

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

CONFIDENTIAL

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Operationalization of the circular economy in Colombia	10035573

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0. List of abbreviations

Agroexpo	International Agriculture Trade Show in Colombia
AI	Artificial Intelligence
Acoplásticos	<i>Asociación Colombiana de Industrias Plásticas</i> Colombian Association of plastic industries
ANATO	<i>Asociación Colombiana de Agencias de Viajes y Turismo</i> Colombian Association of travel agencies and tourism
ANDI	<i>Asociación Nacional de Empresarios de Colombia</i> National Association of Colombian Entrepreneurs
APC-Colombia	<i>Agencia Presidencial de Cooperación Internacional</i> Colombian Presidential Agency for International Cooperation
Asobancaria	<i>Asociación Bancaria y de Entidades Financieras de Colombia</i> Association of banks and financial entities of Colombia
ATEC	<i>Área Temática de Economía Circular GIZ Colombia</i> Work group Circular Economy GIZ Colombia
AuV	Agreement on order processing
AV	Responsible for the assignment
B2-level	Upper Intermediate language level
Bioexpo	Bioexpo Colombia – trade show
BMF	<i>Bundesministerium der Finanzen</i> German Federal Ministry of Finance
BM	Business Model
BMZ	<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i> German Federal Ministry for Economic Cooperation and Development
C1-level	Proficient User language level
C2-level	Upper proficient user language level
CEAP	<i>Centro de Enseñanza, Aprendizaje y Trayectoria Profesional</i> Teaching, Learning and Professional Development Centre
CB	Capacity Building
CBAM	Carbon Border Adjustment Mechanism
CE	Circular Economy

CEFR	Common European Framework of Reference for Languages¹
CIRMUN 2.0	<i>Circularidad en municipios</i> Circularity in Municipalities
ColCapital	<i>Asociación Colombiana de Capital Privado</i> Colombian Association of Private Capital
COP	Conference of the parties
DBFZ	<i>Deutsches Biomasseforschungszentrum</i> German Biomass Research Centre
DNP	<i>Departamento Nacional de Planeación</i> National Planning Department
ECLAC	Economic Commission for Latin America and the Caribbean
EMS	Environmental Management System
EnMS	Energy Management System
EPR	Extended Producer Responsibility
EU	European Union
FENALCO	Federación Nacional de Comerciantes Empresarios National Federation of Merchants and Entrepreneurs
FINDETER	<i>Financiera de Desarrollo Territorial S.A.</i> National Territorial Development Finance Institution of Colombia
GADeR-LAC	GIZ Regional Network for Environmental Management and Rural Development in Latin America and the Caribbean
GEI	<i>Gases de Efecto Invernadero</i> Greenhouse gases
GHG	Greenhouse gases
GINA	AI assistant developed under ProUSAR, trained on circular economy knowledge

¹ Information on languages levels according to the Council of Europe available at <https://www.coe.int/en/web/common-european-framework-reference-languages/table-1-cefr-3.3-common-reference-levels-global-scale>

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GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i> German Cooperation
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GWB	<i>Gesetz gegen Wettbewerbsbeschränkungen</i> German Act against restraints of Competition
ICIPC	<i>Instituto de Capacitación e Investigación del Plástico y el Caucho</i> Institute of Training and Research on Plastics and Rubber
IDB	Interamerican Development Bank
IED	<i>Instituto Europeo de Diseño</i> European Institute of Design
Inexmoda	<i>Instituto del Sistema Moda en Colombia</i> Institute of the Fashion System in Colombia
ISO	International Organization for Standardization
KTH	Royal Institute of Technology (Sweden)
KOMP	Cost per output monitoring and forecast
LAC	Latin America and the Caribbean
LoI	Letter of intent
MinAmbiente	<i>Ministerio de Ambiente y Desarrollo Sostenible</i> Ministry of Environment and Sustainable Development
MinCIT	Ministerio de Comercio, Industria y Turismo Ministry of Commerce, Industry and Tourism
MOI	Module Objective Indicator
MoU	Memorandum of Understanding
NDCs	Nationally Determined Contributions Nationally Determined Contributions
OI	Output Indicator
PND	Plan Nacional de Desarrollo National Development Plan
PREVEC	Green Jobs in the circular economy in Colombia (GIZ project)
ProMOVIS	<i>Dekarbonisierung der städtischen Mobilität in Kolumbien</i> Decarbonization of Urban Mobility in Colombia (GIZ project)

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ProUSAR	<i>Ressourceneffiziente Kreislaufwirtschaft</i> Resource-Efficient Circular Economy (GIZ project)
RETech	German RETech Partnership
RMO	Risk Management Office
SENA	<i>Servicio Nacional de Aprendizaje de Colombia</i> National Training Service of Colombia
SPC	Sustainable Production and Consumption
SME	Small and Medium-sized Enterprises
TC	Technical Cooperation
ToRs	Terms of reference
UN	United Nations
UN 10 – YFP	10-Year Framework of Programmes on Sustainable Consumption and Production - One Planet Network
UN DESA	United Nations – Department of Economic and Social Affairs
WP	Work Package

1. Context

Colombia has established a solid national policy framework for circular economy (CE), including provisions in the National Development Plan (PND), the National Solid Waste Management Policy, the Sustainable Production Strategy (*Colombia Productiva*) of MinCIT, and the Climate Action Law (*Ley de Acción Climática*) of MinAmbiente. Despite this framework, the transition to CE practices remains slow. The current recycling rate stands at approximately 8%, far below the 25% target set in the PND. Waste disposal in open landfills generated 22,209 kilotons of CO₂eq in 2021, accounting for nearly 8% of Colombia's total GHG emissions. Key policy instruments (including the national zero-waste programme (*Basura Cero*) and mandatory extended producer responsibility (EPR) schemes remain insufficiently enforced due to unclear institutional responsibilities, limited binding force, and competing economic interests.

Small and medium-sized enterprises (SMEs) are central to the scaling of circular business models but face persistent barriers: limited technical know-how, and financing instruments that are largely designed for traditional business models and carry interest rates of up to 45%. CE approaches and sustainability standards are predominantly adopted by large, globally connected companies, with insufficient integration of SMEs into circular value chains. Fragmented data and a general lack of trust between public and private actors further hamper coordinated action.

The potential to implement CE approaches is particularly significant at the regional level. Cali/Valle del Cauca, a major industrial hub in plastics, packaging, and textiles, and Bogotá/Cundinamarca, a frontrunner in urban CE integration, are the module's priority regions. Strengthening CE at regional level offers concrete pathways for green job creation and the socio-economic inclusion of conflict-affected populations, women, and marginalized groups, who frequently work in the waste and recycling sector under precarious conditions. Circular business models remain insufficiently embedded in Colombia's policy and economic systems, limiting their contribution to environmental sustainability, economic growth, and employment. Despite their significant potential, climate-friendly and employment-promoting CE business models are not yet being implemented on a larger scale by either public or private actors.

The project module "PREVEC III - Green Jobs: Climate-Friendly and Employment-Promoting Circular Economy in Colombia" is a standalone technical cooperation (TC) module within the bilateral development cooperation framework between Germany and Colombia. It is aligned with the BMZ core theme "Climate and Energy, Just Transition" and contributes to the action area "Sustainable Urban Development". PREVEC III consolidates the approaches and results of its predecessor projects PREVEC II and ProUSAR into an integrated framework for scaling climate-friendly and employment-promoting CE business models. The project targets

three priority economic sectors in Colombia: the textile industry, tourism (including restaurants and events), and agri-food, addressing both organic and inorganic waste streams, while excluding hazardous and special waste. The strategic framework consists of the German Colombian Climate Alliance (June 2023), the Colombian National Development Plan 2022–2026, and Colombia's Nationally Determined Contributions (NDCs).

Baseline: Building on the Predecessor Projects PREVEC II and ProUSAR

PREVEC III builds directly on the experience, processes and impacts of its predecessor projects PREVEC II and ProUSAR. Both have established a solid base for scaling climate-friendly and employment-promoting CE business models, working continuously on political framework and capacity development formats. The Contractor builds upon and complements this foundation; the re-development of already existing analyses and instruments is not envisaged.

Key lessons learned from the predecessor projects shape the design of PREVEC III: The private sector and the banking sector are the driving forces for the dissemination of circular economy practices. Given frequent staff turnover in partner institutions (MinAmbiente, MinCIT) and the 2026 presidential elections, a stronger orientation toward the private sector, regional anchoring beyond the initiative regions, and the involvement of politically neutral partners (e.g., the Presidential Agency APC) are indicated. In this new project phase, the textile industry, tourism (including restaurants and events), and agri-food sector are prioritized due to their high potential for the regional scaling of circular value chains and green job creation.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services shall be 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

Module Objective

The module objective reads: "Climate-friendly and employment-promoting circular economy business models are disseminated by private and public actors in Colombia."

Module Objective Indicators (MOI)

- **MOI 1:** Number of CE business models whose implementation has been scaled beyond the priority regions of Cali/Valle del Cauca and Bogotá/Cundinamarca to other regions of Colombia.
- **MOI 2:** Number of small and medium-sized enterprises (SMEs) that have gained access to improved financial products to expand their CE business models.
- **MOI 3:** Number of green jobs newly created or qualitatively expanded to include circular economy dimensions while scaling climate-friendly and employment-promoting CE business models.
- **MOI 4:** Number of innovations applied in Colombia within the framework of exchange formats with German technical institutions, enterprises, or networks that promote the dissemination of climate-friendly and employment-promoting CE business models.
- **MOI 5:** Number of enterprises from priority economic sectors that have introduced improved CE business models demonstrably contributing to national climate targets.

The module is structured into four **outputs**:

- **Output 1:** Strategic, institutional, and regulatory **framework conditions** for the implementation of CE approaches are structurally embedded at the national and regional levels.
- **Output 2:** Technical and institutional **capacities of enterprises** for scaling gender-responsive CE business models with high inclusive employment potential are strengthened in priority economic sectors.
- **Output 3:** Institutional and regulatory **conditions for the financing** of CE business models are improved.
- **Output 4:** **Competency development formats** are available to public and private actors for the gender-responsive and inclusive implementation of CE approaches.

Outputs 1 (regulatory framework) and 3 (financing) are implemented independently by the PREVEC III team (GIZ in-house operations) and are not subject to this tender. The contractor draws on the results of these outputs (regulatory framework conditions, financial products) and provides feedback in both directions: practical feedback to inform policy advisory services, climate data for national NDC reporting, and enterprise-level preparation for access to financial products. The precise delimitation of the contractor's scope of services relative to GIZ contributions is specified per work package in the section "GIZ Contributions and Interfaces".

Tasks to be performed by the Contractor

The contractor's services are organized into three thematically interrelated work packages (WPs):

- **WP 1:** Scaling of CE Business Models (thematic reference to Output 2)

- **WP 2:** International Innovation, Knowledge Transfer, and Competency Development (thematic reference to Output 4)
- **WP 3:** Impact anchoring, strategic analysis, and translation of project results into evidence-based narratives for public communication and policy dialogue on sustainable production and consumption and climate protection

The three WPs follow a result pathway: WP 1 creates the substance (scaled business models), WP 2 strengthens that substance qualitatively through innovation and competency development, and WP 3 makes the impact measurable and usable for policy strategy development.

The following table shows the allocation of Module Objective Indicators (MOIs) and relevant Output Indicators (OIs) between the contractor and PREVEC III project team (GIZ in-house operations). The contractor's MOI contributions are to be understood as binding performance commitments contracted under this tender.

Responsible WP	Indicator	Target (Results Framework – total)	Contractor Share	GIZ In-House
WP 1	MOI 1: Scaled BMs outside Cali/Bogotá	7	5	2
WP 1	MOI 2: SMEs with access to finance	71	60	11
WP 1	MOI 3: Green jobs created or extended to CE aspects	320	250	70
WP 1	OI 2.1: Gender-responsive BMs in priority sectors	22	14	8
WP 1	OI 2.2: Agreements SMEs with Anchor enterprises	8	4	4
WP 2	MOI 4: Applied innovations	4	3	1
WP 2 / WP 3	OI 4.1: Capacity-building formats	12	8	4
WP 2	OI 4.2: Knowledge transfer exchange formats	7	4 (with Germany)	3 (LAC, national)
WP 3	MOI 5: Enterprises with climate reporting and cross-cutting contribution	15	15	0

The services to be provided under the contract resulting from the tender procedure 10035573 do not include software development or the customization of software products.

Work Package 1: Scaling of CE Business Models in Colombia

Anchoring

WP 1 operationally addresses Output 2: "Technical and institutional capacities of enterprises for scaling gender-responsive CE business models with high inclusive employment potential are strengthened in priority economic sectors" those being the textile industry, tourism (including restaurants and events), and agri-food - addressing both organic and inorganic waste streams, while excluding hazardous and special waste."

Contractor Objective

Functional CE business models exist, which are productively operated and scaled by enterprises in various regions of Colombia (including outside Cali and Bogotá).

Indicator	Deliverables
MOI 1	5 BMs scaled in regions outside Cali/Valle del Cauca and Bogotá/Cundinamarca
MOI 2	60 SMEs with access to financing mechanisms (developed under Output 3)
MOI 3	250 green jobs, of which 75 for women and 12 for vulnerable groups; either through the scaling of CE business models or the "greening" of existing job profiles through CE aspects.
OI 2.1	14 gender-responsive CE business models whose expansion has been initiated by enterprises within the prioritized economic sectors.
OI 2.2	4 signed agreements between SMEs and anchor enterprises

Contractor's Key Tasks:

- **Review and processing of the PREVEC II/ ProUSAR legacy** as a starting baseline: piloted business models (including the 20 models from the "CircularEconomy4Colombia Innovation Challenge" and 3 models from the "Laboratorio de Economía Circular" from PREVEC II; the Cúcuta-initiated models "Planta de Reciclables", "Organic Waste Valorization", and "Waste Management at Large-Scale Events"); innovative measures tested in ProUSAR (30 rewarded enterprises in textile, packaging, and electrical equipment; first functional Extended Producer Responsibility (EPR) textile model in two cities; and experience with the results-based financing mechanism, such as Pay-per-Result Fund at the National Association of Colombian Entrepreneurs (ANDI) and National Federation of Merchants and Entrepreneurs (FENALCO).
- **Review and processing of existing sector and potential analyses from predecessor projects:** The contractor builds on analyses already produced under PREVEC II and ProUSAR (including four green employment potential analyses for Bogotá, Cali, Cúcuta, and Cartagena from PREVEC II, and value chain diagnostics from ProUSAR for textile, packaging, electrical equipment, and tourism). Independent sector-level analyses are not part of the contract; the contractor consolidates the available findings and uses them directly for prioritization and enterprise selection.
- **Identification and (pre) selection of enterprises with suitable BMs:** Design and implementation of open calls (*convocatorias*), pre-screening, development of long-

lists, and submission of suitable beneficiaries to GIZ and partners; final selection in coordination with partners according to the result framework prioritization criteria.

- **Support at least 14 CE business models (BMs) to achieve market expansion.** Eligible BMs must have completed concept validation, prepared a business plan, and already offered market-ready products and/or services. Start-ups and BMs still in the concept phase are not eligible for support. In accordance with OI 2.1, the 14 supported BMs must reflect the following portfolio structure: 3 with a women's focus, 3 with a poverty orientation, 2 with a digital focus, 1 with a focus on persons with disabilities, and 4 with an emphasis on emissions reduction and/or resource protection.
- **Scaling to at least 3 additional regions** outside Bogotá/Cali: support at least 5 BMs to achieve operational market presence outside the prioritized regions (Cali / Valle del Cauca and Bogotá / Cundinamarca) (MOI 1).
- **Prepare up to 60 SMEs** for financial readiness by matching their business models to the requirements of available financing mechanisms (MOI 2). Align existing, market-ready BMs with the eligibility and application requirements of specific financing mechanisms through technical and financial maturity (bankability) assessment identifying, for each SME, the gaps relative to the requirements of the relevant Output 3 financing product and/or other identified mechanism; provide targeted adjustment support to close those gaps (business plan, financial projections, risk profile, environmental/impact documentation, supporting evidence); guide the SMEs through the application process and ensures the mechanism's requirements are demonstrably met; and refers SMEs to the Output 3 advisory network while facilitating their registration in the relevant financing mechanisms.
- **Job creation and documentation:** Creation or qualitative expansion of at least 250 green jobs with gender disaggregation and tracking of vulnerable groups (MOI 3).
- **Value chain integration:** Support for at least 4 agreements between SMEs and anchor enterprises (consortium or supply agreements) (OI 2.2).
- **Business matchmaking:** At least 6 events (2 per sector) to connect anchor enterprises and SMEs.
- **Cross-cutting:** Documented integrity due diligence for each enterprise selection; environmental analysis per supported BM; data delivery to WP 3.

GIZ Contributions and Interfaces

The contractor may draw on the following contributions from the PREVEC III team (GIZ in-house operations); these are not to be delivered by the contractor but are to be integrated for planning purposes:

- Provision of a group of at least 6 enterprises with functional BMs and participation in the selection of 6 additional anchor enterprises.
- Ensuring access to financing instruments/products from Output 3 and linkage to the Output 3 advisory network.
- Linkage with additional capacity development formats from Output 4.
- Access to counterparts (MinAmbiente, MinCIT, APC, local administrations, business associations) and to the instruments of the predecessor projects (CIRMUN 2.0, national tariff system, green employment studies).
- Provision of the regulatory framework conditions developed under Output 1 as a planning basis, as well as documents from ProUSAR/PREVEC II.

Linkages from Predecessor Projects:

- **Piloted and tested BMs** as candidates for scaling and replication: the 20 models accelerated in the CircularEconomy4Colombia Innovation Challenge and 3 models from the *Laboratorio de Economía Circular* (PREVEC II), as well as the Cúcuta-initiated models (*Planta de Reciclables*, *Orgánicos Caobos* with VEOLIA, Integrated Solid Waste Management at large-scale events with Alianza R).
- **Innovative CE measures tested in ProUSAR** (30 enterprises in textile, packaging, and electrical equipment), including the first functional EPR textile model in two cities and models for reusable packaging in delivery services (Takami), B2B textile valorization (Loopa&Zero), second-hand platforms (*Closeando*), and refurbishment of electrical equipment (*Reviven*), as the initial portfolio for expansion and value chain integration.
- **Results-based financing/Pay-per-Result Fund** (ProUSAR, implemented through ANDI and FENALCO; 30 enterprises with performance-based payments totalling approximately EUR 561,678) including a prepared refinancing strategy, as an experiential basis for integration with Output 3 financial products.
- **Four green employment potential analyses** along prioritized value chains (Bogotá, Cali, Cúcuta, Cartagena) from PREVEC II, and value chain diagnostics from ProUSAR, as a data foundation for sector prioritization and enterprise selection, thus eliminating the need for independent sector-level analyses.
- **Tourism/hotel instruments and networks:** Handbook on circular design for hotel rooms and roadmap for tourism operators (ProUSAR), as well as the practitioner community in the hotel sector developed with IDB/MinCIT, as entry points for scaling in the tourism sector.
- **Established coordination mechanisms at city/regional level:** *Mesa Distrital de Economía Circular Cali*, *Mesa Regional Cartagena/Bolívar*, *Mesa Cúcuta Circular*

(Decreto 0018/2025), and Bogotá Región Circular, as access and anchoring points for regional scaling outside Cali/Bogotá.

Quantity Framework (Basis for Calculation)

Deliverable/s	Quantity	Notes
Open calls / selection rounds	3	At least 1 per sector
Supported BMs (in Cali/Bogotá)	14	OI 2.1 / Regional presence required
Additional scaling enterprises in new regions	5	5 BMs in market operation (MOI 1)
Agreements: SMEs ↔ anchor enterprises	4	OI 2.2
SMEs prepared and with successful access to finance	60	MOI 2
Green jobs documented	250	MOI 3
Business matchmaking events	6	2 per sector

Milestones and Deliverables for Work Package 1

Milestones	Deliverable/s	Delivery period
Phase A: Inception and Sector Anchoring (3-9 months after contract award)		
(A.1) Inception Report submitted	Inception Report including: • Work plan and risk analysis • Staffing plan • Coordination concept with GIZ Outputs 1, 3, and 4 • Methodological engagement with PREVEC II/ ProUSAR legacy	3 months after contract award
(A.2) Enterprise prioritization consolidated	Consolidated enterprise prioritization based on existing analyses from predecessor projects (PREVEC II/ ProUSAR): • Individual Longlist per sector • Identification of scaling regions (5 candidates, 3 prioritized) • Interface mapping with Output 1	6 months after contract award
(A.3) Validated enterprise pre-selection	• 14 lead enterprises selected • 5 scaling enterprises selected • 4 anchor enterprises selected • Documentation in form of a selection and prioritization dossier including long-lists, short-list and due diligence documentation	9 months after contract award
Phase B: Scaling and Productive Application (12-18 months after contract award)		

Milestones	Deliverable/s	Delivery period
(B.1) Active support launched	• 14 BMs in active support • 4 SME-anchor initiation agreements • 2 matchmaking events held • Bankability diagnosis for first 20 SMEs	12 months after contract award
(B.2) BMs in Cali/Valle de Cauca and Bogota/Cundimarca functional and documented	• 14 BMs in market operation documented by 14 BM support dossiers (per BM: validated concept, business plan, financing status, pilot/market status, impact data regarding green jobs and climate impact).	18 months after contract award
(B.3) Value Chains with anchor companies established	• 4 SME–value chains with anchor companies documented by anchor enterprise agreements (contract copies + factsheets). • 6 documented matchmaking events (concept, attendance lists, outcomes)	24 months after contract award
(B.4) Scaling of business models functional and documented	• 5 BMs in market operation outside Cali/Bogotá documented by 5 BM support dossiers (per BM: validated concept, business plan, financing status, pilot/market status, impact data regarding green jobs and climate impact).	24 months after contract award
Phase C: Consolidation, Handover, and Closure (27-30 months after contract award)		
(C.1) Regional scaling and finance targets met	• 60 SMEs with access to finance documented by 60 bankable SME dossiers (business plan + financing preparation) with reference to Output 3	27 months after contract award
(C.2) Job creation target met	• 250 green jobs documented in a Job register (MOI 3) with gender and vulnerability disaggregation	27 months after contract award
(C.3) Module closure and handover complete	• Handover protocols per supported BM • Lessons learned document for replication • Contribution to final evaluation	30 months after contract award

Work Package 2: International Innovation, Knowledge Transfer, and Competency Development

Anchoring

WP 2 contributes to Output 4 — "Competency development formats are available to public and private actors for the gender-responsive and inclusive implementation of CE approaches" — and to MOI 4 — "Number of innovations applied in Colombia within the framework of exchange formats with German technical institutions, enterprises, or networks

that promote the dissemination of climate-friendly and employment-promoting CE business models."

Contractor Objective

Existing CE business models incorporate innovative technical, organizational, or digital elements, developed through the integration of national and international (particularly German) experience, knowledge, and technologies, as well as demand-oriented, institutionally embedded competency development.

Indicator	Deliverables
MOI 4	3 innovations applied in Colombian enterprises (as per Def. 4.3), of which 1 with a digitalization focus and 1 with an environmental/resource focus.
OI 4.1 (partial)	At least 7 gender-responsive and inclusive capacity-building formats
OI 4.2 (Germany share)	At least 3 exchange formats with German participation

Contractor's Key Taks:

- **Application of 3 innovations** in Colombian enterprises as per definition (new to the enterprise and integrated into operational processes): 1 per prioritized sector, 1 with a digitalization focus, 1 with an environmental/resource focus. The innovations can be applied in companies supported under WP1; the linkage is not mandatory.
- **At least 3 exchange formats with German participation** as a lever for innovation application. Proposed mix: 2 sector-specific study visits (one international, one regional) + 2 additional formats (e.g. training weeks, internships, innovation workshops, hybrid innovation cycles). Format concept paper to be submitted at inception stage in coordination with the PREVEC team.
- **Linkage with key German partners** (e.g., Fraunhofer Institute, DBFZ, RETech network, private-sector CE actors).
- **At least 7 capacity-building formats** (e.g. digitally supported training, mentoring, online courses, blended learning, in-house training): gender-responsive and inclusive (1 format for women/youth, 1 for people with disabilities and 1 digital).
- **Institutional embedding of formats** transferred through national carriers (e.g. National Training Service of Colombia (SENA), universities, local education providers), including train-the-trainer components.
- **Sector-specific professional development** for SME and anchor enterprise staff for the integration of CE innovations into their own operational processes.
- **Use of the materials and AI of the GIZ Colombia CE Working Group**, so called *Área Temática de Economía Circular GIZ Colombia (ATEC)* - comprised by the

projects: GO-Circular, Circular City Labs, PREVEC II, ProUSAR - to avoid duplication;
results/impact data to WP 3.

GIZ Contributions and Interfaces

The contractor may draw on the following contributions from the PREVEC III team (GIZ in-house operations); these are not to be delivered by the C but are to be assumed as fixed inputs for planning purposes:

- Systematized needs analysis: GIZ provides the systematized demand of partner institutions as the basis on which the C defines and develops the formats.
- Access to counterpart and partner institutions (SENA, universities, ANDI, FENALCO, Asobancaria) and to German networks.
- Provision of existing ATEC materials (GO-Circular, Circular City Labs) and coordination to avoid duplication.

Linkages from Predecessor Projects:

- **Existing international knowledge partnerships** as models and partly continuable structures: Inexmoda–IED (Spain)–Tracesurfer (Uruguay) in the textile sector including Digital Product Passport; Universidad del Valle–KTH Royal Institute of Technology (Sweden) on electrical equipment; ICIPC–Wuppertal Institut on biodegradable plastic alternatives (ProUSAR). The C uses these as templates for exchange formats with German participation and technology transfer and complements them with triangular cooperation arrangements.
- **Existing education and training formats** as a basis for the capacity-building roadmap, the contractor can access the following existing formats: 5 SENA courses, the "Diplomado" from Universidad El Bosque, the Diploma from Universidad Cooperativa, bootcamps, and the Col-Col exchange (PREVEC II). Col-Col is a Colombian intranational cooperation modality that promotes local development through knowledge exchange and its subsequent appropriation and adaptation across different territorial contexts in the country, as well as over 50 additional formats developed by ProUSAR.
- **12 sector-specific tools and instruments** for the private sector from ProUSAR (guidelines, catalogues, technical inputs for textile, packaging, and electrical equipment) as well as the two tourism/hotel instruments, as content for training and innovation formats and for nationwide application.
- **Digital knowledge base GINA:** the publicly accessible, bilingual, AI-powered CE knowledge assistant developed by ProUSAR, to avoid duplication and as reference material for competency development.

Quantity Framework (Basis for Calculation)

Deliverable/s	Quantity	Notes
Applied innovations	3	MOI 4 (of which 1 digital, 1 environmental/resources)
Exchange formats with German participation	3	OI 4.2 (indicative mix: 2 study visits + 2)
Capacity-building (CB) formats	7	OI 4.1 share; gender/inclusion-differentiated
CB formats transferred to national carriers	4	Institutional embedding
Key German partners engaged	3	At least 1 per sector

Milestones and Deliverables — WP 2

Milestone	Deliverable/s	Delivery period
Phase A: Inception, Needs Analysis, Innovation Planning (3-9 month after contract award)		
(A2.1) WP 2 Inception Report submitted	Inception Report including: • CB needs analysis in CE in enterprises • Innovation needs analysis of enterprises and pre-selected partners • Interface concept with GO-Circular/Circular City Labs • List of German partner candidates (Candidate list and cooperation evidence for key German partners per sector) • Concept paper for the exchange formats	3 months after contract award
(A2.2) Planning phase completed	• 4 Innovation application plans for innovation approaches • CB Roadmap with 7 formats: including documentation of target group, content, duration, materials, carrier, gender/inclusion focus • Exchange roadmap with 3 formats defined: target group, content duration, carrier and materials	6 months after contract award
(A2.3) Innovation partners assigned	• Final assignment of 3 innovations to specific business models, enterprises or processes defined	9 months after contract award
Phase B: Application and Transfer Peak (9-24 months after contract award)		
(B2.1) First exchange format and CB formats launched	• 1 exchange format with German participation completed • 2 CB formats initiated • First innovation application prepared	12 months after contract award

Milestone	Deliverable/s	Delivery period
(B2.2) Testing phase for exchange and CB formats finalized	1 innovation in operational application (documented) 3 exchange formats with German and European companies 4 CB formats active	18 months after contract award
(B2.3) CB formats in implementation	4 exchange formats with German participation documented by concept paper and implementation documentation	21 months after contract award
(B2.4) CB formats in implementation and fully transferred from external to local actors.	7 CB formats active of which 1 targeting women/youth, 1 people with disabilities and 1 digital CB format - Of which 4 CB formats transferred to local partners documented by a handover protocol, train-the-trainer and training materials for formats transferred to national carriers	24 months after contract award
(B2.5) Innovation implemented in enterprises	4 innovations in operational application (of which 1 digital) documented by innovation Application Plan (short description, application sector and timeline) and an application dossier (evidence of novelty and implementation).	27 months after contract award
Phase C: Consolidation and Handover (27-30 months after contract award)		
(C2.1) All indicator targets met	Documentation of results: 4 innovations in operational application (MOI 4: of which 1 digital, 1 environmental/resources) and evidence of novelty and implementation documented - Documentation of European input to development of innovation (knowledge and technology transfer) 4 exchange formats with German participation completed (OI 4.2) and documented 7 CB formats active (OI 4.1) and 4 transferred to national carriers including 1 CB format for persons with disabilities	27 months after contract award
(C2.2) Full handover and closure complete	- Full handover of all capacity building formats with handover protocols and train-the-trainer and training materials - Lessons learned document on innovation practices - Contribution to final evaluation	30 months after contract award

Work Package 3: Anchoring, Strategic Analysis, and Climate Narrative

Anchoring

WP 3 has a cross-cutting function that ensures the module's results are measured with

methodological rigour, analysed strategically, and translated into evidence-based narratives for national and international policy dialogue on sustainable production and consumption (SPC) and climate contribution. It provides the operational backbone for MOI 5 (corporate climate reporting) and the methodological verification layer for MOI 3 (green and greened jobs), while connecting PREVEC III's results to current climate and sustainability debates in Latin America, Europe, and globally. The contractor has the responsibility for MOI 5 (corporate climate reporting) and MOI 3 assessment (green and greened jobs).

WP 3 does neither replace or replicate the project's existing monitoring system, which remains under GIZ operational responsibility nor C's result reporting duties, which are specified in chapter 3. The contractor builds on this system and on the methodological legacy of predecessor projects, adding analytical depth and strategic communication value. The C's contributions under this WP will strengthen the GIZ team's work at both module and output objective level, particularly output 1: Strategic, institutional, and regulatory framework conditions for the implementation of CE approaches are structurally embedded at the national and regional level.

Objective

The results and socio-environmental impact of PREVEC III are systematically measured, validated, and translated into evidence-based narratives and communication products that position Colombia's CE contribution within international climate and sustainability frameworks, including the NDCs, the Paris Agreement, Just Transition, and the UN Framework on SPC, and support data-driven decision-making at national and subnational level.

Indicator	Deliverables
MOI 5	15 enterprises with active reporting of their climate contributions through official Colombian monitoring systems (MinAmbiente, MinCIT, or regional/municipal climate monitoring platforms)
MOI 3 (verification)	Methodological data assessment and classification of green and greened jobs documented under WP 1, with gender and vulnerability disaggregation, using the green employment evaluation scheme from PREVEC II
Cross-cutting MOI 1–5 and OI 1–4	Strategic analysis of consolidated monitoring data and development of 3 evidence-based narratives for national and international policy dialogue
Cross-cutting (communications)	Production of communication products in coordination with the PREVEC III communication strategy and ATEC-GIZ

Key Tasks

Area 1: Complementary measurement and verification of MOI 3 and MOI 5

- **Recruitment and capacity building** on corporate climate reporting: application of practical GHG calculation tools, including the GHG Calculator piloted under PREVEC II; preparation for data entry into official monitoring systems; accompaniment through the first reporting cycle. Implementation aligned with Resolution 1447/2018 and ISO 14064.

- **1 documented training measure** on integration into the national climate reporting system (+Clima, Law Nr. 2169/2021).
- **Methodological verification and classification of MOI 3 results:** application of the green employment evaluation methodology developed under PREVEC II to classify jobs as newly created ("green jobs") or qualitatively expanded ("greened jobs"); disaggregation by gender, age, and vulnerability; cross-validation with WP 1 enterprise data.

Area 2: Strategic Analysis and Monitoring Data Consolidation

- **Development of 3 functional impact monitoring modules** (climate, gender, and employment), integrable into the PREVEC III monitoring system, including methodology concept and indicator sheets (MOI 1–5, OI 2.1/2.2/4.1/4.2). Built on CIRMUN 2.0 and existing PREVEC II/ProUSAR methodologies; linkage with ATEC-GIZ and the Green Cluster impact measurement system.
- **Consolidation and analysis** of all contractor impact data in the defined reporting periods, ensuring traceability of tools, processes, and methodology.
- **Transmission of consolidated climate, employment, and gender impact data** to the project monitoring system in coordination with the project monitoring focal point.
- **15 enterprise reporting dossiers (MOI 5)** with evidence of active reporting in the official system.
- **Handover of monitoring modules** (climate, gender, employment) to GIZ at the end of the contract period, including full documentation for integration into the project's steering and monitoring system.

Area 3: Climate Narrative, Policy Dialogue, and Strategic Communications

- **Translation of project results into international climate and sustainability language:** development of 3 narratives connecting PREVEC III's CE results to NDCs, the Paris Agreement, Just Transition frameworks, and the UN 10-Year Framework on SPC.
Narratives must reflect current debates in Latin America (e.g. ECLAC regional SPC agenda, LAC climate finance discussions, regional just transition frameworks) and Europe (e.g. EU Green Deal, EU Circular Economy Action Plan, EU's Carbon Border Adjustment Mechanism (CBAM) implications for Colombian exporters in textiles and agri-food).
- **3 elaborated narratives** for policy dialogue with differentiated versions for different audiences at the national (MinAmbiente, MinCIT, APC, subnational governments) and international levels (COP side events, World CE Forum, LAC forums, EU-LAC cooperation spaces).
- **Strategic international positioning:** preparation of materials, briefings, and presentations for GIZ and counterpart participation in 4 international events (conferences, forums, COP accompanying formats). The contractor prepares the substantive ground and materials; GIZ staff and Colombian counterparts are the public-facing representatives.

- **Organisation of 2 large-scale public dissemination events** on CE and its contributions to the climate debate, in coordination with the PREVEC III team and subject to GIZ approval. Events are designed to reach diverse audiences including private sector, public institutions, civil society, and academic actors, and may be linked to existing national or international platforms (e.g. Conversápolis, Bogota Fashion Week, Vitrina ANATO, Agroexpo, among other sector-specific events).
- **Design and implementation of 4 awareness campaigns** on SPC, with a pedagogical emphasis targeting beneficiaries, counterparts, and the public. campaigns may include in-person, hybrid and transmedia formats and must be developed in coordination with the PREVEC III team and subject to GIZ approval.
- **Production of a portfolio of high-quality communication products** in accordance with the PREVEC III communication strategy, to be provided by GIZ as a guiding framework. The portfolio prioritises depth of reach and stakeholder appropriation over volume and is differentiated by target audience. The contractor shall be responsible for the end-to-end development of the following communication products, including concept development, pre-production, production, and post-production.

Products include but are not limited to:

- **2 podcast series or episodes** (20–40 minutes each), developed through strategic alliances with established platforms or media outlets
- **3 video capsules** (up to 3 minutes each) or, alternatively, **1 short documentary** (8–12 minutes) on CE / SPC in Colombia
- **5 high-quality information products** (infographics, policy briefs, or factsheets) tailored to specific target audiences (private sector, government, international)
- **Digital contributions for social media and networks** (quantity to be defined in the PREVEC III communication strategy)
- Should budget constraints require reallocation, the contractor is prepared to absorb additional communication production tasks currently under GIZ operational responsibility, within the scope of this work package.
- **Coordination with ATEC-GIZ** communication focal point and alignment with GIZ Colombia visibility standards; application all impact formats and reports.

GIZ Contributions and Interfaces

The contractor may draw on the following contributions from the PREVEC III team; these are not to be delivered by the contractor but are to be assumed as fixed inputs for planning purposes:

- Access to the existing project monitoring system and transmission of GIZ-generated results and impacts for processing by the contractor.

- Definition of reporting periods and data standards by the project monitoring focal point; linkage with ATEC-GIZ and the Green Cluster impact measurement system.
- Provision of the PREVEC III communication strategy as the guiding framework for all communication products; approval of communication outputs prior to publication.
- Access to relevant background information on national and international context for targeted preparation of materials.
- Access to climate, gender, and employment measurement methodologies developed under GIZ projects.
- Facilitation of access to existing sector networks, counterpart institutions, and event platforms (e.g. Bogotá Fashion week, Vitrina ANATO, Agroexpo, among others) to support the organisation of the 2 large-scale dissemination events and 4 awareness campaigns; GIZ approval required prior to any public event or campaign launch.
- Provision of existing visibility and communication materials from predecessor projects (PREVEC II, ProUSAR) as reference inputs for the communication portfolio, including prior international appearances (e.g. Colombiamoda) and the bilingual AI-powered CE knowledge assistant.

Linkages from Predecessor Projects:

- **CIRMUN 2.0:** municipal data collection and analysis tool with modules on green employment and climate change, validated in 6 municipalities (Bogotá, Cali, Cúcuta, Cartagena, La Ceja, Fúquene) with DNP, as the primary data infrastructure for green employment tracking and climate impact measurement.
- **GEI Calculator** for the waste sector, piloted in Cartagena and Cali (08/2025), as one practical downstream GHG possible calculation tool for MOI 5 corporate climate reporting.
- **Green employment methodology and results-based financing monitoring** from PREVEC II/ ProUSAR, including the Askallo user survey platform, as the methodological reference and data baseline for MOI 3 verification and classification.
- **International visibility formats** from predecessor projects (e.g. Colombiamoda) and the involvement of the Presidential Agency APC, as the starting point for strategic international positioning and dissemination of results on SPC and climate protection.

Quantity Framework (Basis for Calculation)

Deliverable/s	Quantity	Notes
Enterprises with active climate reporting	15	MOI 5
Documented training measure on national climate reporting	1	Resolution 1447/2018
Consolidated impact reports	6	Semi-annual (3) / annual (2) / final (1) as attachment to the standard reports

Subject of the tender procedure:
Operationalization of the circular economy in Colombia

Transaction number: 10035573

Deliverable/s	Quantity	Notes
Impact monitoring modules (climate, gender, employment)	3	Integrable into PREVEC III system; ATEC-GIZ linkage
High-quality information products (infographics, policy briefs, factsheets)	5	Differentiated by target audience; quality over volume; replaces previous line "Information sheets / infographics — 10"
Podcast episodes or series	2	Strategic media alliances; coordination with ATEC; replaces previous line "Digital network / social media contributions — 30"
Video capsules or short documentary	3 / 1	To be defined in coordination with PREVEC III communication strategy
Large-scale public dissemination events	2	1 mid-term (June 2028), 1 at project closure (March 2029); in coordination with GIZ; linked to existing sector platforms (e.g. Bioexpo, Vitrina ANATO, Agroexpo, Feria del Medio Ambiente)
Awareness campaigns on sustainable production and consumption (SPC)	4	2 per year (Year 1 and Year 2); pedagogical emphasis; in-person or hybrid; in coordination with GIZ and subject to GIZ approval
Elaborated narratives for policy dialogue	3	National and international versions; climate and SPC standards
Materials + briefings prepared for international events based on narratives	On demand	GIZ / counterparts as public representatives

Milestones and deliverables

Milestone	Deliverable/s	Delivery period
Phase A: Monitoring Architecture, Baseline, and Strategic Positioning (3 to 9 months after contract award)		
(A3.1) WP 3 Inception Report submitted	Inception Report including: • Gap analysis of existing monitoring system • Linkage concept with ATEC-GIZ and CIRMUN 2.0 • Methodology concept for indicator sheets (MOI 1–5, OI 2.1/2.2/4.1/4.2) • Gender-sensitive data collection concept • Mapping of relevant international policy dialogue spaces (LAC, EU, COP) and narrative entry points • Communication and campaigns concept aligned with the PREVEC III communication strategy, including proposed formats, target audiences, and timeline for 4 awareness campaigns and 2 large-scale dissemination events	3 months after contract award
(A3.2) Fully operational monitoring modules (climate, gender, employment)	• Functional impact monitoring modules for climate, gender, and employment, integrable into the PREVEC III monitoring system, including methodology concept and indicator sheets. • Integration of monitoring modules into the project steering monitoring system, with linkage to ATEC-GIZ. • Handover documentation for the integration into the GIZ project monitoring system.	6 months after contract award
(A3.3) MOI 5 enterprises pre-selected	• Pre-selection of 15 enterprises (MOI 5) confirmed • First capacity-building sessions for WP 1 and WP 2 teams delivered	9 months after contract award
Phase B: Impact Measurement, MOI 5 Roll-out, and First Visibility (October 2027 – December 2028)		
(B3.1) Impacts are positioned and reach interested circles	• 2 awareness campaigns on sustainable production and consumption delivered (Year 1) • First narrative drafts produced • 5 digital contributions and 2 infographics/information products cumulative	12 months after contract award
(B3.2) MOI 5 pilot; first international visibility; mid-term dissemination event	• Pilot MOI 5 capacity building completed, evidence through documented training measure on integration into the national climate reporting system. • 1 large-scale public dissemination event (mid-term) organised in coordination with GIZ, linked to an existing national or sector platform (e.g. Colombiamoda, Vitrina ANATO, Agroexpo) • Materials for first international event prepared • 1 narrative published	18 months after contract award

Milestone	Deliverable/s	Delivery period
(B3.3) Climate Reporting activated	10 enterprises with active climate reporting	24 months after contract award
(B3.4) Visibility of impact established	2 awareness campaigns on SPC delivered (Year 2; cumulative: 4 campaigns total) - Materials for 3 international events delivered cumulative 2 narratives published 15 digital contributions and 4 information products cumulative; 1 podcast episode published	24 months after contract award
Phase C: Consolidation, Final Impact Measurement, and Handover (January 2029 – June 2029)		
(C3.1) Complete communication set delivered and published	Curated portfolio of high-quality communication products, differentiated by target audience, including: 5 information products (infographics, policy briefs, factsheets); 2 podcast episodes or series (through strategic media alliances); 3 video capsules or 1 short documentary; 2 large-scale public dissemination events (1 mid-term, 1 at project closure); 4 awareness campaigns on sustainable production and consumption (2 per year); and digital contributions for social media per the PREVEC III communication strategy.	27 months after contract award
(C3.2) All indicator targets met; final report drafted, closing dissemination event.	- MOI 3 fully verified and classified (green vs. greened jobs) - Consolidated final impact report 1 large-scale public dissemination event (project closure) organized in coordination with GIZ, positioned to anchor the module's legacy and results 3 elaborated narratives for national and international policy dialogue - documentation of 4 international event contributions including materials for dissemination and highlighting of impacts - Full communication portfolio completed: 5 information products, ≥ 2 podcast episodes, ≥ 3 video capsules or 1 short documentary, digital contributions per communication strategy	27 months after contract award
(C3.3) Active climate reporting by enterprises	All 15 enterprises reporting climate impact documented by dossiers (MOI 5) with evidence of active reporting in the official Colombian climate monitoring system	27 months after contract award

Milestone	Deliverable/s	Delivery period
(C3.4) Full handover and closure complete	- Consolidated impact reports (semi-annual, annual, and final) covering all MOIs, OIs, and BMZ standard indicators, with verified MOI 3 classification (green vs. greened jobs) as primary input for the module's final evaluation - Full handover of monitoring modules to GIZ with integration documentation 4 international events covered (cumulative)	30 months after contract award

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:

- The contractor makes the required materials, equipment and consumables available and covers their operating and administrative costs.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.
- Cost-output monitoring (KOMP): The costs will be distributed across Output 1 (25%), Output 2 (35%) and Output 4 (40%).

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
 - Degree to which the expected outputs and outcomes have been reached
 - Degree to which the expected impacts represented by the standard and impact indicators have been reached
 - Risks and change of risks influencing the implementation of the work packages and activities of the project.

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 in the following language:

- Inception report covering all work packages taking into consideration the milestone A1.1 in each work package on 30.3.2027 with (12 pages excluding annexes) - Spanish
- Interim report(s) on 30.9.2027 and 30.9.2028 (*20 pages* excluding annexes) - Spanish
- Final presentation 28.02.2029 (Spanish & German)
- Final report on 30.3.2029 (25 pages excluding annexes) – Spanish & German

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Additionally, the contractor is required to produce:

- Contributions to the report to GIZ's commissioning party regarding risks (political context, implementation, sustainability, unintended impacts) and relevant information for the political dialog and development of follow-up programs if not included in the interim and final report already in coordination with the director of the project one month before the reporting deadline.
- Brief status report on the implementation status of the project every 3 months (2 pages).
- Data reporting about gender, climate and employment as described in work package 3 will be attached to each of the reports.

Requirements for company-wide learning, knowledge and innovation:

- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- 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 makes 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 (sections 1.7 Confidentiality and 1.11 Data Protection) apply.

Personal data will be processed on behalf of the client. Therefore, an agreement on order processing (AuV) is concluded with the contractor in accordance with Art. 28 GDPR. For this purpose, the technical and organizational measures (TOM) for compliance with data protection requirements must be presented before the contract is concluded.

If the company has already been audited by GIZ in the past, an update must still be sent in accordance with the GDPR. Following a positive review, the contract will be concluded with the AuV Annex. Upon completion of the transfer of the final deliverable to GIZ, the contractor must delete said data from their systems.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measure.

- **Gender equality:**
All services shall be designed and implemented in a gender-sensitive manner. Planning and implementation tools shall be gender responsive. The Contractor shall integrate gender considerations into relevant strategic and operational instruments of partner organizations and support workforce analyses that reflect the situation of women in sectors relevant to the circular economy. In cooperation with private sector actors, the C shall promote gender- sensitive and diverse labour policies.
- **Environmental protection and climate action (climate change mitigation/adaptation):**
Not applicable.
- **Conflict and context sensitivity:**
Colombia's complex socio-political context, including the presence of armed actors, territorial disputes and high levels of informality in key sectors, requires a high degree of cultural and contextual sensitivity throughout implementation. The C shall apply conflict-sensitive approaches in the selection of partner companies and territories, prioritizing do-no-harm principles and avoiding interventions that could inadvertently exacerbate existing tensions or create unintended negative effects on local communities, informal workers or protected groups. Monitoring and reflection mechanisms shall be embedded in the project cycle to ensure ongoing context

adaptation, particularly when engaging with SMEs and value chain actors in conflict-affected or high-risk areas.

- **Human rights:**
The contractor shall ensure compliance with human rights requirements and document adherence accordingly. Cooperation with criminal or non-state armed actors shall be excluded. The contractor shall ensure compliance with applicable labour standards, including occupational health and safety, for all participating companies in accordance with Colombian legislation.

The contractor's staffing profile should be balanced in terms of gender and age.

Security precautions:

Colombia is a high-risk country. The contractor is required to prepare its staff for the situation and to check the security situation in advance of business trips (both national and international) as part of its duty of care. It must also be ensured that interventions do not create any dangers for the persons involved partners or the target group. The person responsible for the assignment (AV) and, if necessary, the GIZ Risk Management Officer's (RMO) Team, in consultation with the RMO, must be informed of interventions and travel. Security-relevant agreements with national and local authorities are always made in consultation with GIZ's safety team.

3. Technical-methodological concept

In this section, the tender is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in 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 tenderer 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 tenderer must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), 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 the assessment of technical concept including a critical review of the deliverables in the sense of the outcomes and the intention of the ToR. In case of

recommended changes of deliverables, it must be clearly explained, why these adaptations are necessary and how they support the outcome.

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

Processes describe actions or set of tasks that are necessary 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 tender is required to describe, using existing documents where possible (see annexes and chapter 1), 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 to achieve the milestones, objectives and results (see section 2) for which it is responsible. Among others the tenderer is requested to describe in detail:

- the approach to ensure a successful access to financing products for companies that are not directly advised through the project but fulfil the criteria of the financial mechanisms (external). (MOI 2)
- the strategic approach to assure that scaling of Business Models (WP1) will result in Green Jobs (MOI 3);
- the strategic approach to assure that scaling of Business Models (WP1) will result in more enterprises contributing to the national climate goals (MOI 5).

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 considered.

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. The tenderer is requested to describe in detail:

- the scaling strategy of CE business models in three sectors (textile, agri-food and tourism) to ensure the replication or adaption in five additional business cases in other regions than Cali/Valle de Cauca and Bogota/Cundinamarca.

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

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

Environmental protection and climate action (climate change mitigation/adaptation)

The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights

The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	4 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	3 points out of 10 (maximum)
Requirement: 'Human rights':	3 points out of 10 (maximum)

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 describe all the necessary work stages (milestones) in detail and in chronological order. The tenderer must 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.

The **Executive Committee** (level 1) brings together public and private stakeholders with collective representation and technical expertise across PREVEC III's thematic areas. Members include representatives from key national institutions (DNP, APC, MinAmbiente, MinCIT), the private sector (ANDI, FENALCO, Asobancaria, Acoplásticos, ColCapital), subnational governments (Cali, Bogotá). The Committee assumes responsibility for the achievement of the module's planned outputs and results and provides the strategic guidance necessary for their implementation.

The **Technical Working Groups** (level 2) are composed of actors with specific technical roles across the module's priority thematic areas. They support the operationalization of decisions taken at the Executive level and ensure continuity of technical processes across work packages.

The **governance structure** provides the cooperation system with the capacity to reach decisions with adequate speed and transparency and creates the institutional spaces within which partners continuously negotiate rules, roles and concrete activities.

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

The tenderer is required to describe how it can ensure that the requirements resulting from the monitoring system of the project are met (5 points out of 10);

The tenderer is required to describe how the information that is relevant for monitoring of results is collected and in what form and at what intervals monitoring data are updated, (5 points out of 10).

Additional note: As mentioned above the impact monitoring tasks of WP 3 do neither replace or replicate the project's existing monitoring system, which remains under GIZ operational responsibility nor contractor's result reporting duties, which are specified in chapter 3. The contractor builds on this system and on the methodological legacy of predecessor projects, adding analytical depth and strategic communication value.

3.5 Further requirements

(section 1.5 of the assessment grid)

The tenderer is required to explain and, as far as possible, provide specific evidence of how it will make use of national resources (for example national institutions, network partners etc.) in the context of service delivery.

The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for technical and administrative backstopping. These CVs will be used to verify the backstopping strategy.

4. Personnel

The contractor is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section based on 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.

The general tasks of the team are the following:

- Expert 1 (Team Leader, Key Expert): Overall coordination and policy dialogue. Senior expert in sustainable production and consumption, circular economy and the international climate debate, providing cross-cutting coordination across WP 1–3 and leading the strategic policy dialogue (with national experience).
- Expert 2 (Value chain Key Expert): Business development and sustainable value chains. Expert in scaling CE business models, value chain integration and commercialization, including GHG measurement and corporate climate reporting (MOI 5), anchoring WP 1 (with national experience).
- Expert 3 (Finance Key Expert): SME Access to Finance and Financial Structuring with national experience. Expert in connecting SMEs to financial instruments and in structuring investment-ready CE business cases, anchoring the access-to-finance dimension of WP 1 and responsible for MOI 2 (with national experience).
- Expert 4 (Innovation Key Expert): Technology transfer and innovation. Project developer with both European and Colombian market expertise, anchoring WP 2 and responsible for MOI 4 (with international experience).
- Expert 5 (Expert Pool 1): Technical aspects and monitoring. Short-term experts for specific tasks with knowledge of the priority sectors and waste flows, supporting WP 1 and feeding impact data to WP 3 (with national experience).
- Expert 6 (Expert Pool 2): Strategic communication and policy dialogue. Short-term experts in evidence-based narrative development, political dialogue and public awareness on SPC and climate protection, working closely with the private sector, supporting WP 3 (with national and international experience).

The contractor shall have the opportunity to include additional short-term-experts with equivalent qualification in the Expert Pools during the assignment. Openness and flexibility to include additional short-term-experts is critical for the successful implementation of the project. CVs of the new experts must be provided to GIZ for prior approval.

The proposed personnel should be available from the beginning of the envisaged start date of the contract. The offer should illustrate how the qualifications of the proposed personnel complement each other to ensure the availability of the requested competences.

When selecting personnel, the contractor is expected to ensure that the team is well-balanced with respect to gender, age and diversity.

4.1 Expert 1: Team leader

(section 2.1 of the assessment grid)

This position is a **key expert**.

Tasks of Expert 1 (Team Leader):

Overall management and coordination

- Acting as the contractor's principal interlocutor in national and international policy dialogue, carrying the substantive line of the project's results to public and private stakeholders.
- Overall responsibility for the contractor's advisory packages results (WP 1, WP 2 and WP 3), ensuring coherence and complementarity with the project's other services at local and national level as well as the use of funds and financial planning in consultation with the commission manager at GIZ.
- Staff planning and resource management, identifying short-term assignment needs within budget, supporting experts, and checking the use of funds and financial planning with the GIZ commission manager.
- Coordinating the design, implementation, monitoring and evaluation of capacity development measures for local partners and ensuring adequate documentation of business development and innovation cases.
- Mainstreaming cross-cutting themes (e.g. gender equality), ensuring compliance with GIZ security procedures in Colombia, and providing guidance on national regulations.
- Participating in the PREVEC III governance structure (Executive Committee, Technical Working Groups); ensuring monitoring per section 3.4.4 and cross-checking monitoring reports; regular reporting to deadlines; and supporting the commission manager in strategy adaptation, evaluations and follow-on preparation.
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase.
- Coordination of international study trips and 2 large-scale public dissemination events.

WP 3 lead – impact measurement and strategic information

- Substantive lead for WP 3, ensuring the methodological rigour of impact measurement (MOI 5 corporate climate reporting; MOI 3 green/greened jobs verification) and its translation into policy-relevant evidence.
- Coordinating development of the GHG measurement system and ensuring the final consolidated GHG impact report quantifies aggregate climate contributions for national climate-target monitoring and policy reporting — with the build and report produced by Pool 2 under the TL's oversight.
- Preparing strategic information for GIZ and decision-makers and overseeing stakeholder access to results through co-development of data management tools and strengthening national linkage with international frameworks (EU Green Deal, UNEP, Team Europe/Team Germany).
- Developing scenarios for a future phase of cooperation in SPC — analysing gaps, opportunities and emerging priorities beyond CE with GIZ, political partners and national/international actors, as strategic input for future programme design.

WP 3 lead – narrative, policy dialogue and positioning

- Integrating WP 1, WP 2 and WP 3 results into a single, coherent, evidence-based narrative, and acting as the contractor's principal interlocutor in national and international policy dialogue.

- Leading development of the 3 elaborated narratives linking PREVEC III's CE results to international frameworks (NDCs, Paris Agreement, Just Transition, UN 10-YFP on SPC, EU Green Deal/CEAP/CBAM), in differentiated national and international versions.
- Steering strategic international positioning: directing materials, briefings and presentations for GIZ and counterpart participation in international events (COP side events, World Circular Economy Forum, LAC and EU-LAC fora).
- Providing strategic and narrative direction to the 2 large-scale dissemination events and 4 awareness campaigns; quality-assuring communication products against the PREVEC III communication strategy; and leading the project publications (peer-reviewed, open-access, non-scientific).
- Coordinating Expert Pool 2 (political dialogue based on monitoring, reporting and visualization).
- Participating in important dissemination events like conferences and ceremonies.

Qualifications of expert 1:

Education/training (section 2.1.1 of the assessment grid):	Master's-level university degree in environmental sciences/policy, economics, sustainability management, political science, political communication, international relations, industrial engineering or equivalent
Language (section 2.1.2 of the assessment grid):	Knowledge of Spanish C2-level (5 points out of 10), Knowledge of English C1-level (5 points out of 10), in the Common European Framework of Reference for Languages (CEFR)
General professional experience (section 2.1.3 of the assessment grid):	7 years of professional experience in the field of sustainable production and consumption, circular economy and/or climate and sustainability policy
Specific professional experience (section 2.1.4 of the assessment grid):	5 assignments (company-internal or consulting projects) each with minimum 50 expert days in developing evidence-based narratives, policy briefs or strategic positioning documents connecting CE/SPC results to international climate and sustainability frameworks (5 points out of 10); 4 assignments with at least 30 expert days facilitating multi-stakeholder policy dialogue between public institutions and the private sector on CE, SPC or climate (5 points out of 10)
Leadership/management experience (section 2.1.5 of the assessment grid):	4 assignments (company-internal or consulting projects) in the last 10 years with disciplinary leadership responsibility for at least 5 people or more, of which at least 1 as team leader of a multidisciplinary advisory team.
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	3 assignments on international policy dialogue, for a or cooperation processes on CE, SPC or climate outside the regions of Central America, Southern America or Latin America and the Caribbean (e.g. COP, World Circular Economy Forum, EU-LAC cooperation spaces, OECD/UN processes)
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	7 years of professional experience in Central America, Southern America (outside Colombia) and/or Latin America and the Caribbean (5 points out of 10), 4 years in Colombia (5 points out of 10)

Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 assignments (company-internal or consulting projects) with at least 60 expert days (each of it) in the last 5 years working for or directly on behalf of a development cooperation agency
Other (section 2.1.9 of the assessment grid):	3 publications, policy briefs or thought-leadership contributions on CE, SPC or climate at national and/or international level; (5 points out of 10) Certification in project management (5 points out of 10)

4.2 Expert 2: Business Development and Sustainable Value Chains with national experience

(section 2.2 of the assessment grid)

This position is a **key expert**.

Tasks of Expert 2:

Business model scaling & regional expansion (WP 1 core)

- Substantive lead for WP 1: supporting at least 14 CE business models to market expansion (concept validated, business plan in place, market-ready offering) per the OI 2.1 portfolio structure.
- Company selection and onboarding: evaluating the quality of applications of enterprises entering business development processes, including documented integrity due diligence per selection.
- Regional expansion and territorial reach: scaling at least 5 business models to operational market presence in at least 3 regions outside Bogotá/Cali (MOI 1), ensuring territorial equity and broadening geographic impact through dissemination and upscaling.

Business development, value chains & commercialization

- Developing business models and business plans with companies and company networks; designing and delivering business-development training and capacity-building; mentoring enterprises and groups of enterprises.
- Value chain integration: linking companies along value chains and facilitating at least 4 SME–anchor enterprise agreements (OI 2.2) and organizing at least 6 business matchmaking events (2 per sector).
- Applying strategic business development tools (business model and business plan design, market and competitive analysis, commercialization and financial structuring) and embedding sound planning across the portfolio.

Climate reporting, financial readiness, cross-cutting & interfaces

- GHG measurement and climate reporting: developing tools and capacities for systematic GHG reporting at company and business model level, applying the standardized GHG measurement and reporting results.

- Ensuring the environmental analysis per supported business model, contributing to green job creation/documentation (MOI 3), and delivering WP 1 impact and case data to WP 3.
- Coordination of Expert Pool 1 ('business models and sustainable value chains'); handover of market-ready models to Expert 3 for the financing step; mainstreaming cross-cutting themes in coordination with the Team Leader.

Qualifications of Expert 2:

Education/training (section 2.2.1 of the assessment grid):	University Master's degree or equivalent in business administration, economics, industrial engineering, value chain management or equivalent
Language (section 2.2.2 of the assessment grid):	Knowledge of Spanish C1-level (6 points out of 10) Knowledge of English B2-level (4 points out of 10), in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	7 years of professional experience in the field of CE business development, value chain development and/or scaling and commercialization of SMEs products and/or services
Specific professional experience (section 2.2.4 of the assessment grid):	8 assignments (company-internal or consulting projects) each with at least 30 expert days in advising SMEs and/or business networks in business model development, market access, scaling or expansion, and value chain integration
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 Central America, Southern America (outside Colombia) and/or Latin America and the Caribbean (5 points out of 10), 3 years of professional experience in Colombia (5 points out of 10)
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	– <i>Not applicable</i> –
Other (section 2.2.9 of the assessment grid):	Demonstrated first-hand entrepreneurial or commercial experience through direct involvement in the founding, management or growth of a business or commercial venture, with practical application of strategic business development tools (business model and business plan design, market and competitive analysis, commercialization and financial structuring). (2 points per year of experience, up to 10 points)

4.3 Expert 3: SME Access to Finance and Financial Structuring with national experience

(section 2.3 of assessment grid)

This position is a **key expert**.

Tasks of Expert 3 (MOI 2 lead):

Climate project financial readiness & access to finance

- Lead the preparation strategy of up to 60 SMEs and climate-related business models/projects for financial readiness under MOI 2, including: conducting technical, financial and investment maturity assessments, diagnosing per SME the gap between the business model and the requirements of the relevant Output 3 financing product and/or other identified mechanism, identifying financing gaps and investment needs, referring SMEs to the Output 3 advisory network, and facilitating their registration in the DNP Climate Finance Corridor and other identified financing mechanisms. This process culminates in the delivery of 60 bankable SME dossiers (Milestone C.1).
- Assess and align the eligibility criteria, due diligence requirements and underwriting processes of financial institutions and financing mechanisms with the characteristics of climate projects, circular economy business models and SME-led initiatives.
- Advise SMEs, project developers and relevant stakeholders on how to strengthen their business models, financial structures and documentation to meet financing requirements, guiding them through the application process until the mechanism's requirements are demonstrably met.
- Structure and de-risk climate project and SME financing through financial modelling, cash-flow and investment viability assessment, risk analysis and mitigation strategies, and identification of suitable financial instruments (e.g. debt, guarantees, equity, blended finance or other mechanisms).
- Support the transition of climate and circular economy business models from market-ready concepts to investment-ready and bankable projects.

Financing mobilization & institutional engagement

- Mobilise financing for supported climate projects and SME-related business models by engaging banks, funds, public finance instruments and other financial institutions, and brokering the connection between SMEs and providers of capital developed under Output 3 (MOI 2).
- Work in close coordination with the GIZ team responsible for developing the Output 3 financial products, ensuring the SME pipeline matches the products and corridor criteria defined jointly by GIZ and the DNP Finance Corridor.
- Build the capacities of SMEs and, where relevant, advisory and intermediary actors on financing requirements, application processes and climate finance access.

Interfaces & crosscutting

- Ensure the SMEs prepared for finance are distinct from, and complementary to, the business models supported under WP 1 (the MOI 2 pipeline derives from the GIZ–DNP corridor matching process).

- Deliver financial-readiness and access-to-finance data and results to WP 3 for impact measurement and narrative development.
- Take cross-cutting themes into consideration (e.g. gender equality, poverty orientation, inclusion in financing access), in coordination with the Team Leader.

Qualifications of expert 3:

Education/training (section 2.3.1 of the assessment grid):	University degree (master's degree or equivalent) in finance, economics, business administration, banking or equivalent
Language (section 2.3.2 of the assessment grid):	Knowledge of Spanish C1-level (6 points out of 10) knowledge of English B2-level (4 points out of 10), in the Common European Framework of Reference for Languages
General professional experience (section 2.3.3 of the assessment grid):	7 years of professional experience in the field of access to finance, financial structuring, banking, investment and/or climate/green sustainable finance, financing of SMEs and productive projects
Specific professional experience (section 2.3.4 of the assessment grid):	8 assignments (company-internal or consulting projects) each with at least 30 expert days in preparing SMEs, climate projects or sustainable business models for access to finance, conducting financial maturity and investment readiness assessments, aligning business models with the eligibility criteria, due diligence and underwriting requirements of financial institutions, mobilising, structuring or brokering financing with banks, funds or public finance instruments, and supporting applicants in preparing financing proposals and investment documentation.
Leadership/management experience (section 2.3.5 of the assessment grid):	– <i>Not applicable</i> –
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	5 years of professional experience in Central America, Southern America (outside Colombia), Latin America and the Caribbean and/or Europe
Professional experience in the country/region of assignment (2.3.7 of the assessment grid):	3 years of professional experience in Colombia
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):	3 assignments working in or directly with banks, financial institutions or funds (5 points out of 10) A track record of mobilising financing for at least 5 SMEs or projects (5 points out of 10; fewer than 5 scored proportionally at 1 point per SME or project; more than 5 does not yield additional points).

4.4 Expert 4: Technology Transfer and Innovation with international experience

(section 2.4 of assessment grid)

This position is a **key expert**.

Tasks of Expert 4:

Innovation application, transfer analysis & documentation (WP 2 core)

- Substantive lead for WP 2 and overall responsibility for technology transfer and innovation.
- Implementation and documentation of innovative circularity measures: analysing innovation opportunities and transfer potentials in the European and Latin American markets, building links to associations and partners, and accompanying enterprises in adapting transfers to their needs.
- Application and documentation of at least 3 innovations in Colombian enterprises (MOI 4: 1 per sector, 1 digital, 1 environmental/resource), channelling company and stakeholder needs into demand-driven transfer formats.

Knowledge exchange & transfer formats

- Development, implementation and anchoring of transfer formats in collaboration with Colombian, Latin American and German partners.
- Designing and steering at least 3 exchange formats with German participation (study visits, training weeks, internships, innovation workshops, hybrid cycles).
- Cultivating linkage with key German/international partners (e.g. Fraunhofer, DBFZ, RETech) and building on existing knowledge partnerships from predecessor projects (Inexmoda–IED–Tracesurfer; Universidad del Valle–KTH; ICIPC–Wuppertal Institut).

Capacity-building, institutionalization and interfaces

- Capacity-building tools for partners: coordinating the development, implementation and anchoring of training formats and the full design–implementation–monitoring–evaluation cycle of capacity development measures for local partners (at least 7 gender-responsive and inclusive formats, incl. 1 for women/youth, 1 for persons with disabilities, 1 digital).
- Formal institutionalization of programs and formats through formal agreements with national carriers (SENA, universities, local education providers), including train-the-trainer; sector-specific professional development for SME and anchor enterprise staff.
- Use of ATEC materials and the GIZ Colombia CE Working Group to avoid duplication; delivering innovation and knowledge-transfer results to WP 3; drawing on Pool 1 for technical/delivery tasks; mainstreaming cross-cutting themes with the Team Leader.

Qualifications of Expert 4:

Education/training (section 2.4.1 of the assessment grid):	University degree (master's degree or equivalent) in industrial production management, production technology, environmental technology or equivalent
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Language (section 2.4.2 of the assessment grid):	Knowledge of Spanish C1-level (4 points out of 10) knowledge of English C1-level (6 points out of 10), in the Common European Framework of Reference for Languages
General professional experience (section 2.4.3 of the assessment grid):	7 years of professional experience in the sector of production technology, industrial production management and/or technology transfer and innovation
Specific professional experience (section 2.4.4 of the assessment grid):	5 assignments (company-internal or consulting projects) each with at least 50 expert days in advising SMEs in implementing green production technologies or green industrial production management (5 points out of 10); 3 assignments, each with at least 30 expert days in facilitating technology transfer and knowledge exchange between European providers and local (in Central America, Southern America and in Latin America and the Caribbean) companies (5 points out of 10)
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):	– <i>Not applicable</i> –
Professional experience in the country/region of assignment (2.4.7 of the assessment grid):	4 years of professional experience in Central America, Southern America (outside Colombia) and/or Latin America and the Caribbean (5 points out of 10), 3 years of professional experience in Colombia (5 points out of 10)
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	– <i>Not applicable</i> –
Other (section 2.4.9 of the assessment grid):	Certified implementer of ISO 59000 (5 points out of 10) Certified auditor of ISO 59000 (5 points out of 10)

4.5 Expert 5: Pool 1- Technical Support and Monitoring (4-6 national experts)

(section 2.5 of the assessment grid)

In derogation from the number of experts mentioned above, **4 CVs** must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely based on 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 Expert 5 Pool 1:

Technical & business support

- Strengthening business models and business plans with companies and company networks; delivering business-development trainings; mentoring enterprises and groups to scale BM and linking companies along value chains.
- Development, implementation and anchoring of transfer formats with Colombian, Latin American and German partners; supporting companies in linking innovation to existing procedures and processes.
- Development, implementation and anchoring of training formats; design–implementation–monitoring–evaluation of capacity-development measures for local partners in applying innovation; preparing institutionalisation through formal agreements.
- Environmental analysis at company/business-model level, feeding data to Pool 2.
- Preparation of international study trips and 2 large-scale public dissemination events.

Qualifications of Expert 5 Pool 1:

- All experts with a university degree (bachelor's degree or equivalent) in business administration, economics, industrial or environmental engineering, environmental sciences, education sciences, statistics/data sciences or equivalent
- All experts with Spanish at C1 level; at least 2 experts (with specialisation: transfer formats/international cooperation) with English at B2 level or higher, in the CEFR
- At least 3 experts with 6 years of professional experience in business development, value chain development and/or technology transfer in the field of CE/SPC; at least 2 experts with 4 years of professional experience in monitoring and evaluation, impact monitoring and/or GHG measurement
- All experts with 3 assignments each (company-internal or consulting projects, each with at least 50 expert days), in advising SMEs during the last 5 years, distributed across:
 - 1 expert in the textile sector with emphasis on sustainable design and recycling;
 - 1 expert in the agri-food sector with emphasis on value generation from biological/organic waste;
 - 1 expert in waste management and processes, covering inorganic non-hazardous waste streams;
 - 1 expert in the tourism sector with emphasis on circular solutions;
 - 1 expert in environmental analysis at company/business-model level
- At least 2 experts, each with 2 years of professional experience outside Central America, Southern America and/or Latin America and the Caribbean, and/or demonstrated experience cooperating with German/European partners
- All experts with 3 years of professional experience in Central America, Southern America and/or Latin America and the Caribbean of which at least 2 experts each with 2 years in Colombia
- 2 experts with a total of 3 assignments each (company-internal or consulting projects) with at least 30 expert days or more in the last 5 years in capacity building, development of training material and delivery of trainings and capacity-building measures, providing pedagogical/teaching/communication experience

- It is desirable that all experts have experience with companies and business models in the sectors mentioned above.

Qualifications of Expert 5 Pool 1 for the technical assessment of the 4 sample CVs:

Education/training (section 2.5.1 of the assessment grid):	All experts with a university degree (bachelor's degree or equivalent) in business administration, economics, industrial or environmental engineering, environmental sciences, education sciences, statistics/data sciences or equivalent
Language (section 2.5.2 of the assessment grid):	All experts with knowledge of Spanish at C1 level, (8/10 points); 2 experts with knowledge of English at B2 level (2/10 points) in the CEFR
General professional experience (section 2.5.3 of the assessment grid):	2 experts, each with 6 years of professional experience in business development, value chain development and/or technology transfer in the field of CE/SPC, (5/10 points); 2 experts, each with 4 years of professional experience in monitoring and evaluation, impact monitoring and/or GHG measurement (5/10 points)
Specific professional experience (section 2.5.4 of the assessment grid):	All experts with 3 assignments each (company-internal or consulting projects, each assignment with at least 50 expert days), in advising SMEs during the last 5 years, distributed across: 1 expert in the textile sector with emphasis on sustainable design and recycling; (2 points out of 10) 1 expert in the agri-food sector with emphasis on value generation from biological/organic waste; (2 points out of 10) 1 expert in environmental analysis and waste management, covering inorganic non-hazardous waste streams; (3 points out of ten) 1 expert in the tourism sector with emphasis on circular solutions (3 points out of ten)
Leadership/management experience (section 2.5.5 of the assessment grid):	– <i>Not applicable</i> –
International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	2 experts, each with 2 years of professional experience outside Central America, Southern America and/or Latin America and the Caribbean, and/or 2 years demonstrated experience cooperating with German/European partners
Professional experience in the country/region of assignment (2.5.7 of the assessment grid):	All experts with each having 3 years of professional experience in Central America, Southern America (except Colombia) and/or Latin America and the Caribbean, (8/10 points); 2 experts, each with 2 years of professional experience in Colombia (2/10 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):	2 experts, each with a total of 3 assignments (company-internal or consulting projects) in the last 5 years, each assignment comprising at least 30 expert days, demonstrating experience in the design and delivery of capacity-building measures, development of training materials, and facilitation of training sessions, with a pedagogical, teaching or communication profile.

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 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.

4.6 Expert 6: Pool 2 – Impact Communication and Policy Dialogue (3 Experts with national experience)

The experts in this pool are not part of the technical assessment, so **no CVs** need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

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 Expert 6 Pool 2:

Impact monitoring, GHG measurement, and climate reporting

- Developing and operationalizing the 3 functional impact monitoring modules (climate, gender, employment) and ensuring their integration into the PREVEC III monitoring system (CIRMUN 2.0, ATEC-GIZ linkage).
- Developing the methodology concept and indicator sheets for MOI 1–5 and OI 2.1/2.2/4.1/4.2, and the gender-sensitive data collection concept.
- Developing, maintaining and updating the interactive impact visualization tool, ensuring access for the PREVEC III team and external stakeholders to monitoring results and data.
- Supporting the 15 MOI 5 enterprises in climate-reporting capacity building: application of GHG calculation tools, data entry into official systems (+Clima, Resolution 1447/2018,

- ISO 14064), and accompaniment through the first reporting cycle, including the 1 documented training measure on the national climate reporting system (Law 2169/2021).
- Applying the PREVEC II green employment methodology to verify and classify MOI 3 results (green vs. greened jobs), with gender and vulnerability disaggregation.
- Producing the final consolidated GHG impact report quantifying aggregate climate contributions for national climate-target monitoring and policy reporting.
- Consolidating and processing impact data across WP 1 and WP 2 for external communication and policy dialogue, ensuring traceability and timely transmission to the project monitoring focal point.
- Preparing the handover documentation for integration of the climate, gender and employment modules into the GIZ steering and monitoring system at contract end.
- Preparation of international study trips and 2 large-scale public dissemination events.

Strategic communication, campaigns, and public engagement

- Supporting production of the communication portfolio: 2 podcast series/episodes, 3 video capsules or 1 short documentary, and 5 high-quality information products (infographics, policy briefs, factsheets) differentiated by target audience.
- Supporting design and implementation of the 4 awareness campaigns on sustainable production and consumption, with pedagogical emphasis and in-person/hybrid/transmedia formats, in coordination with the PREVEC III team and subject to GIZ approval.
- Supporting organisation of the 2 large-scale public dissemination events, including coordination with existing sector platforms (e.g. Vitrina ANATO, Agroexpo, Bioexpo, Feria del Medio Ambiente).
- Managing digital contributions for social media and networks in line with the PREVEC III communication strategy; coordination with the ATEC-GIZ communication focal point and alignment with GIZ Colombia visibility standards.

Policy dialogue and reporting of results in a political context

- Translating the consolidated impact and GHG results and the project narratives into data-based inputs, briefings and positioning notes for national and international policy dialogue.
- Preparing materials and briefings for GIZ and counterpart participation in international events (COP side events, World Circular Economy Forum, LAC and EU-LAC fora), under the Team Leader's direction.
- Mapping policy-dialogue spaces and entry points (LAC, EU, COP) and reporting on alignment with international frameworks (NDCs, Paris Agreement, Just Transition, UN 10-YFP on SPC, EU Green Deal/CEAP/CBAM).
- Adapting the impact-visualization outputs into presentations tailored to political and decision-maker audiences.
- Supporting preparation of strategic information for co-development and of future-phase cooperation scenarios (gaps and opportunities beyond CE), as input to the Team Leader.

Qualifications of Expert 6 Pool 2:

Education/training:	All experts with a university degree (master's degree or equivalent);
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	1 in environmental sciences, environmental/industrial engineering, statistics/data science or economics; 1 in communication, journalism, marketing, social sciences or graphic design; 1 in political science, international relations, public/environmental policy or communication; or equivalent in each case
Language:	All experts with knowledge of Spanish at C1 level; at least 2 experts (impact/GHG and policy/results communication) with English at B2 level or higher, in the CEFR
General professional experience:	1 expert with 5 years in impact monitoring/M&E, GHG measurement and/or corporate climate reporting; 1 expert with 5 years in strategic communication, campaigns and/or public engagement; 1 expert with 5 years in data visualization and results communication in a political or institutional context
Specific professional experience:	1 expert with 5 years of professional experience in visualizing and reporting results in a political context; 1 expert with 3 years of professional experience in GHG calculation tools and/or corporate climate reporting systems (e.g. ISO 14064, national monitoring platforms); 1 expert with 3 years in design and implementation of awareness campaigns and/or transmedia communication products; 1 expert with 3 years in data visualization and results communication in a political or institutional context
International professional experience outside the country/region of assignment:	At least 2 experts, each with 2 years of professional experience outside Central America, Southern America or Latin America and/or demonstrated application of international climate-reporting standards
Professional experience in the country/region of assignment:	All experts, each with 3 years of professional experience in Central America, Southern America and/or Latin America and the Caribbean, of which at least 1 year in Colombia

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 inter-national flights	Number of national flights
Expert 1: Team Leader	0	400	400	no	0	15
Expert 2: Business Development and	0	150	150	no	0	12

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Sustainable Value Chains						
Expert 3: Access to Finance and Financial Structuring	0	100	100	no	6	8
Expert 4: Technology Transfer and Innovation	20	30	50	no	5	8
Pool 5: Technical Support and Monitoring	0	560	560	no	0	13
Pool 6: Communication and policy dialogue	0	120	120	no	0	7
Backstopping	Not applicable	Not applicable	Not applicable	no	1	0

5.2 National administrative staff

The following national administrative staff are needed: 1 Office assistant for 30 months.

The national administrative staff will among other tasks ensure logistics and administrative handling of international study trips and 2 large-scale public dissemination events in coordination with expert 1.

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 in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor. Higher amounts must not be included in the tender.

Travel expenses item	Quantity	Budget in EUR per item up to
Total number of international flights	12	2 100,00
Total number of regional/national flights	63	270,00
CO ₂ offsets for flights An unalterable budget for CO ₂ offsets for settlement against evidence is specified.	1	5 001,00
Transport costs (rail travel, car travel, public transport) in Colombia	1	600,00
Transfer from/ to airport in Colombia (lump sum per transfer)	150	20,00

Per-diem allowances in Colombia	500	34,00
Accommodation allowances in Colombia	500	92,25
Budget for accommodation and per diems in case of participation in study trips, (destinations and duration yet unknown), reimbursement: accommodation against evidence up to the maximum amount as per country table in the circular from the German Federal Ministry of Finance on travel expense remuneration, per diems 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) An unalterable budget is specified.	1	5 000,00
Other travel expenses (visa, project-related travel expenses, taxes)	1	600,00

Per-diem allowances in Colombia are reimbursed as a lump sum up to the contractually agreed amount.

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 (lump sum)

Notes on the settlement of accommodation allowances outside Germany

For the country **Colombia**, tenderers may offer accommodation allowances up to EUR 92,25. This is 75% of the maximum amount 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.

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: EUR 8 000

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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.
	furnished offices for project coordinator (expert 1) in Bogota	IT equipment

5.5 Operating costs in the country of assignment

The specified lump sums per month are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can offer lower individual lump-sum amounts. The corresponding lump sums are to be entered into the price schedule by the tenderer.

Higher lump sums are not to be included in the tender.

	Months	Lump sum per month up to
Office operating costs	30	1 200,00

5.6 Workshops, education and training

The contractor runs the following **workshops and training courses**:

- Workshops to ensure access to finance for business models, mentoring value chain integration (Work Package 1)
- At least 4 Workshops or training courses for competence development
- At least 2 Workshops or other formats for knowledge exchange and applying transfer formats
- One training for climate impact measuring (Work Package 3)

Workshop budget: EUR 53 000

The fixed, unalterable budget above is earmarked for workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

The contractor runs the following **study trips**:

- At least one international study trip (Work Package 2)

- At least one regional study trip (Work Package 2)

Study trip budget: EUR 120 000

The fixed, unalterable budget above is earmarked for study trips and entered in the price schedule. The budget includes the following costs relating to the planning and running of study trips:

- Room hire
- Technical systems
- Moderation services
- Translation/interpreting services
- Catering
- Workshop materials
- Travel expenses for participants (subsistence, accommodation, travel costs)
- Other costs related to the regional and international study trip

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the study trips. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

Budget for local subcontract:: EUR 20 000

This budget is to be used for: production of communication products for WP3 (specified above in section 2).

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 90 000

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 10 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. Please submit references to previous relevant work and experience (e.g. reports, publications, project portfolios or institutional profiles) as external content (links). Please identify the external content with its date of creation. This date must not be outside the tendering deadline.

The CVs of the staff proposed in accordance with section 4 of the ToRs should be submitted in the [EU AID format](#) and not more than four pages in length. The CVs must be submitted in English, German or Spanish and the experts' language proficiency should be stated using CEFR levels (from A1 to C2). The CVs should 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.

Information that is ambiguous will not be fully taken into account.

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: 2027: 2 months, 2028: 10 months, 2029: 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**)
- 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)

To facilitate the assessment, we request that the 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.

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

Nature and scope:

GIZ may increase the total budget of the contract for the procurement of materials and equipment. After the exact needs and technical specifications for the equipment have been defined with GIZ, it is possible to add an additional budget for the procurement of the following goods: equipment for laboratories or measurement in case of development of business models with high technical input. The materials and equipment are needed to catalyse and accelerate processes and implementations with pilot character which ensure showcases as fundament for replications in the country.

Maximum budget for the procurement of these materials and equipment: EUR 50.000

Preconditions: Business model needs specific measurement of result

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

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

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A follow-on contract under 7.3 can be considered only as an alternative to the option in 7.1.

8. Annexes

- A. Results matrix (Spanish, dated: 11.2025)
- B. Definition and Key Concepts (Glossary)
- C. Circular Economy Value Hill (Spanish)

Here is the **access link to GINA**, an AI assistant developed under ProUSAR and trained on the most relevant knowledge and resources on circular economy: [Gina Assistant - a Hugging Face Space by GIZ](#)