

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

CONFIDENTIAL

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0. List of abbreviations

AGEC	<i>Anti-Gaspillage pour une Économie Circulaire</i> (Anti-Waste for a Circular Economy)
AMDAL	<i>Analisis Mengenai Dampak Lingkungan</i> (Environmental Impact Assessment)
Bappenas	Indonesian Ministry for National Development Planning
BMZ	German Federal Ministry for Economic Cooperation and Development
CE	Circular Economy
DESA	United Nations Department of Economic and Social Affairs
EPR	Extended Producer Responsibility
EU	European Union
GAP	Global Action Partnership
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GoI	Government of Indonesia
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
KBLI	<i>Klasifikasi Baku Lapangan Usaha Indonesia</i> (Business Classification Code)
KOMP	Cost per output monitoring and forecast
LUCID	German packaging registry digital system
MoE	Ministry of the Environment
MoU	Memorandum of Understanding
NIB	<i>Nomor induk berusaha</i> (business identification number)
NPWP	<i>Nomor Pokok Wajib Pajak</i> (taxpayer identification number)
OSS	Online single submission
POM	Placed-on-market
RDF	Refuse-derived fuel
PET	Polyethylene
POM	Placed on market

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PRO	Producer Responsibility Organisation
RMO	Risk Management Office
SIPSN	<i>Sistem Informasi Pengelolaan Sampah Nasional</i> (national waste data system)
SIINAS	<i>Sistem Informasi Industri Nasional</i> (national industry registry)
SOP	Standard operating procedure
ToRs	Terms of reference
TUEWAS	GIZ Sector Network Transport, Environment; Energy, and Water in Asia
UN	United Nations
UPT	<i>Unit pelaksana teknis</i> (Technical Implementation Unit)
WP	Work package
ZSVR	<i>Zentrale Stelle Verpackungsregister</i> (central packaging registry)

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 (CE) 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"* BMZ is supporting the Indonesian Ministry for National Development Planning (Bappenas) and further relevant ministries, agencies and the private sector to implement the national Circular Economy Roadmap and Action Plan. Three material streams are of particular focus, namely packaging waste (plastics, aluminium, glass, paper, etc.), electronic waste and residual waste to be used as refuse-derived fuel (RDF). The assignment is implemented under InCircular and steered jointly by GIZ and Bappenas. As political partner, Bappenas anchors the assignment in Indonesia's medium- and long-term development planning frameworks (2025–2029 and 2025–2045), ensuring coherence across line ministries. The Ministry of Environment is the principal technical counterpart on this assignment given its mandate over specific waste streams. The Ministry of Industry is a co-counterpart by virtue of its mandate over the obligated industrial sectors and its role in maintaining producer data systems.

InCircular pursues 5 Outputs (components):

- 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; and
- 5) Advance Green/Sustainable Public Procurement for selected goods.

This assignment is primarily anchored within **Output 2**.

Context: Indonesia generates approximately 70 million tonnes of municipal solid waste annually, of which an estimated 50–60% of municipal waste is mismanaged. Only 10–15% of plastic waste is recycled; the remainder is disposed of in uncontrolled landfills or leaks into the environment. Waste prevention and circular approaches for valuable materials remain rudimentary. Packaging waste is the most challenging stream. Single-use plastics, multilayer flexibles and PET account for a dominant share of leakage into rivers, coastal zones and the marine environment. To date, no comprehensive legal framework for EPR has been established, and no incentive systems have been developed jointly with manufacturers and retailers. However, the Government of Indonesia (GoI) has set ambitious commitments on plastic waste reduction. Mandatory EPR for packaging is widely recognised by the GoI, the private sector, and Indonesia's international partners as one central policy instrument to internalise the costs of packaging waste, mobilise private capital for collection and recycling infrastructure, and establish a level playing field across obligated producers. Indonesia has built a credible legal foundation on which EPR can be implemented. The cornerstones are Law No. 18/2008 on Waste Management, Government Regulation No. 27/2020 on the Management of Specific Waste, and Ministerial Regulation P.75/2019 on the Producer

Roadmap for Waste Reduction (obligation period 2020–2029, being revised in 2026). While these instruments do not yet constitute a comprehensive EPR framework, they establish core principles including producer responsibility and quantified waste reduction targets. Furthermore, as of July 2026, a new Presidential Decree on Waste Management (JAKSTRANAS) as well as a revised MoE Ministerial Regulation on the implementation of EPR are being finalized and expected for late 2026. These would outline mandatory EPR for packaging and its modalities, marking a milestone in reforming waste management. These regulations also open the opportunity for this assignment to assist in shaping Indonesia's future EPR governance, as **one principal binding constraint is the absence of a functional, mandatory producer registry.**

Assignment context: A producer registry is the operational backbone of any mandatory EPR system. It functions as the single source of truth on who places packaging on the national market, in what quantities and material categories, and how each obligated entity fulfils its take-back and recycling obligations — directly or through a Producer Responsibility Organisation (PRO). An EPR obligation can be applied only to entities the competent authority is able to identify. The registry establishes which producers, importers, brand owners and online marketplace sellers fall within scope. Target-setting, fee assessment, compliance verification and enforcement all presuppose that these actors are known. In the absence of a registry, EPR obligations apply in practice only to those entities that elect to comply. A mandatory registry is the principal instrument for establishing a **level playing field** among obligated producers. EPR imposes costs, and where registration is not mandatory or is incompletely enforced, those costs are borne only by registered entities, while unregistered producers remain free riders. Mandatory registration addresses this by making non-registration itself a detectable and sanctionable condition, independent of any reporting of tonnage. This is a central concern of Indonesian industry associations in consultations on EPR to date.

The registry generates the data base on which the **entire system is calibrated**. Placed-on-market (POM) data, disaggregated by material category and packaging format, is the reference quantity for recycling rate calculation, collection target setting, producer market share determination, fee rate setting, and estimation of required infrastructure capacity. Registry data further enables eco-modulation of fees to be set by the PRO according to recyclability, recycled content or design criteria, which is the principal mechanism through which EPR influences packaging design upstream rather than financing waste management downstream alone. Reliable POM data is therefore a prerequisite for setting targets that are both ambitious and defensible.

The registry therefore **enables the financial architecture** of the system. PROs collect fees from member producers and finance collection and recycling activity; where more than one PRO is licensed, obligations and costs must be allocated between them on the basis of each PRO's verified share of registered POM tonnage. Registry data allows PRO membership to be authenticated, prevents double-counting, and provides the basis on which fee flows can be audited. This is also instrumental to the mobilisation of private capital, as investment in collection and sorting infrastructure is contingent on a revenue stream that can be independently verified. Registration is what **makes EPR obligations enforceable**, since in established systems it carries direct legal effect. Under the German Packaging Act, packaging may not lawfully be placed on the market by an unregistered producer, and online marketplaces are prohibited from listing goods from unregistered sellers. Registration data creates an auditable link between a producer's declaration and its statutory obligation, providing an evidentiary basis for administrative sanction. Where public enforcement capacity is constrained, this design property is of particular value, as verified data substitutes for

inspection effort and part of the compliance-checking burden is shifted to commercial gatekeepers.

Registry data provides the Government of Indonesia with a **consolidated evidence base** for reporting against national commitments under the mid-term development plan and against international obligations relating to marine plastic pollution. A number of design choices carry lasting consequences and are difficult to reverse once producers, PROs and auditors have adapted their processes. These include the legal instrument through which registration is mandated; whether the registry is operated by the ministry, an independent body, or a delegated entity; interoperability with existing government systems (NIB/OSS, NPWP, SIINas, SIPSN); the scope of public disclosure and the treatment of commercially confidential data; and the means by which registration obligations reach importers and marketplace sellers. Registration and reporting duties can be introduced in advance of fee flows and PRO licensing; where this sequencing has been applied, it has provided a baseline of POM data for target-setting, a transition period for producers to establish internal data systems, and time for the competent authority to develop administrative capacity.

International reference models offer a basis for comparative assessment. Germany's LUCID Packaging Register, operated by the *Stiftung Zentrale Stelle Verpackungsregister* (ZSVR), is one example: a digital, legally anchored register with several hundred thousand registered producers, marketplace liability provisions, and public disclosure of compliance data. Comparable registers operate in France under the AGECE framework, in Italy through CONAI and its material-specific consortia. These systems differ in governance, financing and scope; their comparative assessment forms part of this assignment. Against this background, the contractor shall develop a **concept and implementation strategy** for a mandatory producer registry for packaging in Indonesia. The contractor shall draw on European and international best-practice models — LUCID/ZSVR in particular — while ensuring that all design choices are firmly adapted to Indonesia's regulatory, institutional, fiscal, and digital infrastructure context, including the substantial role of the informal sector in collection and recycling. The assignment shall further lay the groundwork for replication of the registry approach to additional product categories — electronics, batteries and tyres — under future EPR streams, by specifying which architectural components are packaging-specific, and which can be designed as a shared, multi-stream registry platform.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services is specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

The contractor is expected to contribute to the module objective and particularly to output 2. The assignment should contribute to the following objectives more specifically:

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Overall Objective of the assignment: Support the Government of Indonesia in addressing packaging waste pollution through EPR by assisting to conceptualize, develop and establish relevant institutions, procedures, capacities and mechanisms, including consulting closely with affected private sector stakeholders.

Specific Objective of the assignment: Develop a concept and strategy for the establishment of a professional, modern EPR Registry for Packaging, in line with international best practice and adjusted to the local context and latest regulatory developments in Indonesia. If the Indonesian government is advancing as expected and requires assistance in specific tasks related to the setup and operationalization of the registry, further support the implementation of such registry via technical assistance in the form of trainings, advisory services and overall capacity development.

Work Packages

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Summary

WP	Title
1	<u>EPR Registry Concept & Strategy Development</u> 1.1. Inception report & baseline assessment 1.2. Concept & strategy development
2	<u>Capacity Development & Private Sector Consultations</u> 2.1. Capacity development for government staff and experts 2.2. Private sector consultations along Work Package 1
3	<u>(On Demand) Advisory Services for the Implementation of EPR</u> 3.1. (On demand) Implementation with relevant authorities, IT integration into Indonesian systems 3.2 (On demand) Advisory services for the implementation of EPR

Work package 1: EPR Registry Concept & Strategy Development

This work package is the cornerstone of the contract. It encompasses the development of the concept and strategy for the EPR Registry in Indonesia.

Activities:

1.1. Inception report & baseline assessment

- Legal and regulatory mapping of Indonesia's EPR-relevant framework, including draft regulations under preparation
- Institutional mapping of all relevant ministries, agencies and stakeholders

- Comparative benchmarking of experiences with international registries (e.g. LUCID/ZSVR); applicability matrix for Indonesia
- Regulatory and institutional gap analysis
- Assessment of digital infrastructure and current reporting requirements for companies (OSS/NIB, SIINas, KBLI, AMDAL, customs data, etc.)
- Stakeholder interviews across government, industry associations, civil society, and relevant stakeholders
- Conduct workshops with government and private sector consulting along the process (see WP 2). The contractor is only responsible for preparing the concept and the content for the workshops and to provide inputs and moderation during the workshops. The logistical organisation and payment of locations etc. is not part of the assignment (see chapter 5.6)

1.2. Concept & Strategy Development

- Define obligated-entity criteria, packaging-material taxonomy, and reporting scope
- Design registration workflow, reporting cycle architecture, and PRO interaction model
- Develop fee and financing-model options for the registry, benchmarked against ZSVR or international equivalents and adapted to Indonesia.
- Specify IT functional and non-functional requirements at a level of detail suitable for a future tender (build-vs-buy-vs-adapt analysis included)
- Drafting input/ annotations for the implementing regulation, iterated through legal-drafting consultations with relevant ministries
- Develop Standard Operating Procedures (SOPs) for all core registry functions (registration, reporting, verification, audit, escalation), data model, architecture and system design options
- Develop institutional-setup options (Technical Implementation Unit (UPT, unit pelaksana teknis) model, alternative trust/agency models) with comparison of trade-offs, develop a step-by-step roadmap
- Draft organogram and operational structure of the registry options
- If the registry is established by the authorities before or during the period of this contract, the registry concept and strategy may be adjusted to support the latest developments by the government, e.g. to help professionalize an existing registry. This would be determined in the inception phase.
- Conduct at least 4 (four) workshops with government and private sector consulting along the process via expert days, including preparation, delivery of materials and preparing summary notes (see WP 2). Workshop logistical costs are borne by GIZ, see section 5.6.
- The concept for registry development as well as the capacity development content in the other work packages can and should build upon the materials developed by GIZ, the [PREVENT Waste Alliance](#) and the [Global Action Partnership \(GAP\) for EPR](#), incl. an [Open-source EPR registration system for PROs](#).

Milestones for work package 1	Delivery period
4 Workshops held (at least)	At least 4 workshops held on: i) Discussion of Baseline Assessment Report with Partners (D1.2) – 4 months after contract award

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	ii) 2x In-Depth Consultations on the Registry Strategy: 1x with Private Sector, 1x with Government (WP2) – 6 months after contract award iii) Dissemination of the final results (D1.3) – 9 months after contract award <i>GIZ will provide for the workshop logistical arrangements (event location, event organizer) & cost coverage. Therefore, they are not part of the cost estimate.</i>
Deliverable D1.1 Inception Report & Slide Deck Initial assessment, methodology, work plan. <i>In Bahasa Indonesia & English with executive summaries.</i>	1 month after contract award
Deliverable D1.2 Baseline Assessment Report & Slide Deck: International benchmarking & registry models with applicability matrix applied to Indonesia; legal, institutional, and digital infrastructure; regulatory Gap Analysis; stakeholder mapping & Engagement Plan. <i>In Bahasa Indonesia & English with executive summaries</i>	3 months after contract award
Registry Concept & Strategy: Deliverables: D1.3A Draft Registry & Concept, including: - Policy Brief (10 pages); and - Full Report (30 pages without Annex), and - Summary Slide Deck (20 slides without annex) D1.3B Final Registry & Concept, including: - Updated deliverables of D1.3A <i>All in Bahasa Indonesia & English with executive summaries.</i> This Deliverable forms the core part of the assignment and will need to lay out the entire Concept and Strategy on how Indonesia's EPR Registry for Packaging can be established. This must include institutional set-up, core functions, technical requirements on IT infrastructure/data governance, organizational structure and HR	D1.3A: 7 months after contract award To be updated with results of the Capacity Development activities under WP 2 (below) D1.3B: 12 months after contract award

needs, financial planning and any other relevant functions needed. It must be aligned with latest government plans at that point and include a detailed, step-by-step timeline/roadmap for implementation is to be added for the EPR Registry.	
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Work package 2: Capacity Development & Private Sector Consultations

Activities

2.1. Capacity development for government staff and experts

- Conduct a series of trainings for government officials and additional target groups as needed (selected private sector player, consultants, appointed staff) that need to be involved in the set-up, operations or otherwise implementation of the EPR registry
- Assist in setting-up a unit/task force within MoE or the dedicated authority overseeing the EPR registry to operate the future registry system

2.2. Private Sector Consultations along Work Package 1

- Specifically engage with private sector stakeholders which need to be consulted on the design of the Packaging Registry

Milestones for work package 2	Delivery period
Capacity Development & Consultations [in the form of workshops] for Government and Private Sector on the Proposed Concept, Strategy, Roles and Responsibilities of the EPR Registry (Online, Hybrid and Offline) Deliverable: D2.1A Slide Decks for the 2 Capacity Development Workshops after 6 months to gather input for D1.3A D2.1B Slide Decks for the 2 Capacity Development Workshops within 9 months, after completion of D2.1A . These will be intended to finalize D1.3B <i>In Bahasa Indonesia and English</i>	D.2.1A: 6 months after contract award D2.1B: 9 months after contract award <i>GIZ will provide for the workshop arrangements & cost coverage, see section 5.6</i>
Summary Report with Feedback from Capacity Development & Consultation	11 months after contract award

Deliverable: D2.2 Summary Report (10 pages) on key aspects from the Capacity Development sessions to be annexed to the final report (D1.3.B) <i>In Bahasa Indonesia and English</i>	
(Depending on progress by the Government of Indonesia) Support in Operationalization of the EPR Registry based on the Developed Concept and Strategy (D1.3) Deliverable: D2.3 Technical Documents & Trainings for specific government and private sector stakeholders as mutually agreed	As mutually agreed, until the end of the contract term (24 months after contract award).

Work package 3: (On Demand) Advisory Services for the Implementation of EPR

Activities

3.1. (On Demand) Implementation with Relevant Authorities, IT Integration into Indonesian Systems

- Depending on what the government of Indonesia decides to pursue, support local partners to establish the registry by advising on concrete steps to take, incl. organisational development, personnel and advising how the Indonesian partners can develop the required IT infrastructure within existing institutions, e.g. MoE
- Develop the data-governance, privacy, and data security framework aligned with Indonesian requirements
- Support additional requests as needed and feasible
- Conduct workshops with government and private sector consulting along the process (see WP 2). Regarding workshop costs, see section 5.6.

3.2 (On Demand) Advisory Services for the Implementation of EPR

- Provide additional research, policy briefs, technical briefs or other supporting documents or technical assistance based on partner requests in line with the overall assignment of implementing EPR for packaging. Topics may include, but are not limited to, EPR system design; registry operationalization; EPR fee setting & eco-modulation strategies; integration of the registry system with subnational implementation schemes, local governments and waste management operators, informal sector; overall legal advice on regulatory aspects of EPR

Milestones for work package 3	Delivery period
To be mutually determined as per partner requests and contractor's abilities to deliver	Throughout the contract period, on demand and based on mutually agreed timelines

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

- GIZ will make necessary arrangements for offline consultations, workshops and event costs. This does not need to be budgeted by the contractor.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas
 - Degree to which activities are implemented
 - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
 - Results that have occurred in the contractor's sphere of responsibility
 - Results that have occurred outside the contractor's direct sphere of responsibility
 - Potential risks for the achievement of the objective

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports and deliverables in the following languages: English and Bahasa Indonesia.

- **D1.1** Inception Report & Slide Deck
- **D1.2** Baseline Assessment Report & Slide Deck
- **D1.3A** Draft Registry Concept & Strategy
- **D1.3B** Final Registry Concept & Strategy
- **D2.1A** Slide Decks
- **D2.1B** Slide Decks
- **D2.2** Summary Report

- **D2.3** Other deliverables as stated in the deliverables under section 2.2
- 1x Draft Final Report 2 months before contract end with a summary list of all deliverables

Requirements for company-wide learning, knowledge and innovation:

- The contractor's experts are involved in GIZ's sector network TUEWAS which might include a virtual input to a sector network meeting.
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- (Virtual) debriefing with the commissioning unit (InCircular project), GIZ Thematic Cluster and the responsible Competence Centre 4D40 of the GIZ Sectoral Department at the end of the contract term as well as submission (in a single package) of the materials developed and interim and final reports to the Competence Centre.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.11 Data protection) apply.

2.5 Other requirements

– *Not applicable* –

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), for example by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept, e.g. considering adjustments of processes or stakeholders to be involved

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and

their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

3.3.2 Building partnerships with the relevant actors (section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. The project partnerships already mentioned in section 1 must also be taken into account.

3.3.3 Approaches for leverage effects and measures for scaling-up (section 1.3.3 of the assessment grid)

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements (section 1.3.4 of the assessment grid)

– *Not applicable* –

3.4 Project management

(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in particular, describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with GIZ or with the commissioning project.

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

In the tender, the tenderer is required to name the implementing partners relevant for implementing the services and to describe and explain the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

3.5 Further requirements

(section 1.5 of the assessment grid)

– *Not applicable* –

4. Personnel

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

Expert 1: Team Leader (with international experience) (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1: (Team Leader)

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas: EPR for packaging
- Responsibility for taking cross-cutting themes into consideration
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ

Qualifications of expert 1: (Team Leader)

Education/training (section 2.1.1 of the assessment grid):	University degree ('master's or German Diploma') in Environmental Engineering, Management, Business Administration, Public Policy or Law
Language (section 2.1.2 of the assessment grid):	Knowledge of English C2-level in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	10 years of professional experience in the sector of Circular Economy and Waste Management
Specific professional experience (section 2.1.4 of the assessment grid):	7 years of professional experience in Extended Producer Responsibility for packaging waste
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 3 people or more

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International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	2 years of total professional experience in Europe, North America, Japan or South Korea.
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	1 year of professional experience in Asia (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 years of experience in development cooperation projects (e.g. GIZ, EU, UN, World Bank)
Other (section 2.1.9 of the assessment grid):	<i>Not applicable</i>

Expert 2: EPR Expert (with national experience) (section 2.2 of the assessment grid)

This position is a key expert. Tasks of expert 2

- Support the Team Leader in overall project coordination and management
- Accompany GIZ and represent the consulting team in meetings with local partners where the Team Leader cannot attend
- Lead all implementation of Work Packages in Indonesia, supervising team of experts on the ground
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Coordinate capacity development activities for target groups (ministries, private sector)
- Lead the development and implementation of project management and monitoring systems to GIZ
- Support EPR registry development and implementation of further required advisory services through local coordination and capacity building

Qualifications of expert 2.

Education/training (section 2.2.1 of the assessment grid):	University degree ('master's or German Diploma') in Public Administration, Environmental Management, Environmental Engineering, Urban Planning or Law
Language (section 2.2.2 of the assessment grid):	Knowledge of English C1-level (5 of 10 points) and Bahasa Indonesia (native level) (5 of 10 points)
General professional experience (section 2.2.3 of the assessment grid):	6 years of professional experience in the sector waste management, environmental engineering, fast-moving consumer goods or retail & packaging
Specific professional experience (section 2.2.4 of the assessment grid):	4 years of professional experience in Extended Producer Responsibility or take-back systems for packaging

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Leadership/management experience (section 2.2.5 of the assessment grid):	<i>Not applicable</i>
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	<i>Not applicable</i>
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	6 years of professional experience in Southeast Asia (in accordance with UN DESA Statistics Division) (5 of 10 points), of which 4 years in Indonesia (5 of 10 points)
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	2 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	<i>Not applicable</i>

Expert 3: Junior expert (with national experience) (section 2.3 of the assessment grid)

Tasks of expert 3

- Support the EPR Expert and rest of the team in performing their tasks, e.g. stakeholder coordination etc.
- Accompany EPR Expert and GIZ representing the consulting team in meetings with local partners where the Team Leader cannot attend
- Support in project management functions around data collection and analysis, elaboration of presentations and training material, minutes, distribution of reports etc.

Qualifications of expert 3.

Education/training (section 2.3.1 of the assessment grid):	University degree ('bachelor's) in Public Administration, Environmental Management/ Engineering, Urban Planning, Law or Data Analytics
Language (section 2.3.2 of the assessment grid):	Knowledge of English C1-level (5 of 10 points), and Bahasa Indonesia (native level) (5 of 10 points)
General professional experience (section 2.3.3 of the assessment grid):	4 years in total of professional experience in strategy consulting, business administration, project management, public policy, data management or similar
Specific professional experience (section 2.3.4 of the assessment grid):	2 years of professional experience in a subject related to takeback/ collection systems or Extended Producer Responsibility for packaging or related to setup or operation of reporting systems
Leadership/management experience (section 2.3.5 of the assessment grid):	<i>Not applicable</i>
International professional experience outside the country/region of assignment	<i>Not applicable</i>

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(section 2.3.6 of the assessment grid):	
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	<i>Not applicable</i>
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.3.9 of the assessment grid):	<i>Not applicable</i>

Expert 4: Expert Pool 1 (with international experience) with 2-4 experts (section 2.4 of the assessment grid)

In derogation from the number of experts mentioned above, **2 CVs** must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool 1

- Support the implementation of technical components on EPR for which extensive experience is required that cannot be found locally
- Advise on EPR regulatory frameworks and technical guidance for implementation with government stakeholders, regulators, associations and private sector
- Advise on the setting-up of key aspects of the EPR registry as well as other relevant aspects of EPR for packaging, e.g. how to establish core functions of a registry etc. (see WP1 and WP2)
- In addition to the activities described in WP1 and WP2, the expert pool serves as a flexible instrument, responding to the requests received through GIZ and partners, especially with regards to WP3. Some specific assignments will be defined step-by-step during the implementation of the project and depending on the nature of the requests received.

Qualifications of the expert pool 1

Education/training (section 2.4.1 of the assessment grid):	All experts each with a university degree ('master's or German Diploma') in Environmental Engineering, Public Administration, Business, Economics or Law
Language (section 2.4.2 of the assessment grid):	All experts each with knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.4.3 of the assessment grid):	All experts each with 10 years of professional experience in the sector of Circular Economy and Waste Management (9 out of 10 points),

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	of which 1 expert with experience with the moderation of complex multi-stakeholder processes (1 point out of 10)
Specific professional experience (section 2.4.4 of the assessment grid):	1 expert with a total of 7 years of professional experience in directly implementing or consulting on EPR schemes for packaging (in government, consumer goods companies, PROs or as consultant) (4 out of 10 points); 1 expert with a total of 4 years of professional experience in directly implementing or consulting on EPR schemes for packaging (in government, consumer goods companies, PROs or as consultant) (2 out of 10 points). The experts should jointly cover the following fields of expertise; therefore 1 point will be awarded for each field covered by either of the two experts: - EPR regulations or legislation (1 out of 10 points), - PRO setup or management or setup/ eco-modulation of EPR fee system (1 out of 10 points), - design or operation of registry or data system (1 out of 10 points), - data reporting or compliance auditing (1 out of 10 points)
Leadership/management experience (section 2.4.5 of the assessment grid):	<i>Not applicable</i>
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	All experts each with 5 years of professional experience in one or more countries in Europe, North America, Japan or South Korea.
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	<i>Not applicable</i>
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	1 expert with 2 years of experience in development cooperation projects, e.g. GIZ, World Bank, United Nations.
Other (section 2.4.9 of the assessment grid):	<i>Not applicable</i>

Expert 5: Expert Pool 2 (with national experience) with 2-4 experts (section 2.5 of the assessment grid)

In derogation from the number of experts mentioned above, **2 CVs** must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ

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must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool 2

- Support the whole team in translating the international expertise and concepts into the Indonesian framework, incl. assisting in capacity development, stakeholder discussions, research and advisory across all WPs
- Provide specific analysis and research for the implementation of all WPs, e.g. assessing the local data and IT infrastructure for the needs of a future EPR registry for packaging, assessing the compatibility with laws and regulations as well as current business practices
- Provide additional advisory services as needed

Qualifications of the expert pool 2

Education/training (section 2.5.1 of the assessment grid):	All experts each with a university degree ('master's or German Diploma') in Public Administration, Law, Accounting, Business, Economics, Environmental/Civil Engineering or Urban Planning.
Language (section 2.5.2 of the assessment grid):	All experts each with knowledge of English C1-level (5 of 10 points), and Bahasa Indonesia (native level) (5 of 10 points)
General professional experience (section 2.5.3 of the assessment grid):	All experts each with 10 years of professional experience in the sector of waste management, consumer goods, legal advice or environmental policy.
Specific professional experience (section 2.5.4 of the assessment grid):	1 expert with a total of 5 years professional experience in EPR-related topics (in consumer goods companies, industry associations, take-back systems or government or in consulting these organisations) (4 out of 10 points) 1 expert with a total of 3 years of professional experience in EPR-related topics (in consumer goods companies, industry associations, take-back systems or government or in consulting these organisations) (2 out of 10 points): The experts should jointly cover the following fields of expertise; therefore 1 point will be awarded for each field covered by either of the two experts: - Regulation or control systems for regulations related to packaging (1 out of 10 points), - reporting systems or compliance audits (1 out of 10 points), - stakeholder consultations (1 out of 10 points) - setup of take-back systems or PROs (1 out of 10 points)
Leadership/management experience (section 2.5.5 of the assessment grid):	<i>Not applicable</i>
International professional experience outside the	<i>Not applicable</i>

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country/region of assignment (section 2.5.6 of the assessment grid):	
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	All experts each with 6 years of professional experience in Southeast Asia (in accordance with UN DESA Statistics Division) (4 out of 10 points), of which 4 years in Indonesia (6 out of 10 points)
Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.5.9 of the assessment grid):	<i>Not applicable</i>

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [USND methodology](#) for country assignment.

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international flights (round trips)	Number of national flights
Expert 1: Team Leader (with international experience)	50	30	80	No	4	0
Expert 2: EPR Expert (with national experience)	0	150	150	No	0	0
Expert 3: Junior Expert (with national experience)	0	100	100	No	0	0
Expert 4: Expert Pool 1 (with international experience)	30	30	60	No	4	0
Expert 5: Expert Pool 2 (with national experience)	0	120	120	No	0	0

5.2 National administrative staff

The following national administrative staff are needed:

1 Support staff for 24 months

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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](#) has published a [list of standards](#) (only available in German). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity/budget
Total number of international flights	8
CO ₂ offsets for flights	1.280 EUR An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transport costs (rail travel, car travel, public transport)	2.000 EUR A fixed, unalterable budget, settlement against evidence.
Per-diem allowances	60
Accommodation allowances	60
Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	4.000 EUR A fixed, unalterable budget, settlement against evidence.

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 (download at <https://www.bundesfinanzministerium.de>).

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In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Transport costs
- Other travel expenses

Notes on the settlement of accommodation allowances outside Germany:

For the country Indonesia, tenderers may offer accommodation allowances up to EUR 179.00. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

- If the contractor offers accommodation allowances at up to 75% (EUR 134.25) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.
- If the contractor offers accommodation allowances at between 75% and 100% (EUR 134.26 and 179.00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

5.4 Materials and equipment

Budget for materials and equipment: 7,000 EUR

The fixed, unalterable budget above is earmarked for the procurement of the materials and equipment described in the table below (payment against evidence).

Made available free of charge by the project executing agency (local project partner) for the duration of the contract.	Made available free of charge by GIZ for the duration of the contract.	Materials and equipment to be procured by the contractor in the financial bid.
Limited seats at partner premises in Jakarta, as necessary	1 furnished meeting room in GIZ Jakarta Offices, as necessary	Necessary IT equipment and office items for all experts

5.5 Operating costs in the country of assignment

– Not applicable –

The Assignment will take place in Greater Jakarta primarily. Limited office space can be made available in GIZ and/or partner premises as required.

5.6 Workshops, education and training

As indicated in the Work Packages under section 2.2, GIZ will provide for the workshop logistical arrangements, such as the renting of an event location and hiring of an event organizer. Therefore, the contractor is not responsible for the logistical organisation of the workshops and there is no workshop budget allocated in the contract. The contractor is, however, responsible for delivering the content of these workshops as described in section 2.2, including preparation, expert inputs and preparation of summaries.

5.7 Local contributions

– Not applicable –

5.8 Other costs

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 30.000

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 15 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following option if it wishes to expand the tendered services. This is described in detail below.

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition:

GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

– Not applicable –

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**7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the
Award of Public Contracts (VgV)**

– Not applicable –

8. Annexes

- Not applicable -