

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

CONFIDENTIAL

**Event Management Service for ASEAN Pavillion at COP 31
UNFCCC**

**Project number/
cost centre:**

G-011506-00

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**Tender number
10041080**

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0. List of abbreviations

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

1. Context

ASEAN Member States have consistently demonstrated their commitment to multilateral climate processes through active participation in negotiations, submission of national climate pledges, and the issuance of ASEAN Joint Statements on Climate Change. However, despite these efforts, ASEAN's presence at the Conference of the Parties of UNFCCC (COP UNFCCC) remains largely driven by individual national delegations, with limited consolidation of regional narratives. This results in fragmented representation and under-leveraged influence in shaping global climate discussions. At the same time, while ASEAN hosts a growing pipeline of climate-relevant initiatives such as energy transition, industrial decarbonisation, and nature-based solutions, these opportunities are often presented in a fragmented manner, reducing their attractiveness and scalability.

The lack of a dedicated regional platform may limit ASEAN's ability to move from reactive role to an agenda-setting actor in global climate processes— particularly as global climate governance particularly shifting from negotiations to implementations as results of COP 30 UNFCCC through Belem Package¹. This shift highlights the urgent need to renew collective commitment to concrete actions, commitment to triple adaptation finance by 2035 including the launch of Tropical Forest Forever Facility (TFFF) and the Fund for Responding Loss and Damage (FRLD). This is particularly critical in the lead-up to COP31, where discussions are expected to advance the implementation of Global Stocktake outcomes, strengthen adaptation frameworks, operationalize Loss and Damage mechanisms, and scale climate finance—including for NDCs 3.0 and investment-ready pipelines.

A significant milestone was achieved at COP 30 UNFCCC in Belém, Brazil, where ASEAN, in close collaboration with GIZ ASEAN EU-Germany Climate Programme (CAP), established the ASEAN Pavilion for the first time. The Pavilion convened 34 events, effectively showcasing regional initiatives and contributions to global climate action, while enhancing ASEAN's collective visibility and engagement within the multilateral climate fora. The experience of the ASEAN Pavilion at COP 30 demonstrating a high interest for a regional platform to showcase ASEAN-led initiatives for climate actions, build partnerships and elevate ASEAN's collective voice in international climate fora. At the same time, experience of ASEAN Pavilion at COP30 highlighted the need for stronger coordination, increased contribution from ASEAN Member States and partners, and a more outcome-oriented approach.

Building on this momentum, there is a clear strategic case to establish and scale the ASEAN Pavilion at COP 31 UNFCCC as a structured and recurring instrument of regional climate diplomacy. This pavilion would not only as visibility platform, but as a strategic platform that would enable ASEAN to bridge the gap between national interest with a cohesive regional priority, mobilising finance, and translating dialogue into concrete partnership which contribute to global climate agenda.

In this context, the ASEAN Pavilion at COP 31 is conceived not merely as a physical venue, but as a multi-functional platform that integrates diplomacy, policy dialogue, and investment facilitation. It will serve as a focal point for articulating ASEAN's collective narrative, showcasing regional leadership, and convening stakeholders across government,

¹ <https://cop30.br/en/news-about-cop30/cop30-approves-belem-package1>

development partners, financial institutions, and the private sector. By providing a coordinated space for ASEAN Member States to align messaging, host high-level dialogues, and engage with key negotiation tracks under the UNFCCC, the ASEAN pavilion will strengthen ASEAN's coherence, credibility and influence in advancing climate mitigation, adaptation, and climate finance outcomes.

The ASEAN EU-Germany Climate Action Programme (CAP), funded by the European Union (EU) and Germany, will support the ASEAN Pavilion at COP31 UNFCCC. This initiative aligns with the EU Global Gateway and Germany's climate priorities by promoting climate dialogue, innovation, and strengthened cooperation in Southeast Asia.

The proposed ASEAN Pavilion will host approximately 22 events over the two-week period, strategically aligned with UNFCCC thematic days, while providing exhibition space for publications and multimedia materials. The pavilion will function as a regional hub for climate policy discussions, knowledge sharing, and partnership building to advance Southeast Asia's climate action initiatives.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Preparatory activities: Prior to the UNFCCC COP31, develop and implement a comprehensive event management plan, including work schedules, logistics arrangements, and stakeholder coordination mechanisms.
- Event delivery: provide on-site secretariat and protocol support for ASEAN delegations, speakers, partners, and invited guests.
- Event documentation and post-event reporting
- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- 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.

In coordination with the GIZ CAP Project Management Unit and ASEAN Secretariat, above-mentioned outputs include, but are not limited to, the following tasks:

2.1 Work Package A – Preparatory Activities

a) Develop event management plan

- i. Develop and implement a comprehensive event management plan, including work schedules, logistics arrangements, and stakeholder coordination mechanisms.
- ii. Support the preparation of pavilion programming, speaker engagement, event registration systems, communication materials, and operational guidelines.

- iii. Coordinate with ASEAN Member States, the ASEAN Secretariat, partners, vendors, and COP31 organisers to ensure all administrative, technical, and logistical requirements are completed before the event.

b) Printing Visibility Materials

- i. In close coordination with GIZ CAP PMU and ASEAN Secretariat, print, and deliver approved visibility materials, including posters, flyers, brochures, banners, backdrops, standees, signage, and other branding items.
- ii. Coordinate production schedules, quality control, transportation, installation, maintenance, and removal of all visibility materials before and during the event.

2.2 Work Package B – Delivery of the events

c) Daily Operations Management

- i. Provide on-site coordination for all pavilion activities
- ii. Manage flows and access control for pavilion visitors
- iii. Coordinate with UNFCCC security and venue management.
- iv. Liaise with vendors regarding logistical matters of pavilion.
- v. Maintain the pavilion's tidiness and overall organization
- vi. Manage traffic flow and crowd control systems, including queue setup, equipment, and coordination with venue management during check-in, and break sessions.
- vii. Maintain appropriate pavilion feature installation in the main foyer, in line with GIZ sustainable event management principles, reflecting sustainability, including:
 - Reception desk signages for 1 set (table and chairs)
 - Up to 2 information signages (e.g., event-theme related banner)

d) Onsite documentation

- i. Capture moment/sessions that showcase ASEAN Pavilion branding, exhibition displays, communication materials, and overall pavilion atmosphere to support visibility and outreach objectives.
- ii. Ensure comprehensive visual documentation of speakers, participants, audience engagement, and key moments throughout the programme.
- iii. Edit, and organize photographs daily for immediate use in social media, press releases, newsletters, reports, and other communication products

e) Side Events Support

- i. In cooperation with ASEAN Secretariat Team conduct a try-out meeting/webinar rehearsal one day prior to the events, including audio visual checks.
- ii. Provide on-site technical support for speakers and moderators
- iii. Manage hybrid session and its interaction (mute/unmute) ensuring seamless participation for online participants
- iv. Handle the pre-recorded input materials as required
- v. Coordinate catering services where applicable
- vi. Document events through meeting notes, photography and basic recording

f) Exhibition Management

- i. Manage display of publications and communication materials
- ii. Coordinate multimedia screening in common areas
- iii. Maintain exhibition materials and information resources
- iv. Support stakeholder interactions and networking activities

g) Stakeholder Support

- Assist ASEAN Member States (AMS) representatives and ASEAN Secretariat staff
- Facilitate meetings and informal discussions
- Provide information and guidance to pavilion visitors
- Support VIP visits and high-level meetings

2.3 Work Package C – Post Event Activities

h) Documentation

- Compile event attendance records and participation statistics
- Compile photographic and video documentation
- Provide evaluation feedback for future pavilion and side-events planning

i) Administrative and Financial Management

- Manage costs and expenditures, accounting processes, and invoicing in line with GIZ requirements.

j) Reporting Deliverables

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Final report (max 8 pager report, 2 x 1-minute edited videos for each side event, 1 x 5-minutes edited video of overall activities, selected photos)

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
Event Management Plan	30 September 2026
Visibility materials	15 October 2026
Delivery of the Events	9 – 20 November 2026
Event Documentation	9 – 20 November 2026
Post Event Activities	10 December 2026

Period of assignment: from 1 September 2026 until 31 December 2026.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following

this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing Adaptation to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

Further requirements (1.7)

The tenderer is a legal entity that must possess the following experience:

1. A minimum of 5 years of consultancy experience in conducting similar works or projects.
2. Professional experience in event management services
3. Possesses accreditation badges to enter Blue Zone of COP31 UNFCCC

4. Familiar with COP UNFCCC by demonstrating portfolio in organising events at COP UNFCCC

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

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts.
- Leading the team's internal discussions and help solve all team problems/problems, both technical and non-technical.
- Regular reporting in accordance with deadlines.
- Facilitate the technical discussion with AMS, and relevant stakeholders

Qualifications of the team leader

- Education/training (2.1.1): Bachelor's degree (BA) in Business Administration, Event Management, Communications, Hospitality Management, Project Management, International Relations, or a related field.
- Language (2.1.2): C1-level language proficiency in English.
- General professional experience (2.1.3): 8 years of professional experience in event management, conference management, stakeholder engagement, or project management for large-scale international events.
- Specific professional experience (2.1.4): 5 years of experience in planning and delivering international conferences, exhibitions, pavilions, trade fairs, or high-level multilateral events involving multiple stakeholders and parallel sessions.
- Leadership/management experience (2.1.5): 5 years of management and leadership experience as a Project Team Leader, Event Manager, or equivalent position, overseeing multidisciplinary teams and service providers.
- Regional experience (2.1.6): 5 years of experience implementing projects in the ASEAN region, including experience in at least one ASEAN Member State (AMS).
- Development cooperation (DC) experience (2.1.7): n/a
- Other (2.1.8): Demonstrated experience in managing pavilions, country booths, exhibition spaces, or stakeholder engagement platforms at international conferences, preferably UNFCCC COPs or other multilateral events. Experience must be evidenced by at least two successfully completed assignments within the last 5 years.

Expert 1 - Photographer

Tasks of the expert 1

- Provide on-site photography coverage of all ASEAN Pavilion events and activities.
- Capture high-quality images highlighting ASEAN and GIZ visibility and branding.
- Document high-level participation, official meetings, and stakeholder engagements.
- Adhere to ASEAN and GIZ communication, branding, and protocol guidelines.
- Deliver edited photographs daily for communication, reporting, and promotional purposes.

Qualifications of the expert 1

- Education/training (2.2.1): Bachelor's degree in visual communication, Multimedia, Journalism, Communications, or any other related field.
- Language (2.2.2): B2-level language proficiency in English
- General professional experience (2.2.3) 5 years of professional experience in photography and visual documentation for events.
- Specific professional experience (2.2.4): 3 years of experience providing photography services for international conferences, exhibitions, government events, or high-level meetings.
- Regional experience (2.2.6): 3 years of experience supporting projects or events in the ASEAN region.
- Other (2.2.8): Demonstrated experience photographing high-level officials and multistakeholder events, with a portfolio of at least three comparable assignments completed within the last three years.

Short-term expert Pool – 1 Event Assistant

Tasks of Short Term expert Pool

- Support event preparations, logistics, and coordination before ASEAN Pavilion operations.
- Provide technical backstopping to the Team Leader during event implementation.
- Coordinate speakers, partners, and stakeholders on event-related technical requirements.
- Troubleshoot operational and technical issues to ensure smooth event delivery.
- Support documentation, reporting, and follow-up actions throughout the event period.

Qualifications of the short-term expert Pool

- Education/training (2.6.1): Bachelor's degree in Event Management, Communications, Business Administration, International Relations, Environmental Studies, or a related field.
- Language (2.6.2): B2-level language proficiency in English
- General professional experience (2.6.3) 5 years of professional experience in event coordination, project management, stakeholder engagement, or conference support.
- Specific professional experience (2.6.4): 3 years of experience supporting international conferences, exhibitions, pavilions, or multilateral events involving multiple stakeholders.
- Regional experience (2.6.5): 3 years of experience implementing projects or events in the ASEAN region, including experience in at least one ASEAN Member State (AMS).

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 2026 \(GERMAN ONLY\)](#)).

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 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 per expert	Number per expert	Total	Comments
Team Leader	1	50	50	Lumpsum, Againsts Timesheet
Key Expert 1- Photographer	1	15	15	Lumpsum, Againsts Timesheet
Short Term Expert Pool-Event Assistant	1	35	35	Lumpsum, Againsts Timesheet
Travel expenses	Quantity	Number per expert	Total	Comments

Per-diem allowance in country of assignment	4	2	8	Given during travel days. Per-diem given for travel days. GIZ & Rules regulation applied. The planned destination is in Antalya, Turkey
Overnight allowance in country of assignment	2	14	28	against evidence. The planned destination is in Antalya, Turkey
Transport	Quantity	Number per expert	Total	Comments
International flights return (economy ticket)	2	2	4	Against evidence. Travel to the place of service delivery (CGK-IST-CGK) The planned destination is in Antalya, Turkey GIZ Travel Regulation applied
Domestic flights return (economy ticket)	2	2	4	Against evidence. Flights within the country of assignment during service delivery (IST-ANTALYA-IST) The planned destination is in Antalya, Turkey
CO ₂ compensation for air travel	4	2	8	Against evidence A fixed budget of EUR 50 is earmarked for settling carbon offsets against evidence. The planned destination is in Antalya, Turkey
Travel expenses (train, car) • Airport Transfer (Home – Airport – Hotel – Airport – Home)	4	2	8	Against evidence Travel within the country of assignment, transfer to/from airport etc. The planned destination is in Antalya, Turkey
Other travel expenses/ Local Transport (In-country assignment)	14	2	28	Against evidence The planned destination is in Antalya, Turkey
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	4000	4000	A budget of EUR 4000 is foreseen for flexible remuneration. Please

				incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
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6. 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 can 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.

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.