

Terms of reference (ToR) for the procurement of services

CONFIDENTIAL

Geospatial Governance and Spatial Data Expert	Project number/ cost centre: G-011844-003/ 11844040000
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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

Effective governance of natural resources depends on the availability of reliable, integrated, and evidence-based spatial information. In sectors such as forestry, mining, plantations, peatlands, and mangroves, licensing decisions are inherently spatial because every permit is attached to a specific geographic location.

International literature on Geographic Information Systems (GIS) consistently demonstrates that GIS is not merely a mapping tool but a decision-support system. GIS enables governments to integrate multiple datasets, visualize complex relationships, detect spatial conflicts, monitor compliance, and support evidence-based policymaking. Spatial analysis also improves transparency, accountability, and public participation by allowing decision-makers and citizens to understand how public resources are allocated across space.

Within the context of anti-corruption and good governance, spatial information has become increasingly important because many governance problems are spatial in nature. Overlapping licenses, conflicting land-use allocations, illegal encroachment, inconsistent spatial planning, and opaque ownership structures cannot be adequately analyzed using tabular information alone. Geospatial analysis provides objective evidence that supports policy formulation, law enforcement, licensing reform, and corruption prevention.

Indonesia has made significant progress through the One Map Policy (Kebijakan Satu Peta), which aims to establish standardized thematic geospatial information based on one reference, one standard, one database, and one geoportal to support evidence-based planning and decision-making across government institutions. Nevertheless, significant challenges remain, particularly in resolving overlapping conflicts between licensing/permits, spatial planning, forestry, and land rights, as well as integrating licensing information, Beneficial ownership (BO) data, environmental information, and governance datasets into a coherent analytical framework that strengthens transparency, accountability, and spatial governance.

As part of the Forests and Climate Protection project (FORCLIME), GIZ supports the Government of Indonesia in strengthening forest governance, sustainable land-use management, and the implementation of licensing reform. Under this framework, FORCLIME contributes to the National Strategy for Corruption Prevention (STRANAS PK) by supporting the Corruption Eradication Commission (KPK) in enhancing governance in the forestry and natural resource sectors, including through digital governance initiatives such as e-Korsup and JAGA Hutan.

To strengthen these initiatives, GIZ intends to recruit a Geospatial Governance and Spatial Data Expert to provide strategic and technical advice to the GIZ Project Team (Advisors) and KPK on applying geospatial analysis to good governance, licensing reform, corruption prevention in natural resources, and beneficial ownership transparency for evidence-based policymaking and digital governance.

The objective of this assignment is to strengthen evidence-based governance of natural resource licensing by applying geospatial analysis to support corruption prevention, licensing reform, and transparency of beneficial ownership.

Specifically, the expert shall:

- Strengthen the use of GIS as an evidence base for governance reform;
- Support analysis of licensing overlaps and governance risks;
- Integrate geospatial analysis with Beneficial Ownership information;

- Provide technical advice to KPK and pilot local governments;
- Support digital governance initiatives, including e-Korsup and JAGA Hutan; and
- Facilitate knowledge transfer on international geospatial governance practices.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

A. Geospatial Analysis for Licensing Governance in Indonesia

- Conduct spatial analysis to identify licensing, spatial planning, forestry, and land-use overlaps in selected GIZ priority areas.
- Identify governance risks associated with overlapping land-use, licensing/permits, and natural resource management and produce geospatial visualizations (maps).
- Assess consistency between licensing/permits (mining, plantation, economic zone), land rights, spatial planning, and forestry into concession level based on current regulations.
- Analyze conflicts involving peatlands, mangroves, and conservation areas.
- Produce technical recommendations for improving geospatial governance and licensing governance.

B. Beneficial Ownership Spatial Analysis

- Support the project in integrating Beneficial Ownership (BO) information with geospatial
- datasets by:
- Analyze spatial distribution of companies/concessions and their beneficial owners.
- Identify ownership concentration and potential governance risks.
- Support geospatial analysis for transparency and corruption prevention.

C. Technical Support for KPK

- Provide technical advice to KPK regarding:
- Application of geospatial information for corruption prevention.
- Development of e-Korsup, JAGA Hutan, and other digital governance initiatives (including identification of relevant geospatial layers; spatial risk indicators; user-oriented visualization; recommendations for improving spatial information available to the public).
- Integration of licensing, spatial planning, forestry, and other government datasets.
- Support KPK concerning the Geospatial Exploration and Mining System (GEMS) by participating in technical discussions; documenting lessons learned; assessing applicability to Indonesia; and preparing implementation recommendations.

D. Support to Local Governments

- Provide technical assistance to selected GIZ pilot Local Governments by:
- Strengthen understanding of technical capacity in GIS, land-use conflict resolution, spatial analysis, and forestry governance.
- Support knowledge sharing and stakeholder discussion related to GIS analysis.
- Support interpretation of licensing and land-use conflicts.

E. Technical Advisory to GIZ

- Provide continuous technical advice to GIZ Project Team (Advisors) regarding:

- Analyze data from geospatial information systems, including One Map Geoportal.
- GIS-related activities and spatial analysis.
- Geospatial data visualization and thematic mapping as requested.
- Policy discussions and updates related to Indonesia's One Map Policy.
- Licensing, spatial planning, and forestry governance.
- Data governance, geospatial data sharing, and interoperability.

3. Deliverables

Output 1 – Geospatial Governance Assessment Report

The Consultant shall prepare a comprehensive assessment report covering:

- Inception methodology, work plan, and analytical framework;
- Spatial analysis of indicative maps of overlapping land use, including licensing, spatial planning, forestry, and land rights overlaps in GIZ priority areas;
- Assessment of geospatial governance and implementation of the One Map Policy;
- Policy recommendations for strengthening geospatial governance, One Map Policy, and licensing systems in Indonesia.

Output 2 – Technical Recommendations for Digital Governance and Spatial Data Integration

The Consultant shall prepare a technical report containing:

- Technical recommendations for integrating GIS into Beneficial Ownership (BO) analysis;
- Technical inputs for the enhancement of KPK's e-Korsup platform;
- Technical inputs for strengthening JAGA Hutan and other relevant information platforms;
- Recommendations for integrating spatial data into licensing, monitoring, and corruption prevention systems.

Output 3 – Technical Assistance and Knowledge Transfer Report

The Consultant shall prepare a final report documenting:

- Technical support provided to KPK and pilot local governments;
- Recommendations for the implementation and adaptation of the Geospatial Exploration and Mining System (GEMS) in Indonesia;
- Summary of key findings, lessons learned, policy recommendations, and an implementation roadmap for strengthening geospatial governance in support of corruption prevention.

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
Output 1: Inception Phase	30.09.2026	• Inception methodology, work plan, and analytical framework; • Spatial analysis of indicative maps of overlapping land use, including licensing, spatial planning, forestry, and land rights overlaps in GIZ priority areas; • Assessment of geospatial governance and implementation of the One Map Policy; • Policy recommendations for strengthening geospatial governance, One Map Policy, and licensing systems in Indonesia.
Output 2: Technical Recommendations for Digital Governance and Spatial Data Integration	31.12.2026	• Technical recommendations for integrating GIS into Beneficial Ownership (BO) analysis; • Technical inputs for the enhancement of KPK's e-Korsup platform; • Technical inputs for strengthening JAGA Hutan and other relevant information platforms; • Recommendations for integrating spatial data into licensing, monitoring, and corruption prevention systems.
Output 3: Technical Assistance and Knowledge Transfer Report	31.08.2027	• Technical support provided to KPK and pilot local governments; • Recommendations for the implementation and adaptation of the Geospatial Exploration and Mining System (GEMS) in Indonesia; • Summary of key findings, lessons learned, policy recommendations, and an implementation roadmap for strengthening geospatial governance in support of corruption prevention.

Period of assignment: from 18.08.2026 until 31.08.2027.

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. – **Not Applicable** -

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 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. – **Not Applicable** -

Further requirements (1.7)

– **Not Applicable** -

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:

Key expert

Tasks of key expert

- Conduct spatial analysis to identify licensing, spatial planning, forestry, and land-use overlaps in selected GIZ priority areas.
- Identify governance risks associated with overlapping land-use, licensing/permits, and natural resource management and produce geospatial visualizations (maps).
- Assess consistency between licensing/permits (mining, plantation, economic zone), land rights, spatial planning, and forestry into concession level based on current regulations.
- Analyze conflicts involving peatlands, mangroves, and conservation areas.
- Produce technical recommendations for improving geospatial governance and licensing governance.
- Support the project in integrating Beneficial Ownership (BO) information with geospatial datasets by:
 - Analyze spatial distribution of companies/concessions and their beneficial owners.
 - Identify ownership concentration and potential governance risks.
 - Support geospatial analysis for transparency and corruption prevention.
- Provide technical advice to KPK regarding:
 - Application of geospatial information for corruption prevention.
 - Development of e-Korsup, JAGA Hutan, and other digital governance initiatives (including identification of relevant geospatial layers; spatial risk indicators; user-oriented visualization; recommendations for improving spatial information available to the public).
 - Integration of licensing, spatial planning, forestry, and other government datasets.
 - Support KPK concerning the Geospatial Exploration and Mining System (GEMS) by participating in technical discussions; documenting lessons learned; assessing applicability to Indonesia; and preparing implementation recommendations.
- Provide technical assistance to selected GIZ pilot Local Governments by:
- Strengthen understanding of technical capacity in GIS, land-use conflict resolution, spatial analysis, and forestry governance.
- Support knowledge sharing and stakeholder discussion related to GIS analysis.
- Support interpretation of licensing and land-use conflicts.

Qualifications of key expert

- Education/training (2.2.1): Bachelor's degree in Geography, Environmental Geography, Cartography and Remote Sensing, Geographic Information Systems (GIS), Geospatial Science, Regional Planning/Spatial Planning, Environmental Management, Data Science, or related fields.
- Language (2.2.2): B1 -level language proficiency in English
- General professional experience (2.2.3):
 - 7 years of progressive professional experience in GIS, policy advisory, and geospatial data analysis.
 - Demonstrated experience in geospatial governance, spatial data and GIS analysis, and land-use policy.

- Strong understanding of Indonesia's One Map Policy implementation and regulations, including geospatial data compilation, integration, synchronization, and data sharing.
- Strong understanding of licensing systems, land administration, spatial planning, and forestry governance in Indonesia.
- Experience working with government institutions in Indonesia (Ministry/Agency/Local Governments).
- Experience working with geospatial information systems, including One Map Policy Geoportal.
- Experience supporting digital government initiatives.
- Familiarity with forestry, peatland, mangrove, and natural resource governance.
- Understanding Beneficial Ownership (BO) is considered an asset.
- Understanding information disclosure policies, data governance, privacy principles, and EU GDPR.
- Experience supporting international cooperation projects is highly desirable.
- Specific professional experience (2.2.4):
 - Strong understanding of Indonesia's One Map Policy implementation and regulations, including geospatial data compilation, integration, synchronization, and data sharing.
 - Strong understanding of licensing systems, land administration, spatial planning, and forestry governance in Indonesia.
 - Familiarity with forestry, peatland, mangrove, and natural resource governance.
 - Understanding Beneficial Ownership (BO) is considered an asset.
 - Understanding information disclosure policies, data governance, privacy principles, and EU GDPR.
 - Ability to translate technical GIS findings into policy recommendations;
 - Ability to develop Indicative Maps of Overlapping Land-Use, including Licensing/Permits, Land Rights, Spatial Planning, and Forestry Areas
 - Proficiency in GIS software (minimum ArcGIS and/or QGIS);
 - Proven professional expertise in geographic information systems (GIS) with a specialized command of remote sensing principles, including digital image processing, classification techniques, and the analysis of multi-temporal satellite imagery.
- Leadership/management experience (2.2.5):
 - Experience coordinating thematic inputs within multidisciplinary teams.
 - Experience contributing to strategic reports and high-level policy recommendations.
 - Previous experience as thematic lead or senior expert in similar assignments is desirable.
- Regional experience (2.2.6): **N/A**
- Development Cooperation (DC) experience (2.2.7): three years of experience in DC projects
- Other (2.2.8): Strong analytical and presentation skills

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German](#)

[Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#).

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

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

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

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (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

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, we would ask you to offer your services at a lump sum price.

In addition, the assessment of the financial bid is also based on the underlying daily rate. Please also provide the underlying daily rate. A breakdown of days is not required.

Milestones/partial works	Estimated expert days for orientation	Deadline/place/person responsible
Output 1: Inception Phase	Key expert : 20 days	30.09.2026
Output 2: Technical Recommendations for Digital Governance and Spatial Data Integration	Key expert : 60 days	31.12.2026
Output 3: Technical Assistance and Knowledge Transfer Report	Key expert : 40 days	31.08.2027

Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment (8-24hrs)	1	16	16	Riau, Kalteng, Kaltim, Kaltara, sulteng, Papua, Papua selatan, Papua barat daya
Per-diem allowance in country of assignment (24hrs)	1	16	38	Riau, Kalteng, Kaltim, Kaltara, sulteng, Papua, Papua selatan, Papua barat daya
Overnight allowance in country of assignment	1	45	45	Riau, Kalteng, Kaltim, Kaltara, sulteng, Papua, Papua selatan, Papua barat daya
Transport	Quantity	Number per expert	Total	Comments
Domestic flights	16	1	16	Riau, Kalteng, Kaltim, Kaltara, sulteng, Papua, Papua selatan, Papua barat daya
CO₂ compensation for air travel Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.	1	2 x 8 location s = 16	16	A fixed budget of IDR 8,000,000 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) • Car rental	8 (location)	6	48	Riau, Kalteng, Kaltim, Kaltara, sulteng, Papua, Papua selatan, Papua barat daya
Other travel expenses - Airport transfer	2	12	24	Riau, Kalteng, Kaltim, Kaltara, sulteng, Papua, Papua selatan, Papua barat daya

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 (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.