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

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

Capacity Needs Assessment and Formulation of Training Programmes	**Project number/ cost centre: G-012535-001** **Tender number 10049357**

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0. List of abbreviations

AG	Commissioning party
AVB	General Terms and Conditions of Contract for supplying services and work
Bappeda	Badan Perencanaan Pembangunan Daerah
Bappenas	*Kementerian Perencanaan Pembangunan Nasional/Badan Perencanaan Pembangunan Nasional Republik Indonesia*
BMZ	Federal Ministry of Economic Cooperation and Development
BPSDM	Badan Pengembangan Sumber Daya Manusia
BPTD	Badan Pengelola Transportasi Darat
BRT	Bus Rapid Transit
CNA	Capacity Needs Assessment
Dinas PU	*Dinas Pekerjaan Umum*
Dishub	*Dinas Perhubungan*
GBV	Gender Based Violence
GEDSI	Gender Equality, Disability, and Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
INMOTION	Indonesian Mobility for Integrated Transport Solutions
SECO	Swiss State Secretariat for Economic Affairs
ToT	Training of Trainers
ToR	Terms of reference

1. Context

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is Germany's central organisation for international cooperation, and a global service provider in the field of international cooperation for sustainable development. GIZ is dedicated to shaping a future worth living around the world. As the third largest democracy and the fourth largest country in terms of population, Indonesia has been a partner country of German Development Cooperation since 1958 and one of the Global Partners of the German Federal Ministry for Economic Cooperation and Development (BMZ).

BMZ, in collaboration with the Swiss State Secretariat for Economic Affairs (SECO) and the Ministry of Transportation of Indonesia, initiated a project titled the Indonesian Mobility for Integrated Transport Solutions (INMOTION). The project is designed to support the Indonesian government in a transformation towards an integrated and sustainable urban public transport with four objectives:

1. Foster collaboration among urban and metropolitan regions to develop integrated public transport systems
2. Equip transport agencies and companies with knowledge tools for the implementation of integrated public transport
3. Establish agreements between transport companies, local authorities, and organisations on public transport services integration in pilot cities
4. Prepare a nationwide financial mechanism to increase investment for the integrated public transport system.

The transition towards sustainable and integrated urban transport requires not only sound policy frameworks and infrastructure investment but also the institutional and human capacity to plan, implement, regulate, and sustain these systems over time. National and local institutions involved in urban transport governance, public transport operations, regulation, and oversight often face capacity constraints that limit their ability to deliver on ambitious mobility reform agendas.

As part of its strategy to support the transformation to sustainable and integrated urban transport, GIZ recognises that a structured capacity needs assessment (CNA) is essential to understand the current capacities of relevant stakeholders, identify human and technical resource requirements, determine the gap between current and required capacities, and define a strategy for closing these gaps through targeted capacity development interventions.

Building on the findings of the assessment, a dedicated training programme is to be developed and proposed to address identified capacity gaps at both individual and institutional levels through a range of appropriate interventions including but not limited to training, coaching, mentoring, peer learning, study exchanges, and on-the job support. This shall be delivered in a structured, prioritised, and sustainable manner, ensuring relevant institutions are equipped to drive and sustain the urban transport transformation agenda.

The overall objective of this assignment is to assess the capacity needs of relevant institutions in the urban transport sector and to design a comprehensive, demand-driven training programme that addresses identified gaps and supports the sustainable and integrated transformation of urban transport in the country.

2. Tasks to be performed by the contractor

The contractor will be responsible for undertaking two core activities related to capacity development program in the topic of sustainable urban transport, including:

The assignment covers two interlinked phases: (1) a Capacity Needs Assessment, and (2) the Formulation of a Training Programme based on the assessment's findings.

The Contractor is expected to apply a participatory, evidence-based methodology throughout, engaging directly with relevant public institutions, private sector actors, and other key stakeholders identified in consultation with GIZ.

The target group for the capacity development programme shall be persons engaged at management, operational and communication levels, identified based on findings from this consultancy, from the following institutions:

<table>
<tr><th>National Level</th><th>Sub-National Level</th></tr>
<tr><td>1. Coordinating Ministry of Infrastructure
● Deputy of Connectivity
2. Ministry of Transportation:
● Directorate General of Land Transport (DGLT);
● Secretariat General Office
● Planning Bureau;
● Centre for Sustainable Transport Management (Pusat Pengelolaan Transportasi Berkelanjutan/PPTB);
● Research & Development;
● HR Development Agency (BPSDM);
● Directorate of Road Transportation
3. Ministry of National Development Planning / BAPPENAS
● Deputy of Infrastructure Office
● Directorate of Connectivity and Logistics Infrastructure
● Directorate of Foreign Financing and Grants
4. Ministry of Public Works
● Agency for Regional Infrastructure Development (BPIW)</td><td>Local Agencies in each of the partner cities/regions:

● Department of Transport (Dinas Perhubungan);
● BPTD;
● Development Planning Agency at Sub-National Level (Bappeda);
● Public Works Office (Dinas PU);
● Spatial Planning Office (Dinas Tata Ruang);
● Public Transport Agency both management and operator (existing and future, depending on institutional arrangements);
● Academia and local consultants
● Local Communities/Civil Society Organization
● Governor/Mayor technical team (optional).</td></tr>
<tr><th colspan="2">CSOs/Local Communities</th></tr>
<tr><td colspan="2">• Komnas Perempuan
• Koalisi Perempuan Indonesia (KPI)
• Himpunan Wanita Disabilitas Indonsia (HWDI)
• Gerkatin (Gerakan Kesejahteraan Tuna Rungu Indonesia)
• PERTUNI (Persatuan Tunanetra Indonesia)
• Yayasan Rumah Kita Bersama (Rumah KitaB) – Gender & religion
• Yayasan Srikandi Sejati
• Yayasan Humanis dan Inovasi Sosial
• Serikat Perempuan Independen (SPI) Sumatra
• Others</td></tr>
</table>

The scope includes, but is not limited to, the following thematic areas relevant to the urban transport sector:

No.	Topic of Interests	Beneficiaries
1.	Procurement and Contract Drafting for Operationalisation of Public Transport	National ministries (Bappenas, MoT); Bappeda; Dishub; Dinas PU; Public

No.	Topic of Interests	Beneficiaries
		transport operators/companies (state-owned and private)
2.	Integrated Public Transport Institution	National ministries (Bappenas, MoT); Bappeda; Dishub; Metropolitan/regional transport authorities
3.	E-Mobility Adoption especially in E-Bus	National ministries (Bappenas, MoT); Dishub; Dinas PU; Public transport operators (state-owned and private); PLN/energy sector actors (charging infrastructure)
4.	Regulatory Framework	National ministries (Bappenas, MoT); Bappeda; Dishub; Biro Hukum (legal bureau) at national/regional level
5.	Public transport financing and investment	National ministries (Bappenas, MoT, Ministry of Finance); Bappeda; Dishub; Dinas PU; Public transport operators/companies; IFI/DFI financing partners
6.	Data and digital infrastructure for transport	National ministries (Bappenas, MoT); Dishub; Public transport operators; City/metropolitan data or ITS management units
7.	GEDSI in urban public transport system (cross-cutting issue): policy and institution, workforce inclusion, safeguarding; GBV in public transport and urban space, finance and investment	National ministries (Bappenas, MoT); Bappeda; Dishub; Dinas PU; Public transport operators/companies; Civil society organizations; Women's/disability advocacy groups
8	Communication and advocacy	National ministries (Bappenas, MoT); Bappeda; Dishub; Public transport operators/companies; Local legislative bodies/provincial government

The Contractor shall carry out the following tasks, while GIZ will review and approve key outputs at the end of each task before the Contractor proceeds to the next:

Task 1 Conduct Capacity Needs Assessment

a. Inception and Methodology Design
   - Review relevant background documents, existing training materials, including the project document, prior assessments, sector strategies, standard operating procedures, and policy frameworks related to urban transport.
   - Develop and present an inception report outlining the assessment methodology, stakeholder mapping, data collection tools (surveys, interview guides, focus group protocols), workplan, and timeline.

b. Stakeholder and Institutional Mapping
   - Map all relevant public institutions, private sector entities, academic institutions and other stakeholders involved in urban transport governance, planning, regulation, operations, and knowledge management.

- Identify each institution's mandate, current role in the urban transport system, and existing staffing/organisational structure, knowledge management platform relevant to urban transport functions, including an overview of key positions, role profiles, and career pathways within each institution.
- Identify ongoing or planned capacity development initiatives by other development partners to avoid duplication and identify complementarities, including any existing leadership development, talent management, or career progression frameworks relevant to the urban transport sector.

c. Assessment of Current Capacities

Institutional Level

- Conduct desk reviews, direct stakeholder consultations, interviews, surveys, and/or focus group discussions to assess the current technical, managerial, and institutional capacities of identified stakeholders.
- Assess capacities across the thematic areas defined in the “Topic of Interests” and any additional themes agreed with GIZ.
- Assess availability and adequacy of human resources (numbers, qualifications, skill levels) and technical resources (systems, tools, equipment, data) relevant to urban transport functions.
- Disaggregate findings by institution type, function, and, where relevant, by gender and other GEDSI dimensions.

Individual Level

- Conduct individual-level competency assessments with a representative sample of key staff across participating institutions, using structured self-assessment tools, interviews, or equivalent methods agreed with GIZ. The assessment shall cover core technical competencies relevant to the individual's urban transport role; leadership and management competencies (e.g. strategic thinking, decision-making, team leadership, stakeholder engagement); personal and professional development aspirations, including career goals and perceived development needs; and GEDSI dimensions, including barriers and enablers to professional advancement faced by women, persons with disabilities, and other underrepresented groups.
- Document individual professional profiles as a baseline dataset that can inform the design of a future leadership and career development programme within the project and participating institutions.

Communication and Advocacy

- Stakeholder mapping of who communicates what to the public, which channel, how frequent, which communication approach works well compared to the other, etc.
- Identify best practices and challenges in communicating information on public transport or bus services to passengers.
- Identify best practices and challenges in promoting public transport/bus service to potential users.
- Identify areas for improvement in communicating and coordinating within the city transport authorities.

d. Identification of Required Capacities and Gap Analysis

Institutional Level

- Define the capacities required for relevant institutions to effectively deliver and monitor on sustainable and integrated urban transport objectives, drawing on good practice and comparable contexts where relevant.
- Compare current versus required capacities to identify and quantify capacity gaps for each stakeholder group and thematic area.
- Prioritise identified gaps based on urgency, relevance to project objectives, and feasibility of addressing them through training and capacity development interventions.

Individual Level

- Define the individual competency profiles required for key roles within the urban transport sector, covering both technical and leadership/management dimensions.

- Compare assessed individual competencies against required profiles to identify individual-level gaps, patterns, and priority areas for development.
- Identify individuals demonstrating leadership potential and/or readiness for career advancement, and document this as an input for future leadership and career development programming. This analysis shall be handled with appropriate confidentiality protocols to be agreed with GIZ.

Communication and Advocacy

- Define the institutional and individual competencies required for key communication roles within the urban transport sector.
- Compare assessed institutional and individual competencies against required competencies to identify institutional and individual-level gaps, patterns, and priority areas for development.
- Identify recommendations to improve communication and collaboration between authorities in the transport sector.
- Advocate for the improvement or prioritisation of public transport development to local legislative body or provincial government.

e. Capacity Needs Assessment Report
   - Prepare a comprehensive Capacity Needs Assessment Report presenting methodology, findings, and prioritised capacity gaps at both institutional and individual levels, along with recommendations for capacity development interventions including recommendations beyond formal training where relevant (e.g. organisational, systemic, resourcing, mentoring, or career development measures).
   - Include a dedicated section on individual capacity findings, presenting aggregated competency gap data (male, female), individual development priorities (e.g. technical, managerial leadership, communication, soft-skills), and a preliminary evidence base and recommendations to inform the design of a future leadership and career development programme for the project and its partner institutions.
   - Present preliminary findings to GIZ and key stakeholders in a validation workshop and incorporate feedback into the final report.

Task 2 Formulation of the Capacity Development Training Programme

a. Capacity Development Strategy and Curriculum Design
   - Based on the validated capacity needs assessment, design a comprehensive capacity development programme structured into clear guidelines/mordules and/or intervention streams, aligned with the "Topics of Interest" and responsive to identified gaps at both institutional and individual levels.
   - Propose a mix of capacity development modalities appropriate to each identified gap and target group, including but not limited to formal training (classroom and blended), coaching and mentoring, peer learning, study exchanges, and on-the-job support. The programme should not default to formal training as the sole vehicle but rather match the modality to the nature and level of the capacity gap.
   - Define, for each module or intervention stream, the learning objectives, target audience and participant groups, recommended format, duration, and sequencing.
   - Ensure the programme design embeds GEDSI considerations both as a standalone module and as a cross-cutting principle across all modules and modalities (e.g. inclusive facilitation methods, accessible materials, balanced participation, and explicit attention to barriers faced by women, persons with disabilities, and other underrepresented groups in accessing capacity development and career advancement opportunities).
   - Propose mechanisms to foster collaboration and joint learning between public and private sector participants where relevant.
   - Develop a preliminary framework and roadmap for a Leadership and Career Development Programme, drawing directly on the individual-level competency findings and leadership potential profiles documented in Task 1. This does not require a fully designed programme at this stage but shall provide a structured foundation including proposed target groups and

eligibility criteria; competency and leadership focus areas; indicative development pathways (e.g. mentoring, coaching, leadership modules, stretch assignments, study exchanges); suggested sequencing and phasing; and recommended next steps for full programme design in a future assignment.

b. Implementation Plan
   - Develop an implementation roadmap for rolling out the capacity development programme, including a proposed schedule, resource requirements, and responsible parties.
   - Identify options for institutionalising the capacity development programme to ensure sustainability beyond the project's duration, including:
     - Integration of training content into existing training institutions, academies, or university curricula;
     - Embedding leadership and career development pathways within partner institutions' human resource management systems (e.g. performance frameworks, promotion criteria, and talent pipeline processes)
   - Propose a cost estimate and budget outline for implementing the full programme, broken down by phase and modality where possible.

c. Validation and Finalisation
   - Present the draft training programme and materials to GIZ for review and feedback.
   - Finalise and submit the complete Training Programme Package, incorporating all feedback from GIZ.

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract terms, and at locations. All written deliverables shall be submitted in Bahasa Indonesia. The Final Report shall be submitted in Bahasa Indonesia, accompanied by an executive summary in English. All presentation slide decks shall be prepared as two separate files — one in Bahasa Indonesia, one in English.

Milestone/Key Deliverable	Deadline	Criteria of Acceptance/Payment
Kick-off	Week 1	• Kick-off meeting held; meeting minutes/agenda circulated. • Consultant's team, roles, and communication protocol confirmed in writing.
Inception Report Inception Report (methodology, stakeholder mapping plan, data collection tools, workplan, timeline)	Week 3	• Report submitted covering: (a) detailed methodology for the assessment across all three tracks: institutional, individual, and communication & advocacy; (b) a workplan with clear timelines aligned to the contract schedule; (c) a comprehensive stakeholder list with roles/relevance, including institutions and channels relevant to public transport communication and advocacy; (d) proposed sample size/composition for individual-level competency assessment, and (e) risk/mitigation notes. • Report reviewed and formally approved (no major revisions outstanding) by GIZ. • Advance Payment
Draft Capacity Needs Assessment Report, incl. stakeholders' consultation	Week 11	• Draft report submitted showing evidence of stakeholder consultations (list of consultees, dates, methods) across institutional, individual, and communication & advocacy • Findings are evidence-based, disaggregated by institution type, function, and gender/GEDSI dimensions where relevant, and clearly linked to consultation data; gaps and needs clearly identified across all three tracks.

		• Feedback/comments incorporated or addressed in a comment-response matrix.
Final Capacity Needs Assessment Report	Week 13	• Validation workshop conducted with relevant stakeholders • Workshop report submitted; final report incorporates workshop feedback. • Final report includes a dedicated communication & advocacy findings section • Final report includes a dedicated individual-capacity section with aggregated (M/F) competency gap data and a preliminary evidence base for a future Leadership and Career Development Programme. • Final report formally accepted by GIZ as the basis for subsequent capacity development training formulation.
Strategy and Curriculum Design Draft capacity development programme (modules/streams, modalities, learning objectives, target groups, sequencing) Preliminary Leadership & Career Development framework	Week 17	• Strategy and curriculum design submitted covering learning objectives, target audience(s), draft guideline/module structure, delivery methods, and duration per guideline/module • Modality mix (classroom training, formal training, coaching/mentoring, peer learning, study exchanges, on-the-job support) matched to the nature of each gap • Outline is consistent with findings of the Final Capacity Needs Assessment Report • Leadership & Career framework includes target groups, focus areas, indicative pathways, and next-step recommendations • GIZ comments received and a revision plan agreed.
Implementation and Sustainability Plan Roadmap, resourcing, institutionalisation options, cost estimate/budget outline	Week 19	• Plan submitted detailing rollout approach, timeline, resource/budget requirements (cost estimate and budget outline broken down by phase and modality), roles and responsibilities, and measures to ensure sustainability (e.g., training of trainers, institutional ownership, monitoring mechanisms). • Institutionalisation options addressed for both training-content integration (existing training institutions, academies, university curricula) • Mechanisms to sustain communication & advocacy improvements included (e.g. institutional ownership of communication protocols, ongoing advocacy channels to legislative/provincial government). • Plan is realistic, actionable, and endorsed by GIZ.
Final Report and Training Programme Package	Week 22	• Final report submitted consolidating all deliverables. • All materials delivered in final, editable and print-ready formats. • GIZ provides written acceptance confirming all contractual deliverables have been met. • Final Payment.

Period of assignment: From November 2026 until May 2027

Deliverables shall be in electronic format, following the procedures and format defined by GIZ, and shall be submitted in Bahasa Indonesia with the executive summary in Bahasa Indonesia and English.

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).

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 3.1 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 bidder needs to have the following experience:

- Proven experience working with the Government of Indonesia, particularly at the subnational level
- Demonstrated expertise in conducting capacity development training programmes and modules development for government and/or other public sector institutions
- Extensive experience in project management and monitoring
- Strong background in providing advisory or consultancy services related to public transport topics, including planning, financing, and regulatory aspects

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 (Task 1 and 2) 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): University qualification (postgraduate of equivalent) in Urban Planning / Transport Planning / Transport Engineering / Civil Engineering
- Language (2.1.2): B1-level language proficiency in English, and Native speaker of Bahasa Indonesia
- General professional experience (2.1.3): 10 years of professional experience in transport planning / transport research / transport institutional reform / transport operations / public transport integration / electric mobility transformation
- Specific professional experience (2.1.4): 7 years of professional experience in developing capacity development strategy, delivering training / workshop, preparing modules, conducting facilitation
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as a project team leader or manager in a company
- Development cooperation experience (2.1.7): 3 years of experience in development cooperation sectors

Key expert 1: Training Specialist

Tasks of key expert 1

Support team leader:
- Identify knowledge gaps through stakeholder consultations and capacity needs assessments
- Develop assessment tools, including questionnaires and evaluation frameworks, to systematically measure capacity gaps and training needs

- Formulate a structured approach for capacity needs assessment and translate findings into actionable training design
- Formulate capacity development strategy and curriculum design including development of implementation plan
- Collaborate with other experts to synchronize and integrate topic-based materials into a cohesive curriculum design

Qualifications of key expert 1

- Education/training (2.2.1): University qualification (postgraduate of equivalent) in Urban Planning / Transport Planning / Transport Engineering / Civil Engineering / Development Studies / Strategic Communications
- Language (2.2.2): B1-level language proficiency in English, and Native speaker of Bahasa Indonesia
- General professional experience (2.2.3): 7 years of professional experience in developing curricula and modules for lecture especially in transport planning / transport research / transport institutional reform / transport operation
- Specific professional experience (2.2.4): 5 years of professional experience in capacity development strategy, planning or delivering training programme, workshops and preparing training modules, facilitation, developing communication strategies, GEDSI mainstreaming
- Development cooperation experience (2.2.7): 2 years of experience in development cooperation sectors

Key expert 2: Research Assistant

Tasks of key expert 2

Support team leader and training specialist:
- Support data collection, analysis, and documentation for capacity needs assessment
- Assist in preparing reports, materials, and presentations
- Conduct literature reviews and research on best practices in public transport capacity development
- Assist in monitoring and evaluation of materials
- Provide logistical and administrative support for stakeholder engagement missions and overall implementation

Qualification of Expert 2

- Education/training (2.3.1): University qualification (graduate degree or equivalent) in urban/transport planning, development studies, data sciences, civil engineering
- Language (2.3.2): B1-level language proficiency in English, and Native speaker of Bahasa Indonesia
- General professional experience (2.3.3): 3 years of professional experience in preparing and delivering workshops or trainings, data collection and analysis, administrative support for project delivery

Short Term Expert Pool 1: Topic Based Specialist with maximum 2 people

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 6 Requirements on the format of the bid) for the assessment.

Task of the Short-Term Expert Pool 1

- Support team leader and coordinate with Training specialist and training assistant in the overall tasks

- Contribute to Capacity Needs Assessment (CNA) within their expertise area
- Contribute to the capacity development strategy and curriculum design development within their expertise area
- Ensure materials are aligned with relevant policies, regulations, and international and national best practices
- Provide advisory and technical recommendations for policy and institutional improvement

Qualifications of Expert Pool 1

- Education/training (2.6.1): 2 experts with university qualification (post graduate degree or equivalent) in urban planning / transport planning / transport engineering / civil engineering / international relations / data science / sustainability studies / development studies
- Language (2.6.2): 2 experts with B1-level language proficiency in English, and Native speaker of Bahasa Indonesia
- General professional experience (2.6.3): 2 experts with 7 years of professional experience in delivering advisory services under urban transport systems, public transport finance and investment, data and digital infrastructure for transport
- Specific professional experience (2.6.4): 2 experts with 5 years of professional experience with Indonesian transport ecosystem including policies, regulations, procurement mechanisms, GEDSI mainstreaming, strategic communication

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. 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 (CO_2 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 CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO_2 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**
Team Leader	1	20	20	Timesheet required and completion of the report
Key expert 1 – Training Specialist	1	25	25	Timesheet required and completion of the report
Key expert 2 - Research Assistant	1	22	22	Timesheet required and completion of the report
Short term expert pool 1 – Topic Based Specialists	2	30	60	Timesheet required and completion of the report
Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
Per-diem	30	-	30	Based on performance for the perdiem in pilot regions
Accommodation	18	-	18	Against evidence in pilot regions
Transport	**Quantity**	**Number per expert**	**Total**	**Comments**
Domestic flights	6	-	6	(3 return flights), against evidence with prior approval from GIZ
CO_2 compensation for air travel	6	-	6	A fixed budget of IDR 3,600,000 is earmarked for settling carbon offsets against evidence.
Transportation (rent car)	9	-	9	Car rental in 3 pilot regions (if needed) in pilot regions based on the evidence.
Airport transfer (taxi Jabodetabek)	12	-	12	Airport evidence (e.g home-airport-venue/hotel).

Other costs	Number	Price	Total	Comments
Flexible remuneration	1	30,000,000	30,000,000	A budget of **IDR 30,000,000** is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	1	50,000,000	50,000,000,	The budget contains the following costs (workshop, FGDs, meetings). Against evidence; prior to GIZ approval
Lay outing & printing	1	10,000,000	10,000,000	The budget contains the following costs layout/graphic design of workshop materials, printing of handouts/agenda booklets, name tags, products binding/finishing. Against evidence; prior to GIZ approval

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 complete tender must not exceed 20 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.

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.

7. Organisational Matters

Place of Assignment: Jakarta, 3 Pilot Cities (tbd)

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 and timesheet 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.