

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

CONFIDENTIAL

Capacity Needs Assessment and Strategy to enable a transition towards a Circular Economy in Indonesia	Project number/ cost centre: G-012534-001
	Tender number 10036755

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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
CE	Circular Economy
CNA	Capacity Needs Assessment
EPR	Extended Producer Responsibility
FK	Expert
FKT	Expert days
KAP	Knowledge, Attitude, Practices
KZFK	Short-term expert
SME	Small and Medium Enterprises
ToRs	Terms of reference
WM	Waste Management

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations. Its corporate objective is to improve people's living conditions on a sustainable basis. GIZ has been working in Indonesia since 1975 on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Circular Economy with the 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 the German Federal Ministry of Economic Cooperation and Development (BMZ) will be supporting the Indonesian Ministry for National Development Planning (Bappenas) and further relevant ministries, agencies and the private sector to implement the national Circular Economy Strategy and Action Plan. Three material streams are of particular focus: Packaging waste (plastics, aluminium, paper, etc.), electronic waste and residual waste. InCircular operates across five strategic outputs:

1. Support the steering of the implementation of the CE Roadmap and Action Plan
2. Enhance regulatory frameworks for CE and Extended Producer Responsibility (EPR) for selected material streams
3. Strengthen collaboration with industry for the implementation of CE and EPR for selected material streams
4. Advance CE in waste management in selected provinces and municipalities
5. Advance Green and Sustainable Public Procurement (G/SPP) for selected goods

The Need for Transformation-Oriented Capacity Needs Assessment

The transformation to a circular economy requires engagement from key stakeholders to reshape markets, redesign product systems, and realign institutional incentives towards resource efficiency and long-term sustainability. Therefore, this kind of transformation needs specific forward-looking capacities, namely: knowing how to make and enforce rules that drive CE; how to build viable circular businesses; how to coordinate across sectors and government; and how to change how goods are made, used, and recovered.

While awareness of the circular economy agenda in Indonesia is growing, it has not yet translated into tangible action. A critical gap remains: most stakeholders do not yet have a clear picture of what specific capabilities they need to develop to play their part in this transition. Existing analyses under InCircular have begun to identify gaps in current systems and practices, but there is a need to go further. This CNA will focus less on describing the current state of systems and processes, and more on what stakeholders need to become capable to transition towards a functioning circular economy in Indonesia.

This CNA focuses specifically on two material streams: packaging waste and electronic waste (WEEE). These are not only InCircular's main priorities, but they are also the areas where regulatory reform and market shifts are most feasible in the near term, making them the strongest entry points for driving meaningful change.

2. Tasks to be performed by the contractor

Based on the aforementioned background, GIZ intends to engage an expert/ consultant to carry out a comprehensive Capacity Needs Assessment (CNA) for the InCircular project and its primary stakeholder groups, including representatives from the public sector, the private sector, and civil society. **The main objective of this assignment is to identify following capacities: skills and competencies; institutional arrangements; resources, and enabling conditions, that key stakeholders need to actively drive and sustain the transition toward a circular economy in Indonesia.**

The CNA will move beyond a baseline assessment of identifying existing capacity gaps, and more into producing a forward-looking, transformation-oriented understanding of capacity requirements. Its findings will serve as the foundational basis for a targeted capacity development strategy that directly supports InCircular's project and implementation goals.

Specifically, the assignment will:

1. Identify what capacities key stakeholders need on an individual, organizational, and systemic level, to fulfill their roles in driving the CE transition.
2. Determine the extent to which these capacities are currently present and what critical gaps would hinder the transition if left unaddressed.
3. Explore information on the existing capacity gaps, including structural, institutional, motivational, and resource-related factors among targeted stakeholders.
4. Develop a high-level capacity building strategy framework with prioritized interventions and recommended approaches.

In order to achieve the objectives listed, the tenderer is expected to produce these key deliverables:

In support of Objective 1 — Identifying capacity needs for transformation

- Design the overall CNA methodology, including key research questions, target stakeholder groups, and data collection and analysis methods, grounded in a transformation-oriented framing.
- Conduct a focused desk review of relevant secondary sources, including CE policies, roadmaps, regulations, and existing InCircular analyses to establish what the transition requires and what actors must be capable of to deliver it.
- Develop data collection tools specifically designed to surface transformation-oriented capacity needs at individual, organizational, and systemic levels.
- Facilitate and conduct stakeholder consultations, including key informant interviews, focus group discussions, and workshops.

In support of Objective 2 — Determining current capacity levels and critical gaps

- Assess the extent to which the required capacities are currently present across stakeholder groups, identifying which gaps are most critical to address for the transition to move forward.
- Integrate and triangulate findings from the ongoing KAP Analysis to enrich the assessment with behavioural and knowledge-related insights.

In support of Objective 3 — Information on the existing gaps

- Explore basic information on priority capacity gaps, distinguishing between skills deficits, structural and institutional constraints, resource limitations, and motivational or incentive-related barriers.
- Identify interdependencies between capacity gaps to inform the sequencing and prioritization of interventions.

In support of Objective 4 — Developing the Capacity Building Strategy Framework

- Synthesize findings to identify the highest-priority capacity development interventions.
- Develop a high-level Capacity Building Strategy Framework, including priority intervention areas, target groups, recommended approaches, and indicative sequencing of activities aligned with InCircular's implementation timeline. The Capacity Building Strategy is intended for the broader CE sector in Indonesia including Bappenas, relevant ministries, private sector actors, civil society, and development partners.
- Present draft findings and the Strategy Framework to the InCircular team and key stakeholders, including Bappenas and relevant ministries, for validation and refinement.
- Submit the final **Capacity Building Strategy for CE in Indonesia Report** that includes CNA result and Capacity Building Strategy Framework, incorporating all feedback.

Scope of the Capacity Needs Assessment

- *Thematic Focus*

The CNA covers both upstream and downstream dimensions of the circular economy transition, assessing capacity needs in relation to the specific CE strategies prioritized for each material stream. The table below maps these strategies against the two focus material streams and identifies the primary actor clusters whose capacity is most critical for each.

CE Strategy (Rs)	Plastic Packaging (66%) - priority scoring	WEEE (33%) - priority scoring	Primary Target Groups for Capacity Development
Refuse			
Rethink	3		Industry, R&D
Reduce	3		Industry, R&D, Consumer

CE Strategy (Rs)	Plastic Packaging (66%) - priority scoring	WEEE (33%) - priority scoring	Primary Target Groups for Capacity Development
Reuse	2		Consumer
Repair		3	SME
Refurbish		3	SME
Remanufacture		2	Industry
Repurpose		1	SME
Recycle	3	3	Industry, municipalities, informal sector
Recover	2		Industry, municipalities, informal sector

Note:

- Priority scores (1-3) reflect the importance of each strategy within the Indonesian CE transition context: 3 = highest priority, 1 = lower but relevant priority.
- Community-level behaviour change around source separation practices is recognized as a critical enabler of the CE transition. While not a primary focus of the stakeholder capacity assessment, existing data and studies on community behaviour will be incorporated through a desktop review to inform the overall capacity building strategy.

- *Level*

The CNA adopts a multi-level approach, assessing capacity needs across three interdependent levels:

Individual Level	Assesses whether relevant stakeholders possess the technical knowledge, policy literacy, and adaptive leadership skills required for their specific role in the CE transition. This includes the ability to negotiate and advocate effectively, make decisions under uncertainty, and build the coalitions and partnerships necessary to drive and sustain change.
Organizational Level	Assesses whether institutions and organizations have the mandate, authority, internal structures, tools, and resources needed to act effectively on their CE responsibilities. This includes their ability to

	coordinate internally across functions, manage institutional change, and sustain new practices over time.
System Level	Assesses whether key stakeholders have the capacity to engage with, navigate, and influence the broader enabling environment for CE system in Indonesia. This includes the ability to read and respond to policy signals, coordinate across sectors and value chains, access market incentives and financing mechanisms, and build the cross-institutional coalitions necessary for systemic change. Importantly, this level is more about understanding whether stakeholders have what it takes to operate effectively within that environment and, where needed, help shape it.

- **Stakeholder/target groups:**

- Public sector: high-level decision makers and technical staff from national and provincial government entities responsible for circular economy, environmental protection, sustainable economic development, industry and waste management, inter-ministerial coordination platform/ task forces, public procurement units, suppliers to government, and audit bodies.
- Private sector: high-level decision makers from large domestic producers/brand-owners (FMCGs for the plastic packaging sector and OEMs for the WEEE sector). While this group of private sectors would be the key target population for planned intervention, they might be influenced by other private sectors on different scale (their MNCs counterpart for example) or supply chain (packaging/component manufacturers upstream, or post-consumption collectors, sorters and recyclers downstream). In addition, industries that affects this target group like business consultants or associations or are affected negatively by these producers like the tourism industry in Bali or agriculture and fishery.

Note: In both public and private sectors, selection of respondents must include representative of women's staff/ managers.

- Civil society: informal waste management sector associations, NGOs/CSOs, environmental groups, youth organisations.
 - Academia: Universities, Research Institutes, Scientist.
 - Other: Journalists, influencer, opinion leader, religious leader. This target group is included as communicators, norm-shapers and advocate on conveying CE concepts and influence public discourse.
- **Geographic region:** National and Sub-National (East Java, Bali) level.

Note: Data collection in Bali will be limited to desktop review and remote stakeholder engagement.

Methodology

The CNA will adopt a mixed-methods, participatory approach, combining desk-based research with stakeholder consultations. All methods and tools will be developed in close coordination with the InCircular team.

Additionally, with the ongoing KAP Analysis conducted under InCircular, focusing on stakeholder awareness, perceptions, and behaviours related to circular economy and waste management, the CNA will integrate and triangulate findings from the KAP to ensure alignment and complementarity. This will help translate the behavioural and knowledge related insights from the KAP and incorporate it into CNA's recommendations.

The CNA will also apply a tiered approach to data collection, calibrated to the type of insight needed and the availability of existing data:

- **Tier 1 — In-depth engagement:** Stakeholders who are central to driving the CE transition and for whom limited existing data is available. Primary data collection through KIIs or FGDs is essential for this group.
- **Tier 2 — Targeted verification:** Stakeholders for whom some data already exists, through the KAP Analysis or other InCircular workstreams, and where consultations serve primarily to verify, deepen, or update existing findings.
- **Tier 3 — Desk-based only:** Stakeholders where sufficient secondary data exists, or where direct engagement is not feasible within the assignment scope. Insights are drawn from existing studies, reports, and analyses

Overarching tasks

1. Prepare and manage a project management plan that outlines the names of the task managers, the timeline with the number of working days, all milestones with respective responsibilities and delivery dates. This plan should be aligned with InCircular's operation plan, be regularly updated and made available.
2. Serve as a focal point for and coordinate with all relevant suppliers and sub-tenderers (where applicable): interviewer, facilitator, transportation, accommodation, etc.
3. Coordinate closely with InCircular team and on a need's basis (if requested).

Further requirements based on formulated demand by the project management team.

Many project stakeholders are high-level representatives from the public and private sector. The tenderer shall therefore have experience and capability to coordinate efficiently with government institutions and private sector representatives, including high-level management. It should also have experience in working together with community groups and civil society actors.

Milestones

The assignment is planned for a duration of 4 (four) months and will follow the milestones outlined below, which serve as key reference points for progress and deliverables. The tenderer is expected to promptly inform GIZ of any risks or delays that may affect the timely delivery of outputs.

Milestone	Description	Deliverables	Deadline
Project Kick-Off	Clarification of project scope, activities, timeline, expectations, and	Kick-off report	2 weeks after contracting

	questions & answers session.		
Inception Phase	Develop Inception report with detailed CNA methodology, tools outline, and stakeholder approached submitted	Inception report	Within 1 (one) month of contract signing
Develop methodological design	Develop Methodological framework, data collection tools completed, sampling strategy and target stakeholders validated.	Methodology and tools package (validated)	Within 1 (one) month of contract signing
Conduct desktop study, preparation of interview and/ or stakeholder consultation	Desktop review completed, interviewers trained, fieldwork plan finalised for Jakarta, East Java, and Bali	Fieldwork readiness report/ first draft of data collection result	Within 2 (two) months of contract signing
Complete data collection	Data collection completed across agreed stakeholder groups and locations, stakeholder consultations conducted, initial consolidation of findings from all stakeholders group completed.	Preliminary dataset summary	Within 3 (three) months of contract signing
Data analysis	Data analysis completed, preliminary findings and emerging gaps presented to InCircular team, validation workshop with selected stakeholders (e.g. Bappenas, local government) conducted.	Findings presentation	Within 3 (three) months of contract signing

Submit and Present Capacity Development Strategy	Draft of CNA completed, capacity development strategy framework included, submitted for review and stakeholder feedback through stakeholder workshop	Draft final report (Word + PPT)	Within 4 (four) months of contract signing
Final report	Final report submitted incorporating all feedback, final presentation delivered to InCircular team and related stakeholders, capacity development strategy finalized and integrated into the report	Capacity Building Strategy for a Circular Economy in Indonesia Report. The final report is in a form of strategy report and intended as a public-facing publication for the broader CE sector in Indonesia. The report should be produced in both English and Bahasa Indonesia, be professionally edited, laid out, and print-ready, and suitable for formal publication and dissemination. An executive summary of no more than 3–4 pages should be included. Indicative length: 40–60 pages excluding annexes.	Within 4 (four) months of contract signing

Period of assignment: from 01.10.2026 until 30.01.2027.

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).

Project management of the tenderer (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 tenderer) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that list 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.

Further requirements (1.7)

In addition to the technical concept, the tenderer is required to submit a business profile that details the tenderer's experience in Social Studies, surveys, focus group interviews and evidence of previous assignments and contactable references of previous or existing clients (assessment grid criteria 1.7).

1. 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 tenderer (quality and deadlines)
- Leading the design of the transformation-oriented CNA methodology, ensuring all research questions, tools, and analysis remain grounded in the framing of the study.
- Coordinating and ensuring communication with GIZ, partners and others involved in the project

- Personnel management, identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local short-term experts.
- Regular reporting in accordance with deadlines.

Qualifications of the team leader

- Education/training (2.1.1): University qualification (National or International Diploma, Bachelor, Master or equivalent) related to Education, Social Sciences, Environmental Management, Public Policy, and Development Studies.
- Language (2.1.2): Good business language skills in English (C1 or higher)
- General professional experience (2.1.3): More than 7 years of professional experience in capacity development, institutional analysis, economic transition, transformation processes, and/or social and behavioural research
- Specific professional experience (2.1.4): Demonstrated experience in transformation-oriented or transition-focused capacity needs assessment; institutional and organizational analysis; capacity development strategy design; and multi-stakeholder engagement processes. Experience in circular economy, waste management, or related environmental governance fields is a strong asset.
- Leadership/management experience (2.1.5): Minimum 5 years of management/leadership experience as project team leader or manager in a company.
- Regional experience (2.1.6): Minimum 5 years of experience in projects in Indonesia
- Development Cooperation (DC) experience (2.1.7): Not applicable
- Other (2.1.8): Experience working with government stakeholders particularly Bappenas or sectoral ministries, and facilitating multi-stakeholder processes involving government, private sector, and civil society is a strong asset.

Key Expert 1: Capacity Development Specialist

Tasks of key expert 1

- Support the Team Leader in all tasks as outlined in the Task to be Performed section.
- Lead the design and implementation of primary data collection tools, including KII guides, FGD frameworks, and survey instruments
- Coordinate and facilitate stakeholder consultations across government, private sector, civil society, and academia, ensuring the findings capture what stakeholders need to develop.
- Lead the integrations and triangulation of findings from the KAP Analysis.
- Support the synthesis of findings across the three level of analysis to identify priority capacity gaps and their root causes.
- Contribute to the development of the Capacity Development Strategy framework, with a focus on stakeholder engagement approaches and sequencing of interventions.

Qualifications of key expert 1

- Education/training (2.2.1): University qualification (National or International Diploma, Bachelor or equivalent) related to Social Sciences, Public Policy, Development Studies, Environmental Management.
- Language (2.2.2): Good business language skills in English

- General professional experience (2.2.3): Minimum 7 years of professional experience in development projects related to capacity development, institutional strengthening, stakeholder engagement, and/or applied social research.
- Specific professional experience (2.2.4): Minimum 3 years in supporting assessments, diagnostics, or analytical studies such as Capacity Needs Assessments, institutional analyses, or similar exercises. Proven experience in data collection and analysis (qualitative and quantitative methods) and in designing and facilitating stakeholder consultations. Experience in circular economy, waste management, environmental governance, or related fields is an asset.
- Leadership/management experience (2.2.5): Not applicable
- Regional experience (2.2.6): Minimum 5 years of experience in projects in Indonesia
- Development Cooperation (DC) experience (2.2.7): Not applicable
- Other (2.2.8): Not applicable

Key Expert 2: Circular Economy Specialist

Task of key expert 2

- Provide technical expertise on circular economy systems, waste management, and EPR frameworks to anchor the CNA in the specific transformation requirements of the packaging waste and WEEE material streams
- Support the mapping of key value chains for packaging waste and WEEE, identifying where stakeholder face the biggest capacity bottlenecks in moving toward more circular practices.
- Identify the needs of public sector, private sector, and other stakeholders in terms of technical know-how, organizational capacity, and system level conditions, to implement CE practices.
- Ensure that the stakeholder consultation and data collection tools reflect the real condition of the packaging waste and WEEE sectors.
- Support the development of the Capacity Development Strategy Framework from a technical perspective, making sure the recommendations are realistic and aligned with Indonesia's CE context.
- Provide technical input throughout the assignment.

Qualifications of key expert 2

- Education/training (2.3.1): University qualification (National or International Diploma, Bachelor or equivalent) related to Environmental Engineering, Environmental Management, Public Policy, Natural Resource Management, Industrial Engineering.
- Language (2.3.2): Good business language skills in English
- General professional experience (2.3.3): Minimum 7 years of professional experience in circular economy, waste management, environmental policy, sustainable production systems, or related fields.
- Specific professional experience (2.3.4): Minimum 3 years of experience in EPR systems, waste management planning, circular economy policy development, or environmental regulatory frameworks. Experience in conducting institutional or sectoral assessments in Indonesia is an asset
- Leadership/management experience (2.3.5): Not applicable
- Regional experience (2.3.6): Minimum 5 years of experience in projects in Indonesia
- Development Cooperation (DC) experience (2.3.7): Not applicable
- Other (2.3.8): Not applicable

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team work skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking and the ability to connect technical, institutional, and behavioural dimensions of complex problems

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

2. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2024/2025 \(GERMAN ONLY\)](#)).

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

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

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

Sustainability aspects for travel

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

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

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

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team leader	1	16	16	Based on timesheet and deliverables
Key Expert 1: Capacity Development Specialist	1	40	40	Based on timesheet and deliverables
Key Expert 2: Circular Economy Specialist	1	40	40	Based on timesheet and deliverables
Travel expenses	Quantity	Number per expert	Total	Comments
Per diem	30	-	30	Based on GIZ regulation
Accommodation	20	-	20	Against evidence
Transport	Quantity	Number per expert	Total	Comments
Domestic flights	10	-	10	Against evidence
CO ₂ compensation for air travel	10	-	10	A fixed budget of IDR 3,000,000 is earmarked for settling carbon offsets, against evidence.
Travel expenses (train, car)				
Transportation	1	-	1	Train, rent car (if required) and airport transfer. Against evidence
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	30,000,000	30,000,000	A budget of IDR. 30,000,000 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.
Workshops	1	45,000,000	45,000,000	Against evidence. Budget is foreseen for workshop includes taking the following cost items into account: venue and catering (indicative for 3 workshops ± 25 pax). Procurement of meeting package based on GIZ regulation. Prior GIZ Approval
Layout and printing materials	1	20,000,000	20,000,000	The budget contains the following costs: Against evidence for layout and production of Capacity Needs Assessment Report and Strategy Report. Prior GIZ Approval.

3. Inputs of GIZ or other actors

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

- Relevant project documents and background materials, including existing studies, reports, policies, and data related to circular economy, waste management, and EPR.
- Access to results and findings from the ongoing KAP Analysis.
- Support in facilitating contact and coordination with key stakeholders.
- Logistical support for the organization of meetings, workshops, and validation sessions, where appropriate.
- Technical input and feedback on key deliverables.
- Participation of GIZ and project partners in key meetings, validation workshops, and review processes.

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

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

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

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The tenderer 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.

4. **Annexes**

- Factsheet InCircular