

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

CONFIDENTIAL

Design and Implementation of the Advanced Green Jobs Champions Training Programme for Three Pioneer Provinces	Project number/ cost centre: G-011842-001
	Tender number 10050683

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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

The Green Jobs for Social Inclusion and Sustainable Transformation (GESIT) project aims to support Indonesia's transition to a green economy by expanding green employment opportunities and fostering a competitive workforce with the skills needed for green jobs. This project is part of an integrated solution to the global climate crisis, consisting of numerous Indonesian German cooperation projects that leverage synergies in the fields of energy transition, forest conservation, circular economy, TVET, and employment promotion. It is a bilateral project between the Indonesian and German governments, specifically the German Federal Ministry of Economic Cooperation and Development (BMZ) and the Indonesian Ministry of National Development Planning (*Badan Perencanaan Pembangunan Nasional/Bappenas*) and is implemented by GIZ. Green jobs are defined by the Green Jobs Roadmap of Bappenas as "jobs that contribute to preserving or restoring the environment and promote decent work through one or more of the following mechanisms: by having specific tasks, requiring specific skills, for application of environmentally friendly processes and/or production of environmentally friendly outputs (products/services).

Taking into account the pivotal importance of the green transformation of the Indonesian economy and labour market and the Government of the Republic of Indonesia's goal to become a developed country by 2045 while targeting net zero emissions by 2060 or sooner, GIZ and Bappenas have agreed to jointly implement the GESIT project which will develop the capacities of selected public and private stakeholders to inclusively promote employment in green jobs in the following areas: circular economy (focus on plastic waste management), renewable energy and energy efficiency, and forest conservation.

This is implemented through achievement of four outputs, as follows:

- **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 the 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: Coordination and Monitoring**
Selected national stakeholders have expanded their coordination and monitoring of green jobs.

At the subnational level, GESIT focuses on three pioneer provinces: East Java, East Kalimantan, and Riau Islands, to initiate the promotion of green employment through strengthened multi-stakeholder collaboration. In 2024, a series of focus group discussions (FGDs) with relevant stakeholders in these provinces identified the need for structured capacity building to enable local actors to effectively promote green jobs in their respective contexts.

As a follow-up to these recommendations, GESIT implemented the Green Jobs Champions Basic Training Programme in 2025 to strengthen the foundational understanding of green jobs among members of the subnational multi-stakeholder partnerships, particularly the *Tim Koordinasi Daerah Vokasi* (TKDV) and their networks. The training enhanced participants' understanding of green jobs concepts, introduced sector-specific opportunities, and

supported the development of action plans for promoting green jobs. It also established a pool of Green Jobs Champions who are committed to serve as local change agents, driving awareness and advocating for the promotion of green employment within their respective regions.

However, the initial training primarily focused on conceptual understanding and introductory planning. To ensure the achievement of Output Indicator 3.2 (the implementation of concrete measures to promote green jobs at the subnational level, including those that promote gender equality and social inclusion) further capacity building is required to move from awareness raising to practical implementation. This training programme will also contribute to achieving Module Indicator 4, which targets 1,000 training participants.

The advanced training is therefore designed to:

- strengthen the technical and facilitation skills of the Green Jobs Champions,
- support them in designing and implementing actual green jobs socialisation and promotion activities,
- enhance their capacity in stakeholder engagement, resource mobilisation, and in developing communication strategies,
- enable the replication and scaling of green jobs promotion measures in their respective local context.

This advanced programme will adopt a more practice-oriented and action-based approach, including field engagement, development of real socialisation plans, simulation, and actual delivery of socialisation activities to targeted audiences. Through this approach, the existing multi-stakeholder partnerships are expected to implement concrete and context-specific measures that contribute to the inclusive promotion of green jobs at the subnational level.

This assignment will support the **design and implementation of the advanced Green Jobs Champions training programme for three pioneer provinces**, ensuring continuity of the previous capacity-building efforts and accelerating the transition from awareness-raising to tangible actions that contribute to the achievement of GESIT Output 3.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

1. Preparation and Programme Refinement

- Review relevant GESIT documents, including the results and training report of the Green Jobs Champions Basic Training Programme in 2025, to identify capacity gaps and lessons learned that will inform the design of the advanced training.
- Review the Bappenas' Green Workforce Development Roadmap (launched in 2025), RPJMN 2025–2029, relevant provincial development plans, and key Gender Equality and Social Inclusion (GESI) considerations to ensure alignment with national and subnational priorities.
- Refine the advanced training concept and develop a detailed implementation plan.
- Develop onboarding, field visit, practical assignment, and coaching approaches, including methodology, learning approach, field engagement strategy, and expected outputs, to be discussed with and approved by GIZ.

2. Stakeholder Coordination and Field Visit Preparation

- Facilitate coordination with TKDV members and relevant MSP stakeholders in 3 Provinces (East Kalimantan, East Java, and Riau Island Province) to:
 - confirm training participants from the previous Green Jobs Champions Basic Training Programme in 2025,
 - identify suitable locations and target audiences for field implementation of socialisation activities,
 - ensure institutional support for post-training replication.
- Coordinate with relevant *Organisasi Perangkat Daerah* (OPD), training institutions, industry partners, and community organisations as potential hosts for the real-life socialisation sessions.
- Prepare field visit guidelines, survey templates, and practical assignments.

3. Development and Refinement of Green Jobs Champions Advanced Training Toolkit

- Refine and adapt the existing green jobs socialisation toolkit developed in the previous phase into an **advanced and practice-oriented training toolkit**, including:
 - templates for field data collection and stakeholder mapping,
 - templates for socialisation planning and delivery,
 - communication and campaign tools (including social media-based approaches),
 - resource mobilisation and partnership engagement tools.
- Ensure the refined toolkit integrates GESI perspectives and is tailored to the context and priority sectors of each province.
- Prepare participant worksheets, pitching templates, and coaching materials and submit to GIZ for approval.

4. Delivery of Green Jobs Champions Advanced Training

- Conduct one online onboarding session for training participants from 3 Provinces (East Kalimantan, East Java, and Riau Island Province).
- Conduct a three-day Green Jobs Champions Advanced Training Programme in each of the three target provinces, engaging 25–30 selected participants per province who have successfully completed the basic-level training and represent TKDV and/or other relevant multi-stakeholder partnership (MSP) members.
- Apply an action-based and experiential learning approach that includes:
 - field visits and practical assignments,
 - structured group work based on real cases,
 - simulation and role play for stakeholder engagement and programme pitching,
 - development of actual green jobs socialisation plans.
- Strengthen participants' capacities to:
 - design and implement green jobs socialisation activities,
 - engage relevant stakeholders,
 - mobilise resources and partnerships,
 - communicate green jobs messages effectively to different target groups.

5. Facilitation of Socialisation Implementation

- Guide and supervise participants in delivering actual green jobs socialisation sessions to pre-identified target groups (e.g. OPD, TVET institutions, schools, industry, communities).
- Provide on-site mentoring and feedback to ensure quality and relevance of the delivery.

- Document the implementation process, including outreach, methods used, and participant engagement, as well as the results.

6. Post-Training Coaching and Mentoring

- Conduct a structured series of coaching sessions to support Green Jobs Champions in:
 - refining and replicating their socialisation initiatives,
 - overcoming implementation challenges,
 - strengthening collaboration with local stakeholders.
- Encourage the continuation and scaling of green jobs promotion measures beyond the training period.

7. Evaluation and Learning Workshop

- Facilitate an evaluation and reflection session involving all trained Green Jobs Champions and key stakeholders to:
 - assess the effectiveness of the advanced training and field implementation,
 - identify lessons learned and good practices,
 - formulate follow-up actions for the MSP.
- Promote peer-to-peer learning and cross-provincial knowledge exchange.

8. Reporting

- Prepare comprehensive reports for each pioneer province that include:
 - training design and methodology,
 - documentation of training delivery and field implementation,
 - results of the socialisation activities (including outreach and engagement),
 - lessons learned and success stories,
 - practical and actionable recommendations for sustaining and scaling green jobs promotion through MSPs and TKDVs.

Milestones / Partial Works	Due Date Work	Criteria for acceptance
Output 1 Kick-off meeting with GESIT team and submission of detailed work plan and training design	December 2026	Work plan and training methodology report A work plan report submitted and approved by GIZ, containing: (i) assignment methodology (ii) detailed implementation timeline (iii) team roles and responsibilities (iv) communication and coordination mechanism (v) quality assurance approach for programme implementation

Output 2 Technical Preparation and Confirmed Implementation Arrangements for Participant Mobilisation and Field Visits in Three Pioneer Provinces		A coordination report submitted and approved by GIZ, including: (i) summary and outcomes of coordination meetings with TKDV, MSP members, and relevant local stakeholders (ii) confirmed participant list from the three pioneer provinces (iii) confirmed field visit locations and target audiences for the practical implementation of green jobs socialisation activities (iv) confirmed company/institution/organisation serving as host or partner for the field implementation (v) field visit preparation approach, including relevant data collection or practical assignment arrangements
Output 3 Preparation of refined advanced training package and implementation plan for approval	January 2027	A complete Advanced Training Package submitted and approved by GESIT, including: (i) revised curriculum and session plans (ii) facilitator guide (iii) participant handbook (iv) presentation materials (v) participant worksheets (vi) pre- and post-training assessment tools (vii) mentoring framework (viii) action plan template (ix) field visit guideline (x) detailed implementation and logistics plan
Output 4 Onboarding Session		Onboarding session successfully conducted for participants from the three pioneer provinces, evidenced by: (i) onboarding presentation materials (ii) attendance records (iii) session documentation (iv) onboarding summary report (v) participant readiness assessment and recommendations for offline training

Output 5 Delivery of advanced training 3 in Provinces	February 2027	Advanced training successfully delivered in East Java, East Kalimantan, and Riau Islands, evidenced by: (ii) completed training agenda (iii) attendance records (iv) participant evaluation results (v) field visit documentation (vi) participant action plans (vii) photo documentation (viii) training implementation report summarising learning outcomes, participant engagement, challenges, success stories and recommendations Note: travel costs apply to this output only.
Output 6 Implementation of post-training coaching sessions for Green Jobs Champions in three provinces	March 2027	Coaching activities successfully implemented, evidenced by: (i) coaching reports (ii) progress monitoring of participants' action plans (iii) documentation of participants' socialisation or replication activities (iv) recommendations for follow-up support
Output 7 Evaluation, Reflection and Final Reporting	April 2027	A final report submitted and approved by GIZ, containing: (i) programme implementation summary across the three provinces (ii) monitoring and evaluation results (iii) analysis of participant learning outcomes and action plan implementation (iv) lessons learned, success stories and best practices (v) recommendations for programme improvement and sustainability (vi) complete supporting annexes, including participant database, evaluation results, attendance records, and documentation

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The sequence of activities carried out in this assignment and the distribution of resources allocated by the contractor and GESIT team are specified below:

Activities/Event	Format	Task and Contribution of each party	
		Contractor	GIZ
Kick off meeting	Online	Experts, material, meeting platform	Coordinate local stakeholders
Capacity building and coaching sessions	Offline	Experts, material, tools and support invitation distribution	Venue booking and meeting package, coordinate local stakeholders
Evaluation	Online	Experts, material, meeting platform	Coordinate local stakeholders
Presentation of lessons learned and way forward	Online	Experts, material, meeting platform, support invitation distribution	Coordinate local stakeholders, including invitation letter preparation

Period of assignment: from November 2026 until April 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 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 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.

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

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

Qualifications of the team leader

- Education/training (2.1.1): Master's degree in sustainable development, education communication, or social sciences
- Language (2.1.2): C2-level language proficiency in English
- General professional experience (2.1.3): 10 years of professional experience in managing and coordinating multi-stakeholder development programmes or technical cooperation

- projects involving government institutions, development partners, TVET institutions, the private sector, academia, and civil society organisations.
- Specific professional experience (2.1.4): Experienced in leading the implementation of green jobs, green economy, or green workforce development programmes.
- 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): 5 years of professional experience in Indonesia, including demonstrated experience working with stakeholders in East Java, East Kalimantan, and Riau Islands.
- Development cooperation (DC) experience (2.1.7): 2 years of experience in DC projects

Key expert 1: Technical Expert for Capacity Building and Training Development

Tasks of key expert 1

- Lead the technical design and development of capacity-building, training, awareness-raising, and socialisation programmes on green jobs and sustainable development.
- Develop and review competency-based curricula, training materials, facilitation tools, and learning assessment instruments.
- Ensure appropriate face-to-face, online, and blended learning approaches and quality assurance mechanisms.
- Provide technical guidance to trainers, facilitators, and other experts involved in programme delivery.
- Coordinate technical inputs with government institutions, TVET institutions, development partners, and other stakeholders.
- Contribute to the monitoring, evaluation, documentation, and refinement of training and capacity-building activities.

Qualifications of key expert 1

- Education/training (2.2.1): Master's degree or higher in Education, Human Resource Development, Environmental Management, Public Policy, Sustainable Development, or other relevant disciplines
- Language (2.2.2): C1 -level language proficiency in English
- General professional experience (2.2.3): 7 years of professional experience in capacity development, training, or education programmes.
- Specific professional experience (2.2.4): experienced in leading the technical design and quality assurance of training, awareness-raising, or socialisation programmes on green jobs, green economy, or sustainable development. Such experience should include the development of competency-based curricula, learning materials, facilitation tools, learning assessment instruments, implementation approaches, and quality assurance mechanisms for government institutions, TVET institutions, and/or multi-stakeholder partnerships through both face-to-face and online learning modalities
- Leadership/management experience (2.2.5): 3 years of experience leading technical teams, training development processes, or capacity-building assignments.
- Regional experience (2.2.6): 2 years of professional working experience in Indonesia, with demonstrated experience in the development and delivery of training, capacity-building, or workforce development programs in East Java, East Kalimantan, and Riau Islands
- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects

Key expert 2: Monitoring and Evaluation Officer

Tasks of key expert 2

- Develop and implement monitoring and evaluation frameworks, tools, and indicators for the programme.
- Monitor progress, outputs, outcomes, and quality of capacity-building and training activities.
- Collect, analyse, and consolidate programme data and evidence and provide recommendations for improvement.
- Prepare monitoring reports, lessons learned, and documentation to support project reporting and decision-making.
- Support the Team Leader and technical experts in tracking targets, results, and implementation progress.

Qualifications of key expert 2

- Education/training (2.3.1): Bachelor's degree in development studies, environmental studies, or sustainable development, Economics, Statistics, Social Sciences, Project Management, Business Administration, or another relevant field.
- Language (2.3.2): C1 -level language proficiency in English
- General professional experience (2.3.3): 4 years of professional experience in monitoring and evaluation (M&E) for development programmes, capacity-building initiatives, or technical cooperation projects
- Specific professional experience (2.3.4): experienced in monitoring and evaluating training, awareness-raising, or socialisation programmes on green jobs, green economy, or sustainable development, including monitoring participant engagement, learning outcomes, programme effectiveness, and documenting lessons learned for capacity-building programmes delivered through both face-to-face and online modalities
- Leadership/management experience (2.3.5): 2 years of experience coordinating M&E activities, data collection, or reporting processes.
- Regional experience (2.3.6): 1 year of professional working experience in Indonesia, with experience supporting monitoring and evaluation activities in one or more in East Java, East Kalimantan, and Riau Islands
- Development Cooperation (DC) experience (2.3.7): 2 years of experience in DC projects

Key expert 3: Trainer

Tasks of key expert 3

- Deliver training, facilitation, and capacity-building activities in accordance with the approved training curriculum and materials.
- Facilitate interactive learning, group discussions, practical exercises, and knowledge-sharing sessions for participants.
- Adapt training methods and materials to the needs and learning levels of different target groups.
- Conduct learning assessments and provide feedback to participants.
- Contribute to the evaluation and improvement of training delivery, including documenting lessons learned and participant feedback.

Qualifications of key expert 3

- Education/training (2.4.1): Master's degree in public policy, social sciences, educational sciences, environmental studies, or sustainable development
- Language (2.4.2): C1 -level language proficiency in English

- General professional experience (2.4.3): 3 years of professional experience in delivering training, facilitation, coaching, or mentoring programmes.
- Specific professional experience (2.4.4): Experience in designing and delivering training, awareness-raising, or socialisation programmes related to green jobs, green economy, sustainable development, or related topics, with experience supporting participants to translate learning into practical initiatives.
- Leadership/management experience (2.4.5): 2 years of experience coordinating training sessions, facilitation processes, or participant coaching activities.
- Regional experience (2.4.6): At least 3 years of professional experience in Indonesia, with a proven understanding of the socio-economic, labour market, and institutional context at the national and/or subnational level, and demonstrated professional experience or involvement in activities in East Java, East Kalimantan, and Riau Islands provinces
- Development Cooperation (DC) experience (2.4.7): 2 years of experience in DC projects

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. Quantitative requirements

Specification of input

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.

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	7	7	Output based
Expert 1 - Technical Expert for Capacity Building and Training Development	1	9	9	Output based

Expert 2 - Monitoring and Evaluation Officer	1	30	30	Output based
Expert 3 - Trainer	1	26	26	Output based
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem in city of assignment	2	11	22	against performance
Accommodation	2	8	16	Against evidence for in city assignment
Transport	Quantity	Number per expert	Total	Comments
Domestic flights	2	3	6	Return flight, against evidence with prior approval from GIZ. East Java, East Kalimantan, and Riau Islands
CO ₂ compensation for air travel	2	3	6	A fixed budget of IDR 3,000,000 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car)				
• Local transportation	1	1	1	rent car within city assignment, airport transfer

Workshops, events and trainings

Logistical arrangements of the training under the assignment (venue, meeting package/catering and transportation of the participants) shall be responsibility of GIZ.

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).

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.

7. Organisational Matters

Place of Assignment: East Kalimantan, East Java, Riau Islands Province

Payment modalities: Payment of the assignment will be made in 2 terms. The final payment will be made after the completion of the assignment, considering a satisfactory result, evidence provided by the contractor.

Failure to complete work: GIZ reserves the right to cancel the remainder of the contract if the deliverable output does not meet ToR requirements and standards of quality e.g. if Task 1 is completed unsatisfactorily, GIZ is only liable to pay for Task 1 and can cancel the contract for the remaining Tasks.