

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

CONFIDENTIAL

Consulting Social Network Analysis in Free Nutritional Meals Program (MBG)	Project number/ cost centre: 19.2118.8-001.00
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0. List of abbreviations

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

1. Context

The German Government has been supporting the Indonesian Government in the area of corruption prevention since 2007. The Corruption Prevention in the Forestry Sector (CPFS) is the new technical cooperation implemented by Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ GmbH) and the Corruption Eradication Commission/KPK starting from Jan 2022 until Dec 2024, which aims at improving the effectiveness of corruption prevention in the forestry sector in Indonesia.

By strengthening the capacity of relevant actors at national, provincial, district levels and the private sector for streamlining planning and licensing according to law, it also contributes to a coherent national and regional policy and regulation of the forestry sector. Hence, the three key work areas of the project are (1) regulatory and integrity standards in the forest sector through analysis, legal expertise, research and advocacy; (2) Strengthening the institutional capacity of the KPK, local governments and their administrative bodies and (3) improves the participation of local communities and companies in state-led corruption prevention in the forest sector.

Support for “Social Network Analysis (SNA) in Corruption Prevention Study in Free Nutritional Meals Program (MBG)” is contributing to the Project Indicator 2.1.1 of the project key work area no.2 (The Institutional Capacity of KPK and Local Government Agencies as well as selected Administrative Agencies).

Corruption poses a significant threat to a country's ability to manage the complexities of a Free Nutritious Meal Program, where effective governance, institutional accountability, and transparency are essential. It can distort resource allocation, undermine investment decisions, and weaken the formulation and implementation of meal policies. In many cases, corruption is linked to a breakdown in the rule of law, resulting in systemic inefficiencies, misallocated resources, and suboptimal program outcomes.

In response to these governance challenges, Indonesia's Corruption Eradication Commission (KPK) has identified the urgent need to develop a structured Free Nutritious Meal Program Governance Framework. This initiative entails a comprehensive review of relevant laws, policies, institutions, and governance practices—both domestic and international—to assess strengths, identify gaps, and propose reforms. The framework serves several critical functions:

- Support the KPK's efforts in preventing corruption in the implementation of the Free Nutritious Meal Program (MBG) through studies conducted by the KPK Monitoring Directorate;
- Identify networks, interactions and connections of various actors, beneficial owners (BOs) and other interested parties in the implementation of the Free Nutritious Meal Program (MBG);
- Support the improvement of the professional competence of KPK employees in conducting social network analysis (SNA) as one method in revealing and preventing criminal acts of corruption

The content development here is distinct from yet fully supports the framework's methodology and technical aspects. The consultant's key contribution will be to ground our demonstrated expertise in Social Network Analysis (SNA) within the natural resource management sector in rigorous, evidence-based analysis. This ensures alignment with both national policy dynamics and international standards, thereby enhancing our professional experience with public

institution networks, and improving the content's relevance, credibility, and operational applicability.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Reviewing all relevant regulations, business process as well as government decisions on MBG's program
- Conduct Social Network Analysis on the implementation of the Government MBG's Program: identify networks, interactions and connections of various actors, beneficial owners (BOs) and other interested parties in the implementation of the Free Nutritious Meal Program, including potential conflict of interest among actors as well as the financial flows.
- Transfer of knowledge (capacity building) to KPK researchers on the application of SNA in the MBG program

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

Milestones/process steps/partial services	Expected Deadline/ % work/Estimated payment	Criteria for acceptance
Output 1: Proposed SNA Outline	1 week after contract come into effect / 06.08.2025 40% 1st Interim payment after approval of OUTPUT 1	Approved proposed outline
Output 2: SNA Analysis Draft	4 weeks after contract come into effect / 03.09.2025 30% 1st Interim payment after approval of OUTPUT 2	Draft of the SNA analysis
Output 3: Final Report	10 weeks after contract come into effect 08.10.2025 30% FINAL payment after approval of OUTPUT 3	Final result of SNA analysis

Period of assignment: from **30.07.2025** until **15.10.2025**.

Risk Management and Ethics

The contractor is expected to uphold the highest ethical standards throughout the assignment and ensure confidentiality, integrity, and security of all data collected or accessed. Any actual, potential, or perceived conflict of interest must be promptly disclosed to both GIZ and KPK.

All deliverables and activities must adhere to the principles of integrity, independence, transparency, and accountability. The contractor shall take all necessary measures to prevent ethical breaches, including undue influence, bias in analysis, or misuse of information, and shall ensure that the assignment is implemented in a manner that reinforces public trust and good governance.

All outputs, data, and materials produced during the course of the assignment shall become the sole property of KPK. The contractor may not use, reproduce, or distribute any part of the data or deliverables for any other purpose—personal, commercial, or institutional—without the prior written consent of KPK

3. Concept

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

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

Technical-methodological concept

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

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

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2). *-not applicable-*

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). *-not applicable-*

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**. *-not applicable-*

Project management of the contractor (1.6)

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. *-not applicable-*

Further requirements (1.7)

Consideration of cross-cutting themes (e.g. gender equality, gender ratio), use of a specific method for a study.

4. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): Master's degree in law, public, administration, economy/business/forestry, or relevant fields.
- Language (2.1.2): *-not applicable-*
- General professional experience (2.1.3): 10 years of professional experience in conducting SNA on corrupt practices in the natural resource management sector
- Specific professional experience (2.1.4): *-not applicable-*
- Leadership/management experience (2.1.5): *-not applicable-*
- Regional experience (2.1.6): 5 years of experience in projects in Asia (region), of which 2 years in projects in Indonesia (country)
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects
- Other (2.1.8):
 - Experience with anti-corruption and good governance principles, especially as they relate to the natural resource management sector.
 - Experience in working with communication and proficiency in web/desktop-based SNA application (Kumu/GraphCommons/Gephi/Ucinet/Pajek/NetworkX.
 - Experience in within the governmental, public, and private natural resources management sectors in Indonesia is considered advantage
 - time-management skills, with the ability to manage multiple tasks and meet deadlines effectively

Key expert 1: Technical Officer (1 person)

Tasks of key expert 1

- Support the Team Leader in planning and executing the exercise to ensure high quality and timely delivery, contributing through respective technical expertise in the relevant field.
- Assist the Team Leader in data analysis and interpretation

Qualifications of key expert 1

- Education/training (2.2.1): Bachelor's degree law, public administration, economy, business, forestry, or relevant fields
- Language (2.2.2): *-not applicable-*
- General professional experience (2.2.3): 3 years utilized Social Network Analysis (SNA) to address corruption challenges in the natural resource management sector
- Specific professional experience (2.2.4): *-not applicable-*
- Leadership/management experience (2.2.5): *-not applicable-*
- Regional experience (2.2.6): 5 years of experience in Indonesia
- Development Cooperation (DC) experience (2.2.7): 1 year experience in DC
- Other (2.2.8):
 - Experience with anti-corruption and good governance principles within natural resource management contexts.
 - Experience in working with web/desktop-based SNA tools, i.e.: Kumu, GraphCommons, Gephi, Ucinet, Pajek, and NetworkX.
 - Experience in networking within Indonesia's natural resource management ecosystem (government, public, private).

Soft skills of team members

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

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- 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.

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

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

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

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means

of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

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

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there. *-not applicable-*

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	50	50	Output base
Key Expert 1: Technical Officer	1	50	50	Output base

6. Inputs of GIZ or other actors

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

- Transportation on site with own project vehicle

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 (language).

The complete tender must not exceed 8 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

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

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will

be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.