

CONFIDENTIAL

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I. General information

1. Brief information on the project

The HR Department of GIZ Indonesia manages ~400 national personnel and supports adherence to GIZ policies (Code of Conduct, Compliance, SEAH, Diversity). Effective communication and constructive conflict handling are critical for collaboration and performance in a multicultural environment. This programme aims to build practical skills for impactful communication, feedback, critical conversations, and conflict navigation aligned with GIZ values and standards.

2. Context

Effective communication and constructive conflict management are essential in maintaining collaboration, trust, and productivity within a complex and multicultural working environment. Employees are frequently required to coordinate with diverse stakeholders, provide feedback, address misunderstandings, and navigate challenging interpersonal situations. Without the necessary skills, unresolved tensions and ineffective communication may negatively impact teamwork and work performance.

This workshop is therefore important to strengthen participants' ability to communicate clearly, listen actively, manage difficult conversations, and handle workplace conflicts in a constructive and professional manner. Through practical exercises and guided reflection, participants will develop greater self-awareness, improve interpersonal understanding, and enhance their ability to foster positive working relationships and collaboration.

3. Objective of the assignment

GIZ shall hire the contractor for the anticipated contract term, from 21.10.2026 to 12.04.2027

The work/services shall be provided until 12.04.2027.

The contractor shall provide the following work/service:

3.1 Methodology Requirements

- Adult learning and experiential methods: case-based practice, role plays, peer coaching, reflection.
- Localisation: Indonesia/GIZ-relevant scenarios; culture-aware facilitation (German/Indonesian styles, feedback norms).
- Transfer to work: individual action plans and between-module practice prompts.
- Hybrid readiness (if required): MS Teams facilitation, breakout design, and materials adapted for virtual exercises.

3.2 Materials and IP

- Deliverables in English; selected handouts also in Bahasa Indonesia.
- Provide source files for GIZ internal use.
- GIZ receives non-exclusive, perpetual rights for internal usage and adaptation.

3.3 Pre- and Post-Activities

- Pre-training needs scan (reading material and assessment) to calibrate cases.
- Between Phase 1 and 2: self-paced practice prompts and reflection tasks.
- Four Integration Sessions: small-group clinics to troubleshoot real cases; case notes documented (anonymised).

3.4 Reporting and Documentation

- Pre/post assessment summary, satisfaction survey, and learning outcomes.
- FAQ from training (anonymised).
- Recommendations for sustaining skills and next steps.

The contractor will design and deliver an experiential learning programme consisting of:

- a. Phase 1 (2 days, in-person): Impactful Communication and Critical Conversations. Maximum number of participants per batch: 16
- b. Phase 2 (1 day, in-person, 2–4 weeks later): Navigating Tension and Conflict Management. Maximum number of participants per batch: 16
- c. Four (4) Integration/Group Coaching Sessions (online), scheduled within 8–12 weeks after Phase 2

4. Milestones

The consultancy work will be output-based, with monitoring and payment tied to the deliverables produced. The consultant will be paid based on the completion of specific tasks or the achievement of certain milestones below:

Milestones/partial works	Date/location/responsibility	Criteria for acceptance
Output 1 : Batch 1 Preparation and Coordination	Before training implementation (approx. 3 working days) / Online / Contractor Total days: 3 days	Training agenda, materials, and participant arrangements prepared and agreed with GIZ
Phase 1 Training (Day 1–2)	2 training days (with additional 2 working days for preparation) / In-person / Contractor Total days: 4 days	Training delivered according to agreed agenda with active participant engagement
Inter-phase Follow-up	Between training phases / Online / Contractor Total days: 2 days	Follow-up materials shared with participants
Phase 2 Training (Day 3)	1 training day, 2–4 weeks after Phase 1 (with additional 1 working day for preparation) / In-person / Contractor Total days: 2 days	Follow-up session conducted with focus on application of learning and conflict navigation
Integration Sessions (4x)	4 days, within 8–12 weeks after Phase 2 (with additional 1 working days for preparation for each session) / Online / Contractor Total days: 8 days	Integration sessions completed with participant attendance and discussion of practical application
Final Report and Close-out	After completion of programme / Online / Contractor Total days: 3 days	Certificates and relevant training documentation submitted to GIZ
Total Man Days for Batch 1	Total days: 22 days	
Output 2 : Batch 2 Preparation and Coordination	Before training implementation (approx. 3 working days) / Online / Contractor Total days: 3 days	Training agenda, materials, and participant arrangements prepared and agreed with GIZ
Phase 1 Training (Day 1–2)	2 training days (with additional 2 working days for preparation) / In-person / Contractor Total days: 4 days	Training delivered according to agreed agenda with active participant engagement
Inter-phase Follow-up	Between training phases / Online / Contractor Total days: 2 days	Follow-up materials shared with participants
Phase 2 Training (Day 3)	1 training day, 2–4 weeks after Phase 1 (with additional 1 working day for preparation) / In-person / Contractor Total days: 2 days	Follow-up session conducted with focus on application of learning and conflict navigation
Integration Sessions (4x)	4 days, within 8–12 weeks after Phase 2 (with additional 1 working days for preparation for each session) / Online / Contractor Total days: 8 days	Integration sessions completed with participant attendance and discussion of practical application

Final Report and Close-out	After completion of programme / Online / Contractor Total days: 3 days	Certificates and relevant training documentation submitted to GIZ
Total Man Days for Batch 2	Total days: 22 days	

II. Tender requirements

1. Qualifications of company

The service provider shall meet the following minimum qualifications:

1. Legally established provider with ≥5 years in L&D for leadership/communication/conflict programmes.
2. Demonstrated experience with experiential learning and coaching-based approaches.
3. Experience working with multicultural teams and international organisations.

1.1 Lead Trainer:

1.1.1 General qualifications

Education:

- Master's degree for Professional Coaching.

Professional experience:

- Experience: ≥10 years; ≥100 hours facilitation in communication/conflict in last 5 years.
- Certifications: Recognised professional coach/facilitator (e.g., ICF or equivalent); mediation/conflict credentials an asset.
- Based in Jakarta.

1.1.2 Experience in the region/knowledge of the country

Experience in German/Indonesian intercultural settings.

1.1.3 Language skills:

Business-fluent English (C1 CEFR). Bahasa Indonesia an asset.

2. Quantitative requirements

Sustainability aspects for travel

GIZ is required 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 are settled against evidence.

The market for carbon credits is made up of a large number of providers, each with different claims as to their climate impact. The [Development and Climate Alliance](#) has published a [list of standards](#). GIZ recommends using the standards specified there.

Fee days	Number of experts	Number of days per expert	Comments
Preparation and coordination	1	6	Batch 1 & 2
Phase 1 delivery + prep	1	8	Batch 1 & 2
Inter-phase follow-up	1	4	Batch 1 & 2
Phase 2 delivery + prep	1	4	Batch 1 & 2
Integration sessions (4x) incl. prep	1	16	Batch 1 & 2
Final report and documentation	1	6	Batch 1 & 2

Since the contract to be concluded is a contract for works (based on outputs), you should offer your services at a fixed lump sum price, which provides an itemised breakdown of all the relevant costs (fees, travel costs, FGDs, workshops, etc.). The quantitative requirements above should provide guidance in this respect. The assessment of the financial bid is based on the lump sum price tendered which must be realistic for the services to be rendered. In the contract itself, the budgets will be contractually agreed as maximum amounts.

3. Conceptual

The tender should indicate how the services outlined in Section I.3 (Tasks) are to be provided. Reference should be made to the following criteria:

- 3.1 Approaches and tools for communication analysis
- 3.2 Communication principles and conflict management
- 3.3 Key aspects of communication in intercultural settings

III. Requirements on the format of the tender

The CV submitted for each expert can have a maximum of four pages. The concept (if required) should not exceed five pages. 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). Requirements on the format of the tender for the option

Please fill in both spreadsheets in the price schedule both for the main services and the optional services.

IV. Outsourced processing of personal data

Not Applicable