

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

INTERNAL

Consultant Team for Green Jobs Promotion in Transitioning Remote Islands to 100%RE	Project number/ cost centre: 21.2167.1-001.00
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0. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
BESS	Battery Energy Storage System
GESIT	Green Jobs for Social Inclusion & Sustainable Transformation
GIZ	<i>Deutsche Gesellschaft fuer internationale Zusammenarbeit</i> , German International Cooperation Agency
IESR	Institute for Essential Services Reform
KADIN	<i>Kamar Dagang dan Industri Indonesia</i> , Indonesian Chamber of Industry of Commerce
PHES	Pumped Hydro Energy Storage
PKET	<i>Perkumpulan Keterampilan Energi Terbarukan Indonesia</i> , Center of Excellence for Renewable Energy.
RE	Renewable Energy
SMK	<i>Sekolah Menengah Kejuruan</i> , Vocational High School
STEM	Science, Technology, Engineering, and Mathematics
TVET	Technical and Vocational Education & Training

1. Context

Brief information on the project

Green jobs are becoming increasingly important in efforts to achieve sustainable development and mitigate the impacts of climate change. Taking into account the increased importance of green jobs in the green transformation of Indonesia's economy and labor market as well as the Government of the Republic of Indonesia's goal to become a developed country by 2045 while significantly reducing greenhouse gas emissions, Bappenas and GIZ, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), jointly implement the Green Jobs for Social Inclusion and Sustainable Transformation (GESIT) project which aims at developing the capacities of selected public and private stakeholders to inclusively promote employment in green jobs.

GESIT is implemented through achievement of the following four outputs:

- **Output 1: Policy Framework**
Instruments and recommendations for promoting employment in green jobs are available to stakeholders at national level.
- **Output 2: Upskilling and Reskilling**
Lessons learnt with inclusive approaches for reskilling and upskilling for green jobs are available to members of National TVET Coordination Team (TKNV).
- **Output 3: Subnational Piloting**
The promotion of employment in green jobs was initiated at the subnational level in selected provinces.
- **Output 4: Green Jobs Monitoring**
Selected national stakeholders have expanded their coordination and monitoring of green jobs.

To promote green and inclusive employment, especially in the Renewable Energy sector, GESIT is supporting Bali Province through private sectors' association in their efforts to transform Nusa Penida Island into 100% powered by Renewable Energy. As Nusa Penida is isolated from the main island, this piloting activity is expected to result in recommendations of best practices and lessons learned from human resources perspective of energy transformation in remote islands. The resulted recommendations are expected to aid the multiplication efforts in other region during the energy transition process in Indonesia, an archipelago with 17.000 islands (as recorded by BPS, 2023).

Nusa Penida 100% Renewable Energy in 2030

Bali Province has been the backbone of Indonesia tourism and is therefore expected to become the main driver for green transformation in tourism area. On the 4th of August 2023, the Bali Province government declared the Bali Net Zero Emission goal by 2045, including low

carbon development, Bali clean energy independence, and battery-based electrical vehicles¹. The declaration is aligning with PERGUB Bali no. 45/2019 regarding Bali Clean Energy which states that environmentally friendly clean energy systems in the region are necessary to maintain the sanctity and harmony of Bali's nature, and the environmentally friendly energy must be managed properly to bring economic, socio-cultural and welfare benefits to the Balinese people.

Nusa Penida was selected as pilot project by the Bali Government due to various renewable energy potentials the island holds, including solar, wind, bioenergy, and waste to energy that can be utilized to meet local electricity needs. In addition, Nusa Penida also has a separate electricity network from Bali Island (Java-Madura-Bali system), hence the potential to become a pilot island with 100% renewable energy. Furthermore, in 2022, the Indonesian government built a 3,5 MW solar power plant with 1,8 MWh Battery Energy Storage System (BESS) of 3,5 MW. The presence of a large-scale solar power plant in Nusa Penida increases the ratio of renewable energy in the current energy mix to around 10%.

As guideline to achieve the target of transitioning Nusa Penida to 100% RE in 2030, the Bali government cooperated with various stakeholders, including Institute for Essential Services Reform (IESR), Center of Excellence for Community-based Renewable Energy of Udayana University, and Solar Power Indonesia team. They issued in March 2024 a Roadmap towards 100% RE in Nusa Penida. The roadmap has been compiled into three systematically designed stages:

- Stage 1 (2024 – 2027): maximizing the use of solar power plants to reduce dependence on diesel during daytime.
- Stage 2 (2027 – 2029): shift the diesel power plant as backup while exploring the potential of other renewable energy sources, e.g. biomass from gamal plants.
- Stage 3 (2029 – 2030): focus on optimizing other renewable energy such as biodiesel and ocean currents and building energy storage with pumped hydro energy storage (PHES) system.

Green Jobs in the transition toward 100% Renewable Energy

In the roadmap towards 100% renewable energy in Nusa Penida, the human resources aspect is a top priority. The availability of appropriately skilled human resources is needed to develop, manage, and operate renewable energy in Nusa Penida, and has been identified as one of the main challenges, as there are limited resources with expertise and experience in the field of renewable energy available. Therefore, as a complement to the roadmap, the Bali Province

¹ <https://www.kompas.id/baca/nusantara/2023/08/04/pemprov-bali-komitmen-menuju-emisi-nol-bersih-2045>

government with PKET and GESIT project developed a Strategic Plan for Human Resources Development for Nusa Penida 100% Renewable Energy by 2030, which has been included in the strategic plan of Local Manpower and Energy and Mineral Resources Offices of Bali Province.

Based on manpower calculation according to the three stages of the roadmap, the building and the commissioning of additional solar power plants, wind, biomass, ocean currents power plants and PHES will require up to 3,180 workers consisting of planners, developers and operation maintenance personnel, and feedstock suppliers. Meanwhile, TVET institutions in Nusa Penida and in Bali Island have limited interest in providing renewable energy training programmes. There is only one out of nine Vocational High Schools (SMK) in Bali Island providing programmes in Science, Technology, Engineering and Mathematics - STEM fields, and from which only one focusing on Renewable Energy, which is SMK Penerbangan Cakra Nusantara Denpasar. Furthermore, this one particular SMK has no record of graduates in the Renewable Energy Programme, even though the programme has been established in 2021. In the higher education, Universitas Udayana and Politeknik Negeri Bali integrated RE curriculum in their engineering programmes, including solar, hydro, and biomass.

In this context, in order for the roadmap to be implemented properly and policy goals to be achieved, training programmes need to be provided for vocational school graduates to qualify for positions such as technical personnel for operations and maintenance, while D3 and Strata graduates need to be qualified for roles like planners and developers which require skills to design, develop, and manage the renewable energy projects. Furthermore, the lack of skilled RE facilitators as well as of training facilities must be addressed urgently by establishing training centres and vocational schools focusing on renewable energy programmes. To ensure the availability of a qualified future RE workforce, green jobs promotion activities, such as socialization in schools and in communities should also be implemented together with private sector, TVET and education institutions.

In assisting the activities to reach the collaboration's objectives, GESIT project will assign a **Consultant Team for Green Jobs Promotion in Transitioning Remote Islands to 100% Renewable Energy**.

2. Tasks to be performed by the contractor

The contractor will implement green jobs promotion and green skills development in the transitioning process of Nusa Penida toward 100% Renewable Energy. The contractor will work closely with GESIT advisors, government institutions, PKET, local stakeholders, and an appointed Gender Equality & Social Inclusion Expert to contribute to green jobs development, and gender equality and social inclusion efforts in energy transition while strengthening the green jobs policy framework for renewable energy sector.

The contractor is responsible for providing the following services:

- Providing strategic advisory services to GESIT advisors on renewable energy, in particular regarding energy transition in remote islands.
- Supporting private sector representatives in facilitating multi-stakeholder engagements, especially with Bali Province's agencies to drive program implementation.
- Facilitating incorporation of the strategic planning of human resource demand for Nusa Penida toward 100% RE in 2030 roadmap to relevant local regulations (e.g. local workers ratio requirement for RE projects).
- Facilitating Focus Group Discussions to identify green skills needs of RE instructors in potential TVET institutions in Bali Province.
- Developing a green jobs promotion and green skills development program for selected instructors, aligning with Nusa Penida toward 100% Renewable Energy in 2030 Roadmap and GESIT project indicators.
- Implementing the training programme. Each training should cover at least 35 training hours and ensure gender balance among the participants.
- Facilitating interactive green jobs education sessions in collaboration with local stakeholders, e.g. public schools or government offices.
- Facilitating integration of green skills, in particular in Renewable Energy sectors in selected SMK curricula.
- Developing a final report, with strong private sector participation, formulating policy recommendations from the private sector on human resources development in transitioning remote islands toward 100% Renewable Energy to be submitted to the Government of Indonesia.
- Ensuring timely delivery of agreed outputs in coordination with the GESIT team and relevant stakeholders.
- The contractor provides tools and supplies (consumables) and assumes the associated operating and administrative costs.
- Design and implement a simple Monitoring and Evaluation (M&E) mechanism to assess the effectiveness and impact of the activities.

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
Development of programme concept <ul style="list-style-type: none"> • Detailed concept of the green jobs promotion activities and green skills development program including timeline and milestones, detailed schedule activity including topic, date and time, and target audience 	Submitted in Bahasa Indonesia latest 30 August 2025
Facilitation of local government incorporating the HR Strategy toward 100% RE in Nusa Penida to local policy/ regulation on city level. <ul style="list-style-type: none"> • Facilitation of up to 3 full-day workshops with local government, resulted in an agreement to ensure involvement of local workers in RE projects in Nusa Penida 	Submitted in Bahasa Indonesia latest 31 December 2025

Integration of RE contents to existing curricula in selected SMK <ul style="list-style-type: none"> Facilitation of up to 1 16-hours-Workshopto integrate selected RE content to the curricula of 1 selected SMK upon agreement with the project and other stakeholders. 	Curriculum submitted in Bahasa Indonesia, latest 31 March 2026
Implementation of Training Programs <ul style="list-style-type: none"> Organization & facilitation of upskilling training for instructors: Trainings on 2 selected RE skills with total of 20 participants. Duration of each training shall be at least 35 hrs. 	Submitted in Bahasa Indonesia containing summary & documentation of training activities, incl. high-quality photos, latest 31 Oct 2026.
Implementation of Green Jobs in RE Promotion Activity <ul style="list-style-type: none"> Facilitate at least 3 education and advocacy activities (e.g. guest lecture, green skills camp and competition) to students at minimum one public school or TVET institution in Bali Province, in particular in Klungkung area. 	Report & documentation submitted in Bahasa Indonesia latest 30 June 2026
Development of Recommendations <ul style="list-style-type: none"> Support private sector organizations to develop a minimum of 3 written and detailed policy recommendations about the implemented green jobs promotion and skills development activities for policy makers, copy-edited and to be submitted by a private sector association or organization to the relevant ministry 	Submitted and delivered in Bahasa Indonesia by 30 Nov 2026

Period of assignment: from 18 August 2025 until 30 November 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.

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 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.

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**.

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)

The tenderer is required to describe its experience in human resources development in the renewable energy sector in Bali Province, and showcase its cooperation experiences and strategy with relevant stakeholders including Bali Province governments and officials.

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

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

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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.
- Coordinate the development of training programmes and modules.
- Propose qualified, suitable trainer according to the required expertise.
- Coordinate implementation of training schedule in timely manner.
- Delivery of training and facilitation of events as necessary.
- Regular reporting in accordance with deadlines.

Qualifications of the team leader

- Education/training (2.1.1): Master's degree in business administration.
- Language (2.1.2): Business fluency in English and Bahasa Indonesia.
- General professional experience (2.1.3): 10 years of professional experience in the field of renewable energy.
- Specific professional experience (2.1.4): 5 years in capacity building and skills development for energy transition projects.
- 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): Not applicable.
- Development cooperation (DC) experience (2.1.7): Not applicable.
- Other (2.1.8): Experience in multi-stakeholder partnerships to support energy transition in Indonesia.

Key expert 1: Policy Recommendation & Partnership Expert

Tasks of key expert 1

- Coordination with local government officials, institutions and other relevant stakeholders in Nusa Penida and Bali Province.
- Facilitate incorporation of HR strategies to local regulation to allow interventions and programme implementation.
- Participate in delivery of training and facilitation of events as necessary.
- Participate in curriculum development.
- Development of written policy recommendations.

Qualifications of key expert 1

- Education/training (2.2.1): PhD in electric power or renewable energy.
- Language (2.2.2): Business fluency in English and Bahasa Indonesia.
- General professional experience (2.2.3): 10 years of experience in the energy sector.
- Specific professional experience (2.2.4): 5 years in human resource development in the energy sector.
- Leadership/management experience (2.2.5): 5 years in leading renewable energy fora or CSOs.

- Regional experience (2.2.6): Not applicable.
- Development Cooperation (DC) experience (2.2.7): Not applicable.
- Other (2.2.8): experience in human resources development in Bali Province in cooperation with the provincial government.

Key expert 2: Skills Development Expert

Tasks of key expert 2

- Facilitate integration of renewable energy content to existing curriculum in the selected SMK.
- Delivery of training programmes.
- Participate in green jobs promotion events as necessary.

Qualifications of key expert 2

- Education/training (2.3.1): Master's degree in electrical engineering or renewable energy.
- Language (2.3.2): Business fluency in Bahasa Indonesia.
- General professional experience (2.3.3): 10 years of experience in renewable energy.
- Specific professional experience (2.3.4): 5 years in developing and implementing training programmes on renewable energy skills.
- Leadership/management experience (2.3.5): Not applicable.
- Regional experience (2.3.6): Not applicable.
- Development Cooperation (DC) experience (2.3.7): Not applicable.
- Other (2.3.8): Experience in Training of Trainers of TVET institutions.

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 for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2024/2025 \(GERMAN ONLY\)](#)).

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

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

All business 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.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	45 days	45 days	Up to, timesheet required
Key Expert 1	1	45 days	45 days	Up to, timesheet required
Key Expert 2	1	45 days	45 days	Up to, timesheet required
Travel expenses	Quantity	Number of days per expert	Total	Comments
Per-diem allowance in country of assignment				
Team Leader	1	12	12	Up to, againsts evidence
Key Expert 2	1	20	20	Up to, againsts evidence
Overnight allowance in country of assignment				
Team Leader	1	12	12	Up to, againsts evidence
Key Expert 2	1	20	20	Up to, againsts evidence

Transport	Quantity	Number of flights per expert	Total	Comments
Domestic flights				Flights within the country of assignment during service delivery
Team Leader	1	6	6	Up to, against evidence
Key Expert 2	1	4	4	Up to, against evidence
Carbon offsets for flights	1	1	1	A fixed budget of EUR 160 is earmarked for settling carbon offsets against evidence.

6. Inputs of GIZ or other actors

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

- Meeting packages for agreed training schedules.
- Logistics for trainings.

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 or Bahasa Indonesia.

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.