

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



CONFIDENTIAL

**Country Studies on the Role and Benefits of ASEAN Power Grid Participation and Multilateral Power Trade in Indonesia, the Philippines, Thailand and Viet Nam**

**Project number/  
cost centre:  
G-0112244-001**

**Tender number  
10023067**

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## **0. List of abbreviations**

AG	Commissioning party
AN	Contractor
APG	ASEAN Power Grid
ASEAN	Association of Southeast Asian Nations
AVB	General Terms and Conditions of Contract for supplying services and work
BMUKN	German Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety
CASE	Clean, Affordable and Sustainable Energy for Southeast Asia
DC	Development Cooperation
ERI	Energy Research Institute
FK	Expert
FKT	Expert days
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ICSC	Institute for Climate and Sustainable Cities
IEO	International Expert Organisation
IESR	Institute for Essential Services Reform
LEO	Local Expert Organisation
MPT	Multilateral Power Trade
SEA	Southeast Asia
TDRI	Thailand Development Research Institute
ToRs	Terms of Reference

## 1. Context

GIZ is implementing the project “Clean, Affordable and Sustainable Energy for Southeast Asia” (CASE) on behalf of the German Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN) from 2020 to 2027.

The project CASE aims to drive change in the power sector in Southeast Asia (SEA) towards increased ambitions with regards to climate change. It is a regional program that focuses on four countries: Indonesia, the Philippines, Thailand and Viet Nam which represent around 80% of the total energy share in SEA. Therefore, the energy development of those countries will have a major impact on the ability of the region to meet its goals. CASE also covers specific regional energy matters, such as the advancement of the ASEAN Power Grid (APG) and the promotion of multilateral power trade (MPT).

While discussions at ASEAN level on advancing the APG have gained increasing momentum, these regional processes have not consistently translated into national-level discussions and preparations. In particular, in many countries there is still limited engagement on preparing for bilateral power trading arrangements and on prioritising participation in multilateral power trade within national energy planning and policy processes.

Despite ongoing regional initiatives, the level of engagement and readiness to participate in cross-border and multilateral power trade varies significantly across ASEAN countries. National discussions are often shaped by differing system needs, institutional frameworks, and political economy considerations.

To support informed decision-making at country level, CASE intends to commission four country-specific studies (Thailand, Viet Nam, the Philippines, and Indonesia). Each study will assess, based on desk research, the country-specific benefits, challenges, and strategic implications of participation in the ASEAN Power Grid and multilateral power trade.

The studies will apply a multi-dimensional analytical framework, assessing technical, economic, energy security, climate, and political economy aspects of participation in the ASEAN Power Grid.

The studies will serve as preparatory inputs for in-country stakeholder workshops (planned for September/October), bringing together policymakers, regulators, and utilities. The objective is to facilitate structured discussions and validate findings, which will subsequently be incorporated into the final studies.

The studies are therefore designed not only as analytical outputs, but as facilitation tools for stakeholder dialogue, ensuring that findings are iteratively refined through engagement with national stakeholders and reflect country-specific priorities and constraints.

CASE is implemented by a consortium of seven organisations: GIZ in Indonesia, Philippines, Thailand and Vietnam; two international expert organisations (IEOs – Agora Energiewende and NewClimate Institute) and four local expert organisations (LEOs) – Energy Research Institute (ERI), Institute for Climate and Sustainable Cities (ICSC), Institute for Essential Services Reform (IESR), Thailand Development Research Institute (TDRI).

## **2. Tasks to be performed by the contractor**

The contractor is responsible for preparing four country-specific analytical studies and corresponding presentation materials, as well as supporting stakeholder engagement processes.

**The contractor is responsible for providing the following services:**

- Preparation of an inception report outlining methodology, analytical framework, and detailed structure of the studies.
- Preparation of four draft country studies (approx. 20 pages each), covering:
  - Country power system context
  - Political economy and institutional readiness for interconnections and bi-/multilateral power trade
  - Assessment of benefits and implications of participation in APG and multilateral power trade
  - Strategic options and trade-offs
  - Preliminary recommendations
  - Key questions for stakeholder discussion
- The analysis shall cover, at a minimum, the following dimensions:
  - Technical and power system implications
  - Economic and financial impacts
  - Energy security considerations
  - Climate and decarbonisation relevance
  - Political economy and institutional feasibility

### **Coordination and cooperation**

The contractor shall closely coordinate with:

- GIZ country teams, and
- Relevant national stakeholders (e.g. ministries, regulators, utilities)

throughout the preparation, validation, and finalisation of the studies.

### **Preparation of presentation materials**

- Preparation of four presentation slide decks (12–15 slides each) designed as discussion tools for stakeholder workshops.

The presentation materials shall be policy-oriented, visually clear, and designed to support stakeholder discussions, rather than replicate the report content.

### **Workshop and stakeholder engagement**

- Participation in and technical support to up to 4 in-country stakeholder workshops (tentatively September/October, one per country assessed), including:
  - Presentation of findings;
  - Facilitation support (if required);
  - Documentation of stakeholder feedback.

The contractor shall ensure that findings are iteratively refined based on stakeholder engagement, including systematic documentation and integration of feedback from workshops into the final deliverables. Only one expert will be travelling to the workshop.

#### Revision and finalisation

- Preparation of workshop summary notes (2–3 pages per country) capturing key insights, areas of agreement/disagreement, and implications.
- Revision and finalisation of all country studies and slide decks, including:
  - Integration of stakeholder feedback
  - Refinement of analysis and recommendations
  - Inclusion of a section on “Key insights from stakeholder consultations”
- Contribution to a short synthesis note comparing findings across countries.

#### Quality requirements

- All outputs must be country-specific, avoid generic regional assessments, and clearly present trade-offs, policy implications, and actionable recommendations.

#### Project Management requirements:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

**Certain milestones, as laid out in the table below, are to be achieved during the contract term:**

Milestones/process steps/partial services	Deadline/place/person responsible
Inception report submitted	1. August 2026 / remote
Draft country studies (v1) + slide decks (v1)	1. September 2026 / remote
Revised pre-workshop materials	15. September 2026 / remote
Participation in up to 4 workshops	September–October 2026 / in-country
Workshop summary notes	Within 1 week after each workshop / remote
Final country studies and slide decks	By 9. November 2026 / remote


**Period of assignment: from 13.07.2026 until 30.11.2026.**

### 3. Concept

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

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

Kommentiert [AF1]: anpassen

Kommentiert [SO2R1]: 

### Technical-methodological concept

**Strategy (1.1):** The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

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

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

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

### Project management of the contractor (1.6)

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

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

### Further requirements (1.7)

- Strong focus on country-specific analysis (no generic regional assessments)
- Inclusion of clear trade-offs and policy-relevant questions
- Consideration of political economy and institutional feasibility
- Gender-sensitive and inclusive stakeholder perspectives where relevant

## 4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

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

## **Team leader**

### Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, CASE country teams, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines
- Lead author of studies and presentations
- Oversight of stakeholder engagement and integration of feedback

### Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in energy economics, engineering, public policy, or related field
- Language (2.1.2): C2-level language proficiency in English
- General professional experience (2.1.3): 10 years of professional experience in the energy sector
- Specific professional experience (2.1.4): 5 years in power markets, regional integration, market design or cross-border electricity trade
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 10 years of experience in projects in Southeast Asia, of which 8 years in projects in Indonesia, Thailand, Viet Nam and the Philippines
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects
- Other (2.1.8): Evidence of leading previous studies on ASEAN Power Grid or Multilateral Power Trade in Southeast Asia.

## **Key expert 1 (Power system/ market expert)**

### Tasks of key expert 1

- Lead technical, economic, and system-level analysis
- Assess country-specific benefits and constraints of APG participation
- Contribute to development of strategic options and recommendations
- Support preparation of workshop materials

### Qualifications of key expert 1

- Education/training (2.2.1): university degree (German 'Diplom'/Master) in energy economics, engineering, or related field
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): 7 years in power sector analysis and multilateral power trade
- Specific professional experience (2.2.4): 5 years in cross-border electricity trade, power system planning, and electricity market design
- Leadership/management experience (2.2.5): N/A
- Regional experience (2.2.6): 5 years of experience in projects in Southeast Asia, of which 5 years in projects in Indonesia, Thailand, Viet Nam and the Philippines.

- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects
- Other (2.2.8): Contribution on studies regarding technical and economic analysis on power systems, assessing system-level benefits and constraints.

#### **Additional experts (non-evaluated)**

The contractor may mobilise additional short-term experts as required (e.g. country experts, political economy specialists, data analysts).

- These experts are not subject to technical evaluation
- CVs are not required for the tender submission
- Their inputs must be fully coordinated and quality-assured by the Team Leader.

#### Soft skills of team members

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

- Strong communication and facilitation skills
- Ability to translate technical findings into policy-relevant messages
- Interdisciplinary thinking

### **5. Costing requirements**

#### **Assignment of personnel and travel expenses**

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

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

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

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

#### **Sustainability aspects for travel**

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO<sub>2</sub> emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO<sub>2</sub> emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#)



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

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	48	48	
Designation of key expert	1	56	56	
Travel expenses	Quantity	Number per expert	Total	Comments
Total travel expense budget	1	1	10.320,00 EUR	Per-diem allowance and overnight accommodation allowance (Thailand, Vietnam, Indonesia, Philippines), transportation, other travel expenses, flight costs. Reimbursement against evidence.
Transport	Quantity	Number per expert	Total	Comments
CO <sub>2</sub> compensation for air travel <a href="#">Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.</a>	16	16	720 EUR	A fixed budget of EUR 720 is earmarked for settling carbon offsets against evidence.

Please describe in your concept how you implement the minimum standards specified above.

## 6. Inputs of GIZ or other actors

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

- Logistics and participant management for consultation workshops.

## 7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the

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

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

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

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

## **8. Annexes**

- Relevant Studies for this project:
  - [\(Part 1\) ASEAN Interconnection Masterplan Study \(AIMS\) III Phase 3: Minimum Requirements for Multil...](#)
  - [\(Part 2\) ASEAN Interconnection Masterplan Study \(AIMS\) III Phase 3: ASEAN-wide Integrated Resource ...](#)
  - [\(Part 3\) ASEAN Interconnection Masterplan Study \(AIMS\) III Phase 3: Minimum Technical Standards for...](#)
  - [\(Part 4\) ASEAN Interconnection Masterplan Study \(AIMS\) III Phase 3: Implementation Strategy for Mul...](#)
- Additional information relevant for this project will be made available once the contract is signed.