experience in circular economy policy design, implementation, or technical advisory, including work on waste management, extended producer responsibility, sustainable production and consumption, or green value chains
- Leadership/management experience **(2.3.5)**: 4 years of experience leading technical workstreams, expert teams, or advisory assignments within development or policy programmes
- Regional experience **(2.3.6)**: 4 years of experience working on circular economy or related environmental programmes in the ASEAN region, of which at least 3 years in projects engaging selected ASEAN Member States
- Development Cooperation (DC) experience **(2.3.7)**: 4 years of experience contributing to circular economy or environmental DC projects, preferably with bilateral or multilateral development partners
- Other **(2.3.8)**: Demonstrated understanding of ASEAN policy architecture and regional cooperation mechanisms; familiarity with international circular economy frameworks such as those of the EU or UNEP.

Expert 3 (M&E Expert)

Task

- Lead the design and implementation of the Mid-Term Review methodology, including the development of evaluation questions, data collection tools, and analytical framework
- Assess the robustness and fitness for purpose of the programme's existing Monitoring & Evaluation system, results framework, and indicator set
- Conduct a systematic review of programme data, progress reports, and evidence to assess performance against intended outputs, outcomes, and impact pathways
- Validate the programme's Theory of Change and assess whether the causal logic remains sound in light of implementation experience and contextual development
- Coordinate data collection across all relevant stakeholders, including the ASEAN Secretariat, Member States, implementing partners, and beneficiaries, ensuring methodological rigour and inclusivity
- Identify data gaps, measurement weaknesses, and reporting inconsistencies, and recommend corrective measures to strengthen the M&E system for the remaining programme period
- Lead the drafting of the Mid-Term Review Report, including the synthesis of findings, lessons learned, and forward-looking recommendations
- Develop the Management Response Matrix and support the programme team in translating recommendations into actionable second-half implementation adjustments

Qualifications

- Education/training **(2.4.1)**: University qualification: Master's degree in development studies, public policy, statistics, social sciences, or related fields
- Language **(2.4.2)**: C-2 Level / Fluency in English (written and oral)
- General professional experience **(2.4.3)**: 12 years of professional experience in monitoring, evaluation, and learning within international development or regional cooperation programmes
- Specific professional experience **(2.4.4)**: 8 years of dedicated M&E experience, including the design and conduct of mid-term or final evaluations of complex multi-country programmes, with demonstrated expertise in both quantitative and qualitative evaluation methodologies

- Leadership/management experience **(2.4.5)**: 4 years of experience leading evaluation teams or managing M&E components of large-scale development programmes
- Regional experience **(2.4.6)**: 4 years of experience conducting evaluations or designing M&E systems for programmes in the ASEAN region, of which at least 3 years involving multi-country or regional programme evaluations across selected ASEAN Member States
- Development Cooperation (DC) experience **(2.4.7)**: 5 years of experience in M&E roles within DC projects, preferably with GIZ, other bilateral donors, or multilateral development institutions
- Other **(2.4.8)**: Sound knowledge of results-based management principles and familiarity with GIZ's results and monitoring frameworks; experience applying M&E approaches to environment, circular economy, or green economy programmes is a strong asset

Expert 4 (Economic Policy Analyst)

Tasks of expert 4

- Provide technical and analytical support to the MTR team across all phases (inception, data collection, review, and reporting), with a focus on the economic, trade, and policy dimensions of the Circular Economy Framework for the AEC.
- Conduct desk research, support data collection and synthesis, and assist in the economic analysis of the Framework's five Strategic Priorities (particularly Standard Harmonisation, Trade Openness and Facilitation, Sustainable Finance, and Efficient Use of Energy and Other Resources) in key sectors such as agriculture, energy, and transport.
- Assist in stakeholder mapping, preparation of data collection tools, interview guides, briefing materials, and background documents for consultations, focus group discussions, and national-level engagements.
- Support the organisation, documentation, and follow-up of coordination meetings, sectoral consultations, interviews, and high-level sessions with ASEC divisions, FG-CE, national focal points, and other stakeholders.
- Contribute to the drafting, compilation, and editing of MTR deliverables (inception report, preliminary report, revised report, final report, proceedings, and annexes), including synthesis of economic findings, best-practice examples, and cross-sectoral insights.
- Handle logistical and administrative coordination (in close collaboration with the Project Manager and GIZ) for meetings, field visits, and travel arrangements.
- Support knowledge management, documentation of lessons learned, and preparation of presentations or highlights for FG-CE and AEC Council processes.
- Perform any other tasks assigned by the Team Leader or Project Manager to ensure timely and high-quality delivery of all MTR outputs.

Qualifications

- Education/training **(2.5.1)**: bachelor's degree in economy, political science, social science, or other relevant fields
- Language **(2.5.2)**: C-2 Level / Fluency in English (written and oral)
- General professional experience **(2.5.3)**: 5 years of professional experience in the political economy sector
- Specific professional experience **(2.5.4)**: 2 years in economic sector
- Leadership experience **(2.5.5)**: **N/A**

- Regional experience **(2.5.6)**: 2 years of experience in projects in ASEAN region, of which 1 year in projects in selected ASEAN countries
- Development Cooperation (DC) experience **(2.5.7)**: 2 years of experience in DC projects
- Other **(2.5.8)**: 1 year experience in handling on processes and administrative.

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 and overnight accommodation 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 at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence.

All business travel must be agreed in advance by GIZ.

Sustainability aspects for travel

GIZ would like 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.

If they cannot be avoided, CO₂ emissions caused by air travel should 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	50	50	Output based, Report required The expert-day figures are indicative only; the service should be priced as a lump sum based on milestones. <u>Output 1:</u> - TL: 15 days - Expert 1: 12 days - Expert 2: 12 days - Expert 3: 12 days - Expert 4: 12 days <u>Output 2:</u> - TL: 15 days - Expert 1: 12 days - Expert 2: 12 days - Expert 3: 12 days - Expert 4: 12 days <u>Output 3:</u> - TL: 20 days - Expert 1: 16 days - Expert 2: 17 days - Expert 3: 16 days - Expert 4: 17 days
Expert 1	1	40	40	
Expert 2	1	41	41	
Expert 3	1	40	40	
Expert 4	1	41	41	
Travel expenses	Quantity	Number per expert	Total	Comments
Overnight allowance in country of assignment	9	2	18	Against Evidence Overnight stays abroad: Quantity: Up to 3 round trips to ASEAN Member States (specific countries to be confirmed), each trip for 2 experts and estimated at 3 nights per trip. Planned purposes (subject to adjustment): 1. Inception meeting with ASEC 2. Consultations with DOs (as needed) 3. Presentation of the final report at CoW and FG-CE in January 2027

Transport	Quantity	Number per expert	Total	Comments
International flights to ASEAN Member States <i>(Destination country is to be confirmed)</i>	3 (return flights)	2	6 (return flights)	Against Evidence Subject to GIZ Travel regulation, Economy Class Travel to ASEAN Member States (specific countries to be confirmed). Quantity: Up to 3 return flights, each for 2 experts. Planned purposes (subject to adjustment): 1. Inception meeting with ASEC 2. Consultations with DOs (as needed) 3. Presentation of the final report at CoW and FG-CE in January 2027
CO₂ compensation for air travel Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.	3	2	6	A fixed budget of EUR 600 is earmarked for settling carbon offsets against evidence for 2 experts x 3 return flights.
Travel expenses (train/car) Airport transfer	12	2	24	Against Evidence Transfer to/from airport in home country and country of assignment. Quantity: 2 experts × 3 round trips × 4 transfers/round trip = 24 airport transfers total.

6. Inputs of GIZ or other actors

The contractual arrangement shall already cover any additional partnerships and necessary logistics for the completion of the deliverables.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. 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.

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.