

Term of Reference

Technical Assistance: Enhancement of guidelines for development of Municipal Solid Waste Master Plan (Rencana Induk Sistem Pengelolaan Sampah/RISPS)

A. Background

Indonesia has demonstrated a sustained commitment to climate action. Through its Enhanced Nationally Determined Contribution (ENDC, 2022), the Government pledged economy-wide greenhouse-gas (GHG) reductions of 31.89% (unconditional) and 43.20% (with international support) by 2030 relative to Business-as-Usual (BAU)—i.e., the emissions path without additional policy efforts beyond current trends. The ENDC disaggregates targets by sector, including waste: for 2030 the waste sector was projected at 296 MtCO₂e under BAU; under CM1 (Unconditional pathway—domestic policies and finance only) it falls to 256 MtCO₂e (–40 MtCO₂e); and under CM2 (Conditional pathway—higher ambition contingent on international support) to 253 MtCO₂e (–43.5 MtCO₂e).

Indonesia's Second NDC (2025) reaffirms the transition pathway and updates the scenario framing across sectors. In place of the ENDC's BAU/CM1/CM2 trio, the Second NDC applies: CPOS (Current Policies Scenario)—an implementation-of-current-policies trajectory, broadly comparable in intent to ENDC's CM1; LCCP_L (Low-Carbon Compatible Pathway—Lower ambition)—a lower band of low-carbon action consistent with long-term goals; and LCCP_H (Low-Carbon Compatible Pathway—Higher ambition)—a higher band of low-carbon action reflecting accelerated measures. For the waste sector, the 2060 emissions targets are quantified as: CPOS = 379,674 Gg CO₂e (≈ 379.7 MtCO₂e), LCCP_L = 9,069 Gg CO₂e (≈ 9.1 MtCO₂e), and LCCP_H = 34,705 Gg CO₂e (≈ 34.7 MtCO₂e).

Complementing this, Government has published the National Development Plan (RPJMN) 2025–2029, which shifts municipal solid waste management policy from a landfill-oriented approach toward resource recovery and sustainability. Waste is prioritized for treatment at waste processing facilities to promote recycling, material recovery, and energy utilization rather than direct disposal. The policy also strengthens greenhouse gas (GHG) mitigation through the rehabilitation of open-dump landfills into sanitary landfills equipped with landfill gas capture systems. Collectively, these measures contribute to emission reductions through improved waste management practices and the substitution of fossil-based products with waste-derived resources.

Ministerial Decree No. 03 of 2013 serves as policy framework for municipal solid waste management in Indonesia. Given its predominant focus on landfill disposal, the decree requires revision to align with the current National Development Plan and its emphasis on resource recovery and sustainability. The Decree mandates each local government to prepare 20-year Waste Management Masterplans (Rencana Induk Sistem Pengelolaan Sampah/RISPS) that span the full service chain—behavior change, reduction/reuse/recycle, collection and transport, treatment, and final disposal—with periodic evaluation and revision.

The current guideline for preparing local government master plans, issued by the Ministry of Public Works in 2016, provides a solid planning structure but is not fully aligned with the RPJMN 2025–2029. It also lacks explicit operational guidance for implementing and managing waste infrastructure necessary to reach Indonesia's GHG mitigation targets and its NDC alignment.

To close this gap, Agence Française de Développement (AFD) will support the Ministry of Public Works through a targeted Technical Assistance (TA) facilitate (i) the revision of Ministerial Decree No. 03/2013 to align with RPJMN 2025–2029 and Indonesia's NDC commitments, and (ii) the development and issuance of an updated technical guideline for local government Municipal Solid Waste Management Master Plans (RISPS), including E&S aspects. The updated guideline will integrate NDC-consistent methodologies into the RISPS guideline and tools, establish a standardized review mechanism for

existing RISPS, and develop a RISPS quality scorecard. Both output will be harmonized with national policy frameworks including RPJMN 2025–2029, and relevant sectoral operational plans issued by the Ministry of Environment.

This Technical Assistance will enable the Ministry of Public Works to implement the policy action it is responsible for in the policy matrix of the second phase of a policy-based loan program financed by KFW, ADB and AFD. This policy-based loan supports the achievement of Indonesia's target of reducing 75% of marine debris by 2025, in coordination with the Coordinating Ministry of Food Affairs. The Ministry of Public Works' action in this matrix is to : *“MOPW revising Ministerial Decree No. 03/2013 to strengthen national municipal solid waste management targets and developing a technical guideline for local government Municipal Solid Waste Management Master Plans aligned with the revised framework”*.

B. Deliverables

1. Deliverable 1 – Assessment of Ministerial Decree No. 03 of 2013 and current Guidelines on RISPS

This deliverable consists of an assessment of Ministerial Decree No. 03 of 2013, with a specific focus on RISPS developed by local governments (based on a selected sample of regions). The assessment will examine the quality and level of implementation of these long-term waste management plans, including their alignment with national regulations and objectives. It will also identify key gaps, challenges, and capacity needs faced by local governments. Based on these findings, the deliverable will provide recommendations on the guidelines and support required to strengthen the formulation and effective implementation of RISPS.

The consultant will also assess E&S standards developed in those RISPS.

2. Deliverable 2 – Revised Ministerial Decree No. 03 of 2013

A revised Ministerial Decree that strengthens national municipal solid waste management targets, aligns with RPJMN 2025–2029 and Indonesia's NDC commitments, and reflects the transition toward resource recovery, sustainability, and GHG mitigation.

Including a structured dissemination program to socialize the revised Decree to relevant national and subnational stakeholders, ensuring awareness, understanding, and effective implementation.

3. Deliverable 3 – Enhanced RISPS Guideline

Based on an assessment of the present guidelines, and the gaps identified for them to reach the objective, enhanced national RISPS guideline and tools that:

- (i) are updated based on Deliverable 1 findings
- (ii) provide full value-chain GHG accounting methods consistent with official Ministry of Environment's guidelines (and fill any methodological gaps),
- (iii) provide guidelines to take into account E&S management when producing Municipal Master Plans¹;
- (iv) set out multi-stakeholder coordination mechanisms and clear methods for provincial and city/regency RISPS preparation, and
- (v) are complemented by a RISPS quality scoring tool

4. Deliverable 4 – Draft Director General of Human Settlements (of Ministry of Public Works) Regulation on Guideline of Municipal Solid Waste Master Plan

¹ This information should be developed accordingly to E&S national laws and regulations and supplemented by international good practices if not specified in the existing laws, particularly of sensitive issues related to land acquisition, physical and economic displacement of vulnerable/ informal people.

A legally robust draft Regulation that formally establishes RISPS as the standard planning instrument for local municipal solid waste management.

5. Deliverable 6 – Training-of-Trainers (ToT) Program and Materials

A complete ToT package—program design, trainer’s guide, participant handbook, slide decks, exercises, assessment and certification tools, and a cascade roll-out plan—that equips national and provincial trainers to guide local governments in using the enhanced RISPS guideline, GHG toolkit, quality scorecard, and review/update procedures. This training should consider E&S guidelines and tools.

The ToT program will be piloted and tested to validate its relevance, effectiveness, and replicability. Based on this pilot phase, adjustments will be made as needed. In addition, targeted support for the initial rollout with newly trained trainers will be planned and implemented to ensure a smooth and successful scale-up.

6. Deliverable 7 – Recommendation on Inter-Ministerial Coordination and Investment Support Mechanism

A recommendation of coordination and investment support mechanism—including institutional arrangements, joint RISPS review windows, quality/readiness-based selection criteria, data-sharing protocol, RISPS registry, templates, and an investment support strategy—that links RISPS quality scores to access to technical and financial support from central government and development partners.

C. Scope of Works

1. Deliverable 1 (D1) - Assessment of Ministerial Decree No. 03 of 2013 and current Guidelines on RISPS

Conduct an assessment of existing guidelines through a content review and interviews with various stakeholders, including municipalities that have already developed their RISPS. The consultant will establish a sample of relevant RISPS/cities. The consultant will also assess the extent to which environmental and social issues are currently being taken into account during the planning phase and in the formulation of strategic directions

2. Deliverable 2 (D2) – Revised Ministerial Decree No. 03 of 2013

D2.1 Regulatory mapping, review, and gap-filling

Conduct regulatory mapping and gap analysis to support the revision of Ministerial Decree No. 03 of 2013, ensuring alignment with RPJMN 2025–2029, ENDC/Second NDC commitments, and the transition toward resource recovery and GHG mitigation.

D2.2 Drafting of the Revised Ministerial Decree

D2.3 Consultation and finalization

D2.4 Dissemination of the Revised Ministerial Decree No. 03 of 2013

Design and implement a structured dissemination program to ensure effective communication and understanding of the revised Decree among national and subnational stakeholders.

The maximum deadline for the submission and approval of the decree is December 2026

3. Deliverable 3 (D3) – Enhanced RISPS Guideline

This deliverable will produce an enhanced national guideline for the preparation of Municipal Solid Waste Management Masterplans (RISPS) and a practical set of tools that enable provincial and city/regency governments to:

- coordinate multi-stakeholder processes at provincial and local levels during RISPS preparation;
- prepare RISPS at both provincial and city/regency levels in a coherent and complementary way;
- calculate GHG emissions across the full solid-waste value chain using official Ministry of Environment methodologies, and fill methodological gaps where needed;
- develop financially viable investment plans for selected priority activities; and
- assessing RISPS quality through a standardized scoring mechanism.

To achieve this, the consultant will:

- **D3.1 Regulatory and guidance mapping, review, and gap-filling**
 - i. Map and review all existing regulations, technical guidelines, and manuals relevant to RISPS preparation and waste-sector GHG accounting, including but not limited to:
 - the current RISPS guideline issued by the Ministry of Public Works;
 - existing regulations and technical guidance on GHG accounting in the waste sector (e.g. Minister of Environment and Forestry Regulation No. 12/2024, Ministerial Decree of Environment No. 1731/2025, *Buku II Pedoman Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional Volume 4 – Metodologi Penghitungan Tingkat Emisi Gas Rumah Kaca Pengelolaan Limbah*, and *Pedoman Penyusunan Data Aktivitas IGRK Pemerintah Daerah Sektor Limbah 2020*, as well as other relevant GoI documents).
 - ii. Identify overlaps, inconsistencies, and gaps—both in relation to ENDC/Second NDC requirements and to the practical needs of local governments when preparing RISPS.
- **D3.2 Multi-stakeholder coordination mechanisms for RISPS development at local level**
 - i. Define practical multi-stakeholder coordination mechanisms at provincial and city/regency level for RISPS development, including:
 - identification of key stakeholders (provincial and local government units, environment and public works agencies, planning and finance agencies, service operators, private sector, civil society, and community-based organisations);
 - roles and responsibilities in the planning process;
 - minimum requirements for participation, transparency, and documentation of inputs and decisions.
 - ii. Provide process diagrams, template of terms of reference for working groups, a RACI Matrix (Responsible–Accountable–Consulted–Informed) for assigning technical tasks, and templates for consultation minutes and agreement records so that provincial and local governments can operationalize inclusive (high involvement of multistakeholder) RISPS preparation.
- **D3.3 Methods for preparing provincial and city/regency-level RISPS**
 - i. Due to different level of complexity, challenges, geographic and administrative contexts between provincial level and city/regency level government, the consultant will develop different methodological approach in preparing RISPS at provincial level and at city/regency level, including:
 - respective scopes, data requirements, and analytical steps;

- how provincial RISPS aggregates and guides city/regency RISPS, including vertical alignment of targets, GHG trajectories, and investment priorities;
- coordination and information flows between provincial and city/regency planning teams.

If appropriate, the consultant may develop a template which consider specific contexts to guide the various provinces, cities, and regencies in developing their RISPS and calculating their emissions.

The goal is to have tailored plans that can be easily implemented while ensuring reliable and harmonized emissions accounting across all territories.

- ii. Provide practical examples (e.g. schematic templates, alignment matrices) to illustrate how provincial and city/regency RISPS should be prepared and kept consistent over time.

- **D3.4 GHG emission calculation methods for the full solid-waste value chain**

- i. Develop a clear, step-by-step methodological package for calculating GHG emissions and reductions across the entire municipal solid-waste value chain (generation, storage, collection, transfer, sorting, recycling, biological treatment, energy recovery, landfilling, landfill mining, etc.), fully consistent with the above-mentioned official national guidance (D1.1).
- ii. Provide ready-to-use calculation templates and default parameters, with transparent links to the relevant national documents and guidelines.
- iii. Where no official GHG calculation guidance currently exists for a specific technology or value-chain segment, propose a fit-for-purpose method and document it as an interim national reference, clearly flagged for future formalization by the competent ministry.

- **3.5 Guidance for technically and financially viable investment planning**

- i. Develop guidance and tools for preparing technically viable investment plans within RISPS for selected priority activities (e.g. collection system upgrades, transfer stations, sorting and recycling facilities, composting/BSF, RDF/SRF, landfill rehabilitation and LFG capture, landfill mining). The consultant will develop a set of criteria to guide cities' technical decisions based on their specific characteristics (population size, waste composition, economic sector, etc.)
- ii. Develop guidance and tools for preparing financially viable investment plans within RISPS for selected priority activities (e.g. collection system upgrades, transfer stations, sorting and recycling facilities, composting/BSF, RDF/SRF, landfill rehabilitation and LFG capture, landfill mining).
- iii. This will include:
 - standard templates for investment profiling (CAPEX, OPEX, lifecycle costs);
 - simple financial screening tools (e.g. cost-recovery analysis, tariff and retribution implications, indicative affordability checks);
 - linkages to potential financing sources (e.g. DAK, APBD, climate finance, PPP/blended finance) so that RISPS investment plans are realistically fundable.

- **D3.6 RISPS quality scoring tool**

- i. Define a clear set of evaluation criteria that determine the quality of a RISPS document.
- ii. Develop a practical scoring system and scorecard.

- iii. Test the scoring tool on at least two existing RISPS to calibrate weights, thresholds, and usability, documenting findings and adjustments.
- iv. Finalize the tool with a short user guide and at least one example of a scored plan attached as an illustrative annex.

- **D3.7 E&S Risks guidelines**

The consultant should produce guidelines and strategic tools to reinforce capacities on taking into account E&S management system when producing Municipal Master Plans (ex : road map to reinforce E&S management system and procedures of Master Plans, tool of screening E&S risk level and define due diligence and monitoring, guideline to reinforce governance mechanism on E&S issues). The consultant will identify the appropriate tools based on the results of the assessment (D1) and will have them approved by the Ministry and AFD before developing them.

- **D3.8 Consultation and finalization of the enhanced RISPS guideline and tools**

- i. Organize and facilitate at least three cross-ministerial Focus Group Discussion (FGD) to review the draft enhanced RISPS guideline, the GHG accounting templates, the quality scoring tool, and the review mechanism.
- ii. Ensure participation from, at minimum:
 - the Ministry of Public Works;
 - the Ministry of Environment;
 - Bappenas;
 - the Coordinating Ministry of Food Affairs;
 - the Coordinating Ministry for Infrastructure (or relevant coordinating ministry);
 - the Ministry of Home Affairs
 - Local Governments (a sample of relevant/inspiring).
- iii. Document feedback, resolve comments in a transparent manner (e.g. comments matrix), and revise the guideline and tools accordingly.
- iv. Finalize the enhanced RISPS guideline and all associated tools in editable formats (DOCX, XLSX, PPTX) and PDF, in Bahasa Indonesia (with English versions where agreed), including a clear change-log and version-control notes.

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4. Deliverable (D4) – Draft Director General of Human Settlements (of Ministry of Public Works) Regulation on Guideline of Municipal Solid Waste Master Plan

This deliverable will produce a draft Regulation of the Director General of Human Settlements that establishes a clear legal basis for the enhanced RISPS.

To achieve this, the consultant will conduct:

- D4.1 Legal and policy assessment and regulatory framing
- D4.2 Develop Structure and key provisions of the DG Regulation
- D4.3 Drafting, internal consultation, and revision
- D4.4 Finalization and handover deliverables in editable formats (DOCX and, where relevant, XLSX/PPTX for annexes) and in PDF, in Bahasa Indonesia (with English translation where requested by the Ministry and/or AFD).

5. Deliverable 6 (D6) – Training-of-Trainers (ToT) Program and Materials on RISPS

This deliverable will design and develop a complete Training-of-Trainers (ToT) package on the enhanced RISPS guideline and tools. The ToT will focus on building a pool of trainers who are able to train provincial and city/regency officials on RISPS development. The target group for the ToT will be national and provincial-level trainers, such as staff the Ministry of Public Works and selected provincial agencies (e.g. Bappeda, provincial public works and environment offices) who will later cascade the training to local governments. The scope of the training will cover the full RISPS cycle using the enhanced guideline developed under Deliverable 1.

To achieve this, the consultant will:

- D6.1 Design of ToT program and learning outcomes
- D6.2 Development of core training materials
- D6.3 Assessment, certification, and feedback tools
- D6.4 ToT implementation plan and cascade strategy (from national to province to city/regency)
- D6.5 Finalization and handover of ToT package (editable formats (DOCX, PPTX, XLSX) and PDF, in Bahasa Indonesia (and, where agreed, in English), ready for immediate implementation by the Ministry)

6. Deliverable 7 (D7) – Recommendation on Inter-Ministerial Coordination and Investment Support Mechanism for RISPS

This deliverable will design a recommendation on practical, institutionalized mechanism for inter-ministerial coordination and investment support that uses RISPS (and their quality/readiness levels) as the main entry point for channelling technical and financial support to local governments. The mechanism will ensure that well-prepared RISPS, aligned with ENDC/Second NDC targets, are recognized and prioritized by central government and development partners.

To achieve this, the consultant will:

- D67.1 Mapping of actors, mandates, and existing coordination forums
- D7.2 Design of inter-ministerial coordination structure and processes

The consultant will include in their methodology a proposal for coordinating and managing the project (communication among stakeholders, committee procedures, etc.)

D. Duration and Timeline (8 months; parallel workstreams)

Deliverables and Reporting	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8
D 1 – Assessment of Ministerial Decree No. 03 of 2013 and current Guidelines on RISPS								

D 2 – Revised Ministerial Decree No. 03 of 2013							
D3 - Enhanced RISPS Guideline			*		*1		*2
D4 – Draft Regulation of the DG of Human Settlements (MPW) on MSW Master Plan Guidelines							
D6 – Training-of-Trainers (ToT) Program and Materials							
D7 – Recommendations on Inter-Ministerial Coordination and Investment Support							

* submission of a preliminary caneva and a first draft to support the approval of the ministerial decree by December 2026

*1 final version

*2 Completion report submission conserving eventual feedback from the pilot TOT

Review cadence: Bi-weekly formal meeting reviews (with Ministry of Public Works and AFD) at the end of Months 1, 2, 3, 4 and 5, Monthly meeting 6,7,8 ; brief weekly check-ins throughout.

E. Team Composition and Required Qualifications

1. Key Experts:

1) Team Leader / Senior Solid Waste Expert

Role Responsibilities:

- Overall leadership, coordination, and quality assurance for all deliverables.
- Lead technical design of the assessment of RISPS and enhanced RISPS guideline and the inter-ministerial coordination and investment support mechanism
- Serve as primary counterpart to the Ministry of Public Works and other key ministries; chair technical meetings and high-level consultations.

Minimum qualifications:

- Master's degree or higher in environmental engineering, urban/regional planning, public policy, climate/energy, or related field.
- At least 8 years of professional experience in municipal solid waste management planning and/or climate mitigation policy, including significant experience in Indonesia or comparable countries.
- Proven track record in leading multi-disciplinary teams on national-level policy, guideline development, or sector reform programs (preferably in waste, environment, or infrastructure).
- Demonstrated experience with GHG mitigation planning, or climate-related sector strategies.
- Strong familiarity with the mandates and roles of Indonesian ministries and agencies (e.g. Ministry of Public Works, Ministry of Environment, Bappenas, Ministry of Home Affairs) in the waste and climate sectors.
- Excellent communication, stakeholder facilitation, and report-writing skills in English.

2) Solid Waste Planning & GHG Accounting

Role and main responsibilities

- Lead development of GHG emission calculation methods and tools for the full solid-waste value chain (D1.2), including gap-filling where no official methods exist.
- Support regulatory and guidance mapping and gap analysis and drafting of the enhanced RISPS guideline, especially the technical and analytical sections

- Contribute to the design of the RISPS quality scoring tool and review mechanism
- Provide technical input to ToT materials on GHG accounting and the RISPS analytical process (D3).

Minimum qualifications

- Master's degree in environmental engineering, environmental science, waste management, or related field.
- At least 7 years of experience in municipal solid waste management planning and/or GHG accounting in the waste sector.
- Hands-on experience applying national and/or IPCC methodologies for GHG inventories, preferably in the waste sector (landfills, composting, RDF, recycling, etc.).
- Experience with preparing or supporting city/provincial municipal solid waste masterplans or similar planning instruments in Indonesia is a strong advantage.
- Strong quantitative skills and proficiency in developing calculation tools (Excel or similar).

3) Public Finance & Investment Planning

Role and main responsibilities

- Lead the development of guidance and tools for financially viable investment planning within RISPS
- Provide input on linkages between RISPS investment plans and financing instruments (DAK, APBD, climate finance, PPP/blended finance, etc.).
- Support the design of the RISPS-based investment “gating” mechanism and Investment Support Playbook
- Contribute to ToT modules related to investment planning and financing options

Minimum qualifications

- Master's degree in economics, public finance, infrastructure finance, or related field.
- At least 8 years of experience in infrastructure or municipal service financing, preferably including municipal solid waste or environmental projects.
- Good understanding of Indonesian public finance systems (APBN/APBD, DAK, on-granting/on-lending) and familiarity with climate or green financing instruments is an advantage.
- Experience in preparing financial analyses, cost-recovery assessments, and investment prioritisation tools.

4) Legal and Regulatory

Role and main responsibilities

- Lead the legal and policy assessment and regulatory framing for the DG Regulation on RISPS
- Draft the structure and key provisions of the DG Regulation and support internal consultations and revisions
- Ensure consistency of the enhanced RISPS guideline and review mechanism with the national legal framework (laws, Government regulations, Ministerial and DG regulations).

Minimum qualifications

- University degree in law; Master's degree in law or public administration/policy is an advantage.
- At least 8 years of experience in legal drafting and regulatory analysis in Indonesia, preferably in the fields of public works, environment, or regional governance.
- Demonstrated experience drafting or reviewing regulations at Ministerial or Director General level (Peraturan Menteri, Peraturan Dirjen, etc.).
- Strong familiarity with Indonesian legislation related to waste, environment, spatial planning, and local government is a strong asset.

5) E&S specialist on solid waste

Role and main responsibilities

- Lead E&S management system

- Contribute to technical discussions on E&S issues
- Participate in trainings about E&S issues and contribute to develop supports (if needed)

Minimum qualifications

- Master Degree on E&S field
- Demonstrate relevant knowledge and international experience on the overall sector (sanitation, solid waste), in-depth knowledge of E&S international standards (World Bank in particular).
- Demonstrate solid skills and professional experience (10 years minimum) providing technical advisory services in the sector of sanitation/solid waste, with strong sustainable development commitments and ambitions;
- Demonstrate work experience (3-5 years minimum) in the E&S risk-assessment on Southeast Asia (preferably in Indonesia);
- Demonstrate skills and experience in training and capacity-development;
- Have expertise in monitoring and evaluation, impact measurement of solid waste projects, particularly E&S international standards;
- Have excellent facilitation and communication skills (both verbal and written).

6) Capacity Building & Training

Role and main responsibilities

- Lead the design of the ToT program and learning outcomes, and the development of all core training materials
- Design assessment, certification, and feedback tools for the ToT
- Prepare the ToT implementation plan and cascade strategy, and support pilot delivery if conducted
- Participate to the assessment of the existing guidelines

Minimum qualifications

- Master's degree in education, adult learning, public administration, or a relevant technical field (e.g. environment/urban planning) with strong demonstrated experience in training.
- At least 7 years of experience in designing and delivering capacity development programs for government officials, preferably in Indonesia.
- Proven experience developing Training-of-Trainers programs, including trainer's guides, participant handbooks, and practical exercises.
- Experience working on infrastructure, environment, or local governance topics is an advantage.
- Strong facilitation skills and ability to translate complex technical content into clear training modules.

7) Institutional / Governance & Multi-Stakeholder Coordination

Role and main responsibilities

- Lead design of multi-stakeholder coordination mechanisms for RISPS preparation at provincial and city/regency level, including roles, responsibilities, and process tools.
- Support development of methods for preparing RISPS at different government levels and for 5-year updates ,
- Co-lead design of the inter-ministerial coordination structure, processes, and RISPS-based investment support mechanism

Minimum qualifications

- Master's degree in public administration, public policy, political science, or related field.
- At least 8 years of experience in institutional analysis, inter-governmental coordination, or sector governance reforms (preferably in Indonesia).
- Experience working with or within Indonesian ministries and subnational governments on multi-stakeholder planning or coordination platforms.
- Strong skills in process design, facilitation, and stakeholder engagement.

2. Supporting Staff / Non-Key Experts

In addition to the Key Experts, the Consultant is expected to mobilise adequate national technical and analytical support.

Junior Specialists— to support data collection and analysis, tool development (e.g. GHG calculators, scorecards), and document drafting under Deliverable. They also can support head of mission, organization of activities on the field etc.

The Consultant shall propose a multidisciplinary team adapted to the scope and level of ambition of the assignment. The Consultant shall be fully responsible for ensuring that the proposed personnel have the qualifications, experience and availability required to perform the services described in these Terms of Reference.

The Team Leader shall be responsible for the overall coordination of the assignment, compliance with the schedule, and the quality of the deliverables

An expert may have several skills, or a skill may be covered by several experts.

F. Budget

The implementation of this Technical Assistance (TA) will be fully financed by Agence Française de Développement (AFD). Based on the agreed scope of work, the indicative workplan, and the expected level of effort and resources, the estimative budget for this assignment is 230 persons-days.

The budget must also cover all costs necessary for the provision of TA, including: (ii) direct costs (e.g., travel, accommodation, communication, office operating costs, and incidental expenses); (iii) the organization of interministerial consultation workshops in Jakarta, etc.