

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

CONFIDENTIAL

Institutional Capacity Development Specialist for Corporate University Establishment in Ministry of Forestry (CorpU Expert)	Project number/ cost centre: 21.2169.7-001.03
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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

Since 2013, Forest and Climate Protection (FORCLIME) project has been supporting eLearning and human capacity development in the Ministry of Forestry (Kemenhut) by working alongside with the National Forestry Training Center of Human Resource (Pusdiklat SDM Kemenhut). During the COVID-19 pandemic, eLearning was perceived as an effective solution for implementing human capacity development under limited conditions. To further strengthen human capacity development in Kemenhut, Pusdiklat SDM Kemenhut under Human Resource Extension and Development Agency (BP2SDM), plans to develop a Corporate University for improving human capacity development strategy in Ministry level.

Corporate University is an integrated learning system, designed to create capable human resources to support the strategy and achievement of organisational goals of Kemenhut. In contrast to conventional training institutions, CorpU emphasises learning that is sustainable, directed, and aligned with the needs of achieving the vision and mission of the organisation. If in conventional training models the main focus is still on formal training activities, in Corporate University (CorpU) capacity development will be carried out more holistically through three approaches: (1) formal learning such as classical training or e-learning, (2) social learning such as mentoring, coaching, and sharing good practices, and (3) experiential learning such as internships, assignments, or shadowing in a real work environment. Those formal, social, experiential learning often called 10:20:70 learning ratio. Therefore, integrated learning across all units of the Ministry is a must, not just the responsibility of the unit in charge of human resource development single-handed.

The Corporate University (CorpU) operationalisation strategy can be achieved by two main aspects: integrated learning and knowledge management development. Learning activity is no longer managed separately between human resource units and users of technical directorate (one-on-one), but rather consolidated through a learning committee at the ministry level to ensure synergy between units. In this case, knowledge transfer from technical experts in each directorate is also possible known as group owner skill. Secondly, knowledge management is systematically established to map and manage knowledge sources in each work unit as a basis for continuous learning. The main function of CorpU is to drive organisational performance and transformation by fostering a strong learning culture through targeted capacity development, innovation, and knowledge sharing across units. It ensures a complete learning value chain, from capacity needs analysis, programme design, implementation, until impact measurement.

Currently, two major stages are ongoing development within Pusdiklat SDM Kemenhut and BP2SDM, including formulation strategy and implementation of Corporate University. FORCLIME will provide support to Pusdiklat SDM Kemenhut - BP2SDM for the facilitating process of **establish foundational step in Corporate University**. GIZ shall hire the contractor for the anticipated contract term in 6 months, from **October 2025 to March 2026**

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Lead assessment process to capture feasibility or institutional readiness for Corporate University (CorpU) implementation in Ministry of Forestry with the robust framework and tools.
- Work closely with Pusdiklat SDM Kemenhut and other working unit in BP2SDM to co-develop concept and strategy implementation of CorpU.

- Provide technical advice and facilitation in the development of a corporate university (CorpU) master plan for the Ministry of Forestry, including strategic objectives and implementation plan for the detailed timeline.
- Conduct core competency analysis and develop learning objectives to build organisational capabilities, aligning with strategies and performance targets on each working units, and establishing the learning focus.
- Provide technical guidance on existing organisational structure, working arrangements (*tata hubungan kerja*) among all Echelon I units, and knowledge management mechanism in CorpU framework.
- Provide technical guidance in developing the Learning Needs Assessment (LNA) plan and instruments, advise to the internal team/CorpU task force on effective data collection.
- Supervise and support the internal team in analysing and reviewing LNA findings, as well as formulating appropriate learning solutions/flagship programs based on identified needs.
- Provide technical guidance in developing an instructional system design (ISD) framework that aligns learning programs with competency standards, organisational goals, and the Corporate University (CorpU) learning value chain.
- Provide technical guidance and concepts for the implementation of knowledge management, including aspects ranging from strategy and governance, content management and knowledge capture, monitoring and evaluation for enabling formal, social, experiential learning ratio.

Milestones/partial works	Deadline	Criteria for acceptance
Signed contract	October 2025	Contract signed by the consultant
Baseline readiness assessment	November 2025	<ul style="list-style-type: none"> • Report of CorpU readiness assessment submitted. • Shared understanding of all Corporate University stages is achieved among key stakeholders.
Strategic masterplan/roadmap	December 2025	<ul style="list-style-type: none"> • CorpU implementation roadmap is developed and effectively communicated to stakeholders. • CorpU grand design (vision, mission, strategic programme) developed. • CorpU governance including organisational structure are conceptualised. • Balance Scorecard & Project Charter for CorpU Implementation.
Core competency analysis	January 2025	<ul style="list-style-type: none"> • Core competency and learning focus are conceptualised and delivered.

		<ul style="list-style-type: none"> • Learning blueprint for working units developed.
Learning Need Assessment (LNA)	February 2026	<ul style="list-style-type: none"> • Task-force / internal working unit understand and apply the LNA instrument. • LNA conducted and appropriate learning solutions/flagship program are identified.
Learning implementation framework (Instructional system design & Knowledge Management)	March 2026	<ul style="list-style-type: none"> • Concept of Instructional system design (ISD) are developed for formal, social, experiential learning. • Strategy and concept of knowledge management developed.

Period of assignment: from October 2025 until March 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 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).

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.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

Further requirements (1.7)

- The service delivery approach can focus on disseminating knowledge through interactive workshops or training sessions for key partners, including Pusdiklat SDM Kemenhut, BP2SDM, or the Technical Directorates of the Ministry of Forestry, with the aim of empowering the implementation of Corporate University within organisation.
- In relation to data collection or analysis if required (such as in conducting a Learning Need Assessment) the consultant will not store or directly process the data, but rather encourage the key partner (task force) to carry out the work, with the role of consultant on being supervisory in nature. Accordingly, training or coaching may be provided to transfer knowledge and know-how on the use of tools or instruments.
- All reporting documents such as comprehensive writing, meeting notes, or presentation materials are in Bahasa Indonesia, including the implementation of workshop/training delivery. Executive summary using English still required on each deliverable for administrative purposes.
- If the results are co-developed with the partner during the process, appropriate follow-up can be undertaken to establish joint ownership arrangements of the outcomes (concept design, etc.)
- Coordinate with GIZ FORCLIME on the use of facilitation tools that may be shared with GIZ properties.

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: Corporate University Specialist

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.
- Developing a grand design related to the implementation of CorpU.
- Executing the grand design that has been developed and ensuring the transfer of knowledge and know-how from each stage to the partner and CorpU implementation team.
- Coaching the CorpU implementation team on the stages of work to be carried out, in order to deliver the expected results and impact.
- Maintaining the quality of the work results at each stage.

Qualifications of the team leader

- Education/training (2.1.1): Master's degree in human resource development, Knowledge Management, Education, Organizational Development, or related fields.
- Language (2.1.2): B2-level language proficiency in English
- General professional experience (2.1.3): 15 years of professional experience in human capacity development, institutional strengthening in public sector or civil service training environments sector
- Specific professional experience (2.1.4): 10 years in advising or leading the process of design and implementation of Corporate University (CorpU) in 5 government (ministry, state-owned-enterprise, etc.) or private institutions
- 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 Greater Jakarta of which 2 years in projects in Indonesia
- Development cooperation (DC) experience (2.1.7): 2 years of experience in DC projects, preferably with GIZ Projects
- Other (2.1.8): Evidence of participation in Capacity WORKS training (can be completed at a later date), experience in financial management, proven experience in developing institution guideline document

Key expert 1: Instructional Design Specialist

Tasks of key expert 1

- Providing guidance/coaching related to the concept of Instructional System Design (ISD) to the implementation team.
- Maintain quality assurance of learning design processes, ensuring alignment with organisational objectives and CorpU learning value chain.
- Reviewing the work results and providing feedback on the material design produced by the implementation team.
- Compiling a report on the ISD training results.
- Collaborate with stakeholders (subject matter experts, trainers, and management) to ensure that learning solutions are relevant and sustainable.
- Provide input for strategy developing knowledge management as CorpU implementation framework, including content management and knowledge capture, monitoring and evaluation.
- Formulating a knowledge management implementation strategy to enabling formal, social, and experiential learning ratio (10:20:70).

Qualifications of key expert 1

- Education/training (2.2.1): Master's degree in human resource management, pedagogy/andragogy, education management, or related field.
- Language (2.2.2): B2 -level language proficiency in English
- General professional experience (2.2.3): 10 years of professional experience in instructional design, e-learning, or institutional training development.
- Specific professional experience (2.2.4): 5 years in advising design and implementation of Corporate University (CorpU), designing curricula and learning focus strategy.
- Leadership/management experience (2.2.5): 1 years in leading the team
- Regional experience (2.2.6): 5 years of experience in projects in Greater Jakarta, Indonesia
- Development Cooperation (DC) experience (2.2.7): 2 years experience with DC experience preferably with GIZ
- Other (2.2.8): Proficiency in developing digital learning tools and LMS platforms.

Key expert 2: Project Management and Learning Quality Specialist

Tasks of key expert 2

- Coordinate and facilitate the implementation of all workshop and coaching activities that must be carried out.
- Maintain and ensure the quality of work in accordance with the needs of the organisation and deliver the promised output or results.
- Conduct assessment / background study to identify current gap or needs for CorpU establishment in Ministry of Forestry.
- Provide backstopping for the implementation of the Corporate University strategic plan and activities.
- Facilitate and co-develop CorpU master plan or roadmap that relevant with the implementation plan with the determined timeframe in Ministry of Forestry (for example in 5 years).
- Provide input and technical guidance in identify core competency analysis and organisational structure of CorpU.

- Supervise the Learning Need Assessment (LNA) and other implementation framework of CorpU agenda series with task force or Pusdiklat SDM Kemenhut.

Qualifications of key expert 2

- Education/training (2.3.1): Bachelor's degree in human resource management, pedagogy/andragogy, education management, public administration.
- Language (2.3.2): B2 -level language proficiency in English
- General professional experience (2.3.3): 15 years of professional experience in human capacity development, institutional strengthening in public sector or civil service training environments sector
- Specific professional experience (2.3.4): 5 years in advising design and implementation of Corporate University (CorpU), including experience in facilitating co-creation processes within government institutions
- Leadership/management experience (2.3.5): 1 years in leading the team
- Regional experience (2.3.6): 5 years of experience in projects in Greater Jakarta, Indonesia
- Development Cooperation (DC) experience (2.3.7): 2 years experience with DC experience preferably with GIZ
- Other (2.3.8): Proven ability in project management methodologies in human capacity development project

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

Key Expert 3 : Project Administrator

Tasks of the Key Expert 3

- Prepare and distribute event materials such as toolkits, handouts, name tags, and other necessary documents before and during the event.
- Prepare design material and equipment for workshop.
- Assist with event coordination and timekeeping to ensure sessions, breaks, and activities proceed according to the agenda.
- Provide logistical and technical support including setting up equipment, arranging workshop venue, and coordinating with service providers.
- Support participant engagement and on-site facilitation by handling registrations, guiding participants, and responding to immediate needs during the event.
- Serve as Master of Ceremonies (MC) or session announcer when required.

Qualifications of the short-term expert pool

- Education/training (2.4.1): Bachelor's degree in education, public administration, management, communication, or other relevant fields.
- Language (2.4.2): B1-level language proficiency in English
- General professional experience (2.4.3): 5 years of professional experience in the administration and event design/documentation
- Specific professional experience (2.4.4): 2 years of professional experience in facilitating human capacity development session
- Regional experience (2.4.5): 2 years of experience in Greater Jakarta, Indonesia
- Development cooperation (DC) experience (2.4.6): 1 year of experience in DC
- Other (2.4.7): has excellent knowledge on administration, business reporting, and supporting the event of workshop/training.

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

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
Designation of TL	1	30		Lump-sum output based
Designation of key expert	2	25		Lumpsum output-based
Project Administrator	1	10		Lumpsum output-based
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	N/A	N/A		
Overnight allowance in country of assignment	5	4	1.000.000	<p>Overnight stays abroad:</p> <p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p> <p>Overnight stays in Germany (deviation from the travel expense regulations):</p> <p>Note: Overnight allowances of up to EUR 130 can be submitted for reimbursement against evidence. Up to EUR 80 can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p>

Transport	Quantity	Number per expert	Total	Comments
International flights	N/A	N/A		Travel to the place of service delivery
Domestic flights	5	4	2.200.000	Flights within the country of assignment during service delivery
CO ₂ compensation for air travel	5	4	191.000	A fixed budget of IDR 380.000 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) <ul style="list-style-type: none"> Local transport 	5	4	750.0000	Travel within the country of assignment, transfer to/from airport etc.
Other travel expenses Train				e.g. visa costs
Fixed travel budget	N/A	N/A		<p>A budget is earmarked for travel to the following countries:</p> <p>.</p> <p>A fixed budget of EUR is earmarked for settling travel expenses against evidence.</p> <p>You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.</p>
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	20.000.000	20.000.000	<p>A budget of IDR 20.000.000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule.</p> <p>Use of the flexible remuneration item requires prior written approval from GIZ.</p>
Procurement of materials and equipment	1	1	5.000.000	The budget contains the following costs costs stationery, printing.

Other costs				The budget contains the following costs
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Workshops, events and trainings

The contractor implements the following workshops/study trips/training courses:

- Implementation approach combines technical backstopping and knowledge sharing from the consultant to the partner, with most activities carried out through workshops.
- The costs of workshops/trainings (meeting packages, venue, etc.) are applied through a cost-sharing mechanism with the partner, so that the contract value is allocated to service fees rather than being charged to the tenderer. Hence, no need details in this section.

6. Inputs of GIZ or other actors

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

- Workstations for venue of activities on GIZ premises (Pusat Diklat SDM Kementerian Kehutanan)
- Logistics for workshops: meeting package, venue, will be cost-sharing mechanism with partner and implement outside this contract value.

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 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 (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.

As the contract to be concluded is a contract for works, please offer a fixed lump sum price that covers all relevant costs (fees, travel expenses etc.). The price bid will be evaluated on the basis of the specified lump sum price. In addition, please also provide the underlying daily rate. A breakdown of days is not required.