

Terms of reference (ToR) for the procurement of services

CONFIDENTIAL

Farmer Business School (FBS) Module Development and Training of Trainers (TOT) for Dwarf Coconut Project	Project number/ cost centre: G-012232-223 Tender number 10023782
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0. List of abbreviations

AVB	General Terms and Conditions of Contract for supplying services and work
BMZ	The German Federal Ministry for Economic Cooperation and Development
CV	Curriculum Vitae
DeveloPPP	The Development with the Private Sector Partnership
FBS	Farmer Business School
GAP/GHP	Good Agricultural/Good Handling Practices
GEDSI	Gender Equality, Disability, and Social Inclusion
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IMC	PT Intergra Mulia Cipta
ToRs	Terms of reference
TOT/ToT	Training of Trainers

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations on behalf of the German Government.

The “Empowering Smallholder Farmers through Dwarf Coconut Cultivation” Project (herein referred to as “Project”), was initiated with the objective to foster local job opportunities within the coconut sugar sector and to enable at least 6,000 smallholder households, including women and young smallholders, to practice sustainable dwarf palm tree cultivation. The Project is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ in collaboration with PT Integral Mulia Cipta (IMC).

The Project is under the purview of the Development with the Private Sector Partnership (DevelopPPP) cooperation agreement and implemented in Banyumas district in Central Java Province, Indonesia. The implementation period is from 1/11/2025 – 31/10/2028. The Project covers five work packages as follows:

- 1) General project management (incl. Monitoring),
- 2) Planting measures for dwarf coconut
- 3) Training measures and farmer business school,
- 4) Organic certification, and
- 5) partnerships with local universities.

The demand for coconut sugar has grown significantly both nationally and internationally. Expanding coconut nectar cultivation and processing could increase export surpluses and create local job opportunities. However, traditional harvesting methods, where farmers - mostly aged 50 and older - climb 20–30-meter-high coconut trees without proper safety measures, pose serious risks. High rates of work-related injuries deter younger generations from entering the coconut sugar industry, driving them to seek urban opportunities and further straining local production. These trends jeopardize the sustainability of coconut sugar production and Indonesia's national food heritage (**relevance**).

Since its foundation in 2014, **PT Integral Mulia Cipta (IMC)** is operating in Indonesia, developing, producing and selling organic coconut sugar to national and international clients. The raw and semi-manufactured products are purchased from over 5,000 smallholder farmers that are partly organized in local farming cooperatives. IMC offers these farmers frequent capacity building measures concerning cultivation and tree care, harvesting, processing, certification and hygiene. Increasing national and international demand for organic coconut sugar led to a steady expansion of IMCs business activities. IMC projects to increase its number of small-scale suppliers to at least 7.000 during the next years and to scale up the cultivation of coconut trees to enable farmers to increase their productivity. From the technology perspective, the company pursues further investment in its own facilities to increase production volumes, product quality, and overall sales (**business model**).

The coconut sugar sector faces major challenges: a declining workforce and the unsustainable practices of traditional coconut production. To address these challenges, the project aims to secure a sustainable, long-term supply of raw coconut sugar by introducing alternative practices, such as cultivating low-growing dwarf coconut trees. This strategy, coupled with the adoption of safer and more efficient harvesting and processing techniques as well as the introduction of intercropping, and regenerative and climate-smart agriculture models, seeks to improve profitability for smallholders, enhance workplace safety, and make the coconut sugar

industry a more attractive livelihood option for younger workers, ensuring its long-term viability in rural areas (**main challenges**).

The project is looking for a consulting company/organisation to assess and develop Farmer Business School (FBS) Modules for dwarf coconut farmers, conduct a training of trainers, and provide continuous support and backstopping services to trained trainers.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following works:

Output 1: Preparation of work

- a) Take part in a kick off meeting with GIZ and PT IMC to determine standard operation practices among them and the contractor and consolidate the goals and objectives of the assignment.
- b) Get familiar with GIZ's FBS concept.
- c) Review existing training materials provided by GIZ as well as other relevant materials sourced by the contractor, as well as additional information provided by IMC and GIZ.
- d) Derive raw draft of an FBS training module for coconut sugar farming in Indonesia, to be delivered over 5 non-consecutive full training days, covering at least, but not limited to, aspects on:
 - Good Agricultural/Good Handling Practices (GAP/GHP) for coconut sugar farmers (incl. specifics for dwarf coconuts)
 - Income Diversification (e.g. through Agroforestry, intercropping, etc)
 - Climate adaptation
 - Organic certification
 - "Farming as a business", financial management, business planning, market analysis, producer-trader partnerships, contract farming, etc.

All content should be developed applying a GEDSI lens, ensuring relevance and applicability of topics.

The module should consist of training materials for farmers (e.g training book, handouts, posters, etc.) as well as guidance for trainers.

The raw draft, covering headers of anticipated lessons and initial bullets on content and learning targets per lesson, shall be submitted to GIZ and IMC for consultation and joint finalisation (in English, max 5 pages)

Output 2: Training Needs Assessment

- a) Assess training needs at farmer and trainer level through direct engagement with selected project farmers and foreseen trainers.

For this, compile a needs assessment strategy outlining the analytical concept and foreseen methods. Prior to conducting the field research, the assessment strategy should be consulted and approved by GIZ and IMC team.

Farmer level:

- The assessment should shed light on current farming and business practices applied by smallholder farmers and their organisations. Special attention should be given to aspects of GAP, GHP and farm-level processing, climate adaptation, Organic practices, on-farm income diversification, business management practices, GEDSI (e.g. distribution of tasks, labour requirements, and skills).
- Methods for information gathering should consist of, at least,
 - 5 in-depth interviews with representatives of IMC, cooperative leaders, other development agencies, and local government in Banyumas Regency.

- 5 FGDs with farmer groups (geographically spread across the project area, conducted in a GEDSI sensitive manner; 15 – 20 farmers per FGD)
- Site visits to farming and processing sites.

Trainer level:

- The assessment should shed light on the currently available knowledge on foreseen training topics among trainers consisting of IMC field staff, lead farmers, agricultural extension officers.
 - Methods for information gathering should consist of, at least:
 - 2 FGDs with foreseen trainers, incl. 1 FGD with IMC staff and 1 FGD with lead farmers and agricultural extension officers.
- b) Analyse and interpret the assessment's results and provide analysis report and recommendations for contents of FBS training module, and capacity development strategy for training of trainers and training of farmers. The report should be provided in English and Indonesian (machine translated and proofread), max 10 pages + annex.

Output 3.1: Module Development for Farmer Business School.

- a) Based on the raw draft produced in Task 1, compile a tailor-made training module for FBS in the context of dwarf coconut farming in Banyumas, in line with the GIZ standard topics for FBS and covering key needs identified in the training needs assessment as well as allow holistic delivery of training contents (i.e. covering farming practices and business management, relevance of topics for men, women, youth, marginalised farmers, and respective strategy for delivery).
The training module and materials should consider varying levels of literacy among farmers and trainers and therefore use simple language, short sentences, a little text as possible, and make use of graphics, images, or schematic sketches wherever possible. A subcontract for a professional graphic designer/media specialist is foreseen.
Training materials should be delivered in print media and consider the use of supporting media (such as handouts, posters, (animated) videos, "kalendar musim", etc.) for ideal information uptake among smallholder farmers.
- b) A first outline and draft concept of the module shall be shared and consulted with GIZ and IMC.
- c) Once compiled, present draft module to GIZ and IMC to discuss and finalise the proposed materials in terms of content and training concept.
- d) Conduct a test of materials with future trainers and farmer representatives to obtain feedback and validate the suitability of the material (2x one-day session with ~10 participants).
- e) Finalise the validated FBS training module and submit to GIZ and IMC.
The FBS module should be produced in English and Indonesian (machine translated and proofread).
The FBS module should be design

Output 3.2: Conduct Training of Trainers

- a) Based on the FBS module, develop a brief capacity development strategy (max. 2 pages) and conceptualise a 5-day ToT, delivered in classroom and field setting. Consult and agree on the ToT concept with GIZ and IMC.
- b) Deliver the ToT to a class of ~30 participants (~10 lead farmers and extension officers, ~20 IMC field staff) over a period of 5 days in Purwokerto, Banyumas area.

- c) After the initial ToT, conduct a pilot training (5 days) with ToT-participants acting as trainers and to practice and receive feedback for improvement from the contractor.
The contractor may implement the pilot training either in the beginning of the overall training campaign, or in the initial phase of the delivery of each of the individual daily sessions. The ideal concept for the pilot trainings will be developed in coordination with GIZ and IMC and in line with the training schedule developed in Output 4.
- d) After the ToT, evaluate the ToT's achievements and submit a summary report including lessons learned (max 5 pages, in English and Indonesian, machine translated and proofread).

Output 4: Support training delivery and provide backstopping

- a) Together with IMC's field staff, develop a workplan and training schedule for delivering training of farmers throughout the project period, in close coordination with trained trainers, IMC and GIZ. The training schedule should include the scheduled sessions as well as the targeted farmer subpopulation (e.g. men/women for activities more commonly conducted by them respectively), as well as, if possible, the targeted farmer areas.
Submit training schedule to GIZ and IMC for feedback, and adoption.
 - b) Conduct regular check-ins with trained trainers (at least 3 times per year, 8 times in total, one day sessions) to evaluate training implementation and adapt/improve training materials if necessary. After each check-in, the contractor submits a briefing report to GIZ and IMC; ca. 3-5 pages in English and Indonesian (machine translated and proofread).
 - c) The contractor remains available remotely for requests and questions from trained trainers throughout the contract's period
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
 - The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.

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

Milestones/partial works	Deadline/place/person responsible	Criteria for acceptance	Payment term
Output 1: Preparation of work	22.07.2026	<ul style="list-style-type: none"> - Participation in kick off meeting - Submission and acceptance of raw draft of FBS module 	1 st payment
Output 2: Training Needs Assessment	12.08.2026	<ul style="list-style-type: none"> - Training needs assessment strategy submitted and accepted - Training needs assessment report submitted and accepted 	

Output 3.1 Module Development for Farmer Business School	09.09.2026	- Finalised and tested FBS module compiled and accepted	
Output 3.2 Conduct Training of Trainers	09.10.2026	- ToT conducted, ToT summary report submitted and accepted	2 nd payment
Output 4: Support training delivery and provide backstopping	a) 20.10.2026 b-c) 30.08.2028	- Training schedule submitted and accepted - 8 check-in reports submitted and accepted	3 rd payment (final payment)

Period of assignment: from 01.07.2026 until 30.09.2028.

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 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 outline ideas and plans how activities specified in Chapter 2 (Tasks to be performed by the contractor) are implemented in a manner sensitive to the aspects of promoting gender equity and the rights of indigenous peoples or local communities and other marginalised groups. Specifically, the tenderer should submit the concept for the meaningful participation of women and other marginalised groups during the training needs assessment as well as for the consideration of skill development relevant to the context and potential barriers faced by those groups during design of the FBS module.

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 6), 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, as well as planning and steering assignments and supporting local short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): university degree (Master) in agriculture, agronomy, economics, or similar
- Language (2.1.2): C1-level language proficiency in English and Bahasa Indonesia
- General professional experience (2.1.3): 10 years of professional experience in the sustainable agriculture sector

- Specific professional experience (2.1.4): 10 years in capacity development for smallholder farmers, with a focus on productivity and farming as a business
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager
- Regional experience (2.1.6): 10 years of experience in projects in Indonesia, of which 5 years in projects in Java
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects
- Other (2.1.8): Proven working experience in the coconut or palm sugar sector as well as in GEDSI-sensitive training

Key expert 1 – Agriculture Expert

Tasks of key expert 1

- Contribute to tasks in the responsibility of the project leader
- Conducting training needs assessment
- Design of FBS module in line with GIZ-quality requirements
- Conduct training of trainers
- Lead training support and backstopping measures

Qualifications of key expert 1

- Education/training (2.2.1): University degree (Bachelor) in agriculture, agronomy, or similar
- Language (2.2.2): B2 -level language proficiency in English, C2-level/fluency in Bahasa Indonesia
- General professional experience (2.2.3): 10 years in the agriculture sector
- Specific professional experience (2.2.4): 7 years in the coconut sugar sector
- Regional experience (2.2.6): 10 years of experience in projects in Indonesia, of which 5 years in projects in Java
- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects
- Other (2.2.8): Proven experience in developing and delivering ToT and ToF

Short-term expert pool with minimum 1, maximum 2 members, recruited on-site

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

- Support in field facilitation with IMC, local government, and farmer representatives
- Support in training needs assessment
- Support in ToT implementation and training support measures/backstopping

Qualifications of the short-term expert pool

- Education/training (2.6.1): 1-2 experts with university qualification (Bachelor) in agriculture or similar field

- Language (2.6.2): 1-2 experts with C2-level language proficiency in Bahasa Indonesia
- General professional experience (2.6.3): 1-2 experts with 3 years of professional experience in the sustainable agriculture sector
- Specific professional experience (2.6.4): 1-2 experts with 3 years of professional experience in capacity development for smallholder farmers
- Regional experience (2.6.5): 1-2 experts with 3 years of experience in Banyumas, Central Java
- Other (2.6.7): Proven working experience in the coconut sugar sector

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

The following basic calculations for the contract for works are a reference value based on the acceptance criteria for each partial work/milestone specified in Chapter 2 (Tasks to be performed by the contractor).

Since the contract to be concluded is a contract for works (based on outputs), we would ask you to offer your services at a lump sum price that should be divided per output described below. The price per output must include all relevant costs (experts fees, travel expenses, workshops, training, etc.). The estimated expert days serve as guidance in this respect.

Milestones/partial works	Estimated expert days for orientation	Deadline
Output 1: Preparation of work	Team leader: 1 Key expert 1: 3	22.07.2026
Output 2: Training Needs Assessment	Team leader: 4 Key expert 1: 5 Short-term expert pool: 8	12.08.2026
Output 3.1 Module Development for Farmer Business School Output 3.2 Conduct Training of Trainers	Team leader: 6 Key expert 1: 12 Short-term expert pool: 4 Team leader: 10 Key expert 1: 15 Short-term expert pool: 20	09.09.2026 09.10.2026
Output 4: Support training delivery and provide backstopping	Team leader: 2 Key expert 1: 2 Short-term pool: 6 Team leader: 20 Key expert 1: 24 Short-term expert pool: 24	a) 20.10.2026 b-c) 30.08.2028

Travel expenses	Quantity		Total	Comments
Per-diem allowance in Banyumas, Central Java	2 experts		76 days	Lumpsum For Team Leader and Key Expert. Short-term expert pool shall be recruited on-site; therefore, no per-diem allowance is provided.
Overnight allowance in Banyumas, Central Java	2 experts		76 nights	Lumpsum For Team Leader and Key Expert. Short-term expert pool shall be recruited on-site; therefore, no overnight allowance is provided.
Transport	Quantity		Total	Comments
<ul style="list-style-type: none"> Return train tickets (exe) Jakarta/other to Purwokerto for 2 persons (1 TL & KE 1) Local transport (to and from train station) for 2 persons (1 TL & KE 1) Car rental in project area 	2 experts		22 round-trip 24 days 23 days	The cost includes travel by train and all car/motorbike transportation (in project location, from home to train station, etc.)
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	IDR 62.000.000	IDR 62.000.000	Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops - Output 2: 5 FGDs with 15-20 farmer representatives for training needs assessment - Output 3.1: 2 one-day testing sessions of training materials with 10 participants - Output 3.2: 5-day TOT with 20 participants		IDR 81.500.000	IDR 81.500.000	The budget contains the following costs: - Costs for 5 FGDs (incl. venue/meeting package (village level), materials/kits/equipment, transport allowance for farmers), childcare. - Costs for 2 testing sessions (incl. venue/meeting package, materials/kits/equipment) - Costs for 5 days ToT (venue/meeting package,

<ul style="list-style-type: none"> - Output 3.2: 5-day pilot ToF with 15-20 participants - Output 4: 8 one-day sessions of triannual check-ins with trainers 				<ul style="list-style-type: none"> materials/kits/equipment incl. printing) - Costs for 5 days pilot training (venue/meeting package (village level), materials/kits/equipment incl. printing, transport allowance for farmers), childcare. - Costs for 8 triannual check-ins (incl. venue/meeting package)
Subcontracts: Graphic Designer/Media Specialist	1	IDR 30.000.000	IDR 30.000.000	<p>The budget contains the following costs:</p> <p>Graphic Designer/Media Specialist, for visualisations in training module and preparation of other supporting media.</p>

Workshops, events and trainings

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

- Output 1: Online kick-off meeting with GIZ and IMC
- Output 2: 5 FGDs with 15-20 farmer representatives for training needs assessment
- Output 3.1: 2 one-day testing sessions of training materials with 10 participants
- Output 3.2: 5 days TOT with 20 participants
- Output 3.2: 5 days pilot ToF with 15-20 participants
- Output 4: 8 one-day sessions of triannual check-ins with trainers

GIZ Indonesia guidance for sustainable event management in rural areas must be observed.

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

6. 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 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 must clearly show the position and job the proposed person held in the reference project and for how long. The CVs must also be submitted in English.

As the contract to be concluded is a contract for works (based on output), please offer a fixed lump sum price that covers all relevant costs (experts fees, travel expenses, workshops, training, 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.

7. Outsourced processing of personal data

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.10 Data protection) apply.

The performance of the Contract may involve the processing of personal data by the Contractor, such as (but not limited to) the processing of names and contact information. In such cases, the Contractor acts as an independent DATA CONTROLLER and must comply with ALL applicable data protection obligations, including those arising from regional and local laws. The Contractor may only process personal data if the objective to be achieved cannot be achieved without this data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality and accountability as well as the numerous rights of the data subject must be observed. GIZ is in no way responsible for such processing.

In cases where the contractor follows the instructions of a GIZ partner, the partner is the data controller. The laws and standards applicable to it and the contractor must be complied with and implemented.

8. Annex

Minimum standards for sustainable event management at GIZ.
