

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

CONFIDENTIAL

Technical Assistance for Strengthening Solid Waste Governance for Investment Readiness Consultancy (Jambi City and Cirebon City)	Project number/ cost centre: S-011952023
	Tender number

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0. List of abbreviations

AVB	General Terms and Conditions of Contract for supplying services and work
Bappeda	Badan Perencanaan Pembangunan Daerah (Regional Development Planning Agency)
Bappenas	Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
BLUD	Badan Layanan Umum Daerah (Regional Public Service Agency)
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (Federal Ministry for Economic Cooperation and Development)
CE	Circular Economy
DC	Development Cooperation
ERiC-DKTI	Emissions reduction in cities through improved waste management project
FC	Financial Cooperation
GII	Green Infrastructure Investment
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
OPBM	Operator Pengumpulan Berbasis Masyarakat (Community-Based Collection Operator)
PDU	Pusat Daur Ulang (Recycling Centre)
PPK-BLUD	Pola Pengelolaan Keuangan-Badan Layanan Umum Daerah (Regional Public Service Agency financial management model)
Pre-FS	Pre-Feasibility Study
PU	Kementerian Pekerjaan Umum (Ministry of Public Works)
QGIS	Quantum Geographic Information System
RDF	Refuse-Derived Fuel
RPJMN	Rencana Pembangunan Jangka Menengah Nasional (National Medium-Term Development Plan)
SKPD	Satuan Kerja Perangkat Daerah (Regional Government Work Unit)
SPM	Standar Pelayanan Minimal (Minimum Service Standards)
SWM	Solid Waste Management

TC	Technical Cooperation
ToR	Terms of Reference
TPS	Tempat Penampungan Sementara (Temporary Waste Collection Point)
TPS 3R	Tempat Pengelolaan Sampah Reduce, Reuse, Recycle
UPTD	Unit Pelaksana Teknis Daerah (Regional Technical Implementation Unit)

1. Context

Indonesia continues to advance sustainable urban infrastructure development, with a strong emphasis on integrated solid waste management systems that are environmentally sound, financially viable, and socially inclusive. This ambition is clearly reflected in national priorities, including the positioning of waste management as a key driver under the RPJMN 2025–2029, alongside an evolving policy landscape that seeks to operationalise circular economy principles into implementation-ready interventions at both national and sub-national levels.

Within this context, the SFF Circular Economy Technical Support Hub serves as a strategic platform to support partner cities in transitioning from early-stage concepts toward more structured, investment-oriented interventions. It focuses on strengthening the coherence between technical preparation and financing pathways, ensuring alignment with national planning instruments such as the Blue and Green Book, and enhancing the overall readiness and bankability of urban infrastructure projects. The Node also plays a critical role in bridging technical cooperation and financial cooperation, positioning cities more effectively within emerging financing opportunities, including through partners such as development finance institutions.

Building on this, previous interventions under the Gap Fund, particularly through the ERIC–DKTI project, have generated valuable technical outputs and institutional insights. However, these require further consolidation and structuring to effectively inform the next phase of engagement. There remains a need to translate these insights into a coherent narrative and structured documentation package that supports both internal alignment across stakeholders and external positioning toward financing partners.

In response, the next phase of intervention calls for a strengthened analytical and operational framework, including clearer articulation of project development pathways, stronger integration of institutional and financing considerations, and the development of structured outputs that bridge upstream diagnostics with downstream investment. In this regard, the SFF Technical Support Hub is well positioned to anchor this transition, ensuring that technical support is not only robust, but also strategically aligned with financing entry points and national development priorities.

Against this backdrop, Jambi City and Cirebon City present complementary entry points for advancing sustainable urban waste management. In Jambi, rapid population growth, increasing economic activity, and changing consumption patterns have led to rising waste generation, reaching approximately 446 tons per day. While service coverage has improved, the system remains largely dominated by a conventional collect–transport–dispose approach, placing significant pressure on downstream facilities and highlighting persistent gaps in upstream waste management. Strengthening upstream systems, particularly through community-based collection mechanisms such as the *Operator Pengumpulan Berbasis Masyarakat* (OPBM), offers a strategic opportunity to expand service coverage, improve waste segregation and recovery, and enhance integration with area-based processing facilities such as TPS 3R and recycling centres. This approach is critical to achieving national targets of 30% waste reduction and 70% waste handling, while improving the overall effectiveness and sustainability of the system.

In parallel, Cirebon City highlights the importance of strengthening institutional and financial readiness to support more advanced waste processing solutions. The city is actively promoting the development of waste-to-resource facilities, including Refuse-Derived Fuel (RDF), as part of efforts to reduce landfill dependency and utilise waste as a resource. However, advancing such facilities requires meeting comprehensive readiness criteria across technical, institutional, and financial dimensions, as well as ensuring long-term operational sustainability. In this context, the establishment of a Regional Technical Implementation Unit (UPTD) under a Regional Public Service Agency financial management model (PPK-BLUD) represents a key strategic measure. The BLUD scheme provides flexibility in financial management, enabling service-based tariff mechanisms, improved revenue management, and partnerships with third parties, while also strengthening institutional governance, transparency, and accountability.

Together, these two city contexts reflect the need for an integrated approach that addresses both upstream systems strengthening and downstream institutional and financing readiness. Targeted technical assistance is therefore required to (i) develop a model for OPBM-based waste collection systems integrated with area-scale processing facilities in Jambi, and (ii) support the establishment and operationalisation of a UPTD PPK-BLUD for waste management in Cirebon. These interventions will contribute to improving service delivery, strengthening institutional capacity, and enhancing investment readiness, while positioning both cities within a more coherent, financing-oriented framework aligned with national priorities and emerging opportunities for collaboration with development partners.

2. Tasks to be performed by the contractor

The Contractor is expected to provide technical assistance to support the strengthening of urban waste management systems in Jambi City and Cirebon City, with a focus on enhancing upstream system effectiveness and institutional-financial readiness for investment-oriented interventions. The assignment is designed to contribute to improved service delivery, strengthened governance, and increased readiness for sustainable financing in line with national priorities on circular economy and urban infrastructure development.

The contractor is responsible for providing the following services:

1. Jambi City – Strengthening Upstream Waste Management Systems

The assignment in Jambi City focuses on improving upstream waste management through the development of a community-based waste collection system (Operator Pengumpulan Berbasis Masyarakat/OPBM) at the *kelurahan* level, integrated with area-scale and city-scale waste processing facilities.

Objectives

- Assess and analyse the existing upstream waste management system, including regulatory, institutional, and operational aspects
- Develop service coverage strategies toward achieving 100% waste collection
- Formulate an OPBM-based waste collection model integrated with processing facilities

Key Tasks:

Task 1. Inception and Stakeholder Mapping

- Review policies, regulations, and financial arrangements related to waste management
- Assess alignment with the city's waste masterplan, particularly on upstream system development and OPBM integration
- Analyse current service coverage and targets
- Conduct stakeholder mapping across government, private sector, and community actors
- Facilitate a kick-off workshop to validate findings and align stakeholders

Task 2. Baseline Assessment of Upstream SWM System

- Profile existing TPS and area-scale processing facilities (technical and non-technical aspects)
- Map waste collection routes, service areas, and interconnections with processing facilities (TPS 3R, PDU, etc.)
- Assess existing collection assets (fleet and infrastructure)
- Facilitate consultation workshops to validate baseline conditions

Task 3. Service Route Development and Investment Needs

- Develop *kelurahan*-based collection service routes toward full coverage
- Identify required facilities, fleet, and infrastructure
- Estimate investment needs to achieve 100% service
- Validate through stakeholder consultations

Task 4. OPBM Scheme Development

- Design an OPBM-based collection system integrated with area-scale processing facilities
- Define service area allocation and operational arrangements at kelurahan level
- Develop implementation strategies for source-based waste collection
- Facilitate workshops to refine and validate the proposed model

Task 5. Final Reporting

- Consolidate all findings, analysis, and recommendations into a comprehensive final report

2. Cirebon City – Strengthening Institutional and Financial Readiness

The assignment in Cirebon City focuses on supporting the establishment of a Regional Technical Implementation Unit (UPTD) with a Regional Public Service Agency financial management model (PPK-BLUD) for waste management. This is a critical step in strengthening institutional readiness and enabling financially sustainable waste management services, including for future waste-to-resource initiatives such as RDF.

Objectives

- Support the preparation of technical and administrative requirements for establishing UPTD PPK-BLUD
- Strengthen institutional governance and financial management capacity
- Enable readiness for sustainable and investment-oriented waste management systems

Key Tasks (Please refer to figure1. Steps on BLUD Formation):

Task 1. Inception and Stakeholder Mapping

- Review existing institutional arrangements and alignment with the waste masterplan
- Map stakeholders across relevant agencies and sectors

Task 2. Socialization and Institutional Alignment (Stage 4)

- Conduct kick-off workshop including BLUD socialization
- Build commitment among key government stakeholders
- Support the establishment of a BLUD preparation team

Task 3. Feasibility and Potential Assessment (Stage 5)

- Assess technical eligibility and service relevance
- Analyse potential improvements in service delivery and financial performance
- Develop projections on service expansion, customer growth, and revenue potential

Task 4. Technical Recommendation (Stage 6)

- Facilitate workshop to present assessment results
- Support formulation of technical recommendations to relevant authorities

Task 5. Administrative Preparation Workshop (Stage 7)

- Conduct workshops to guide preparation of administrative requirements

Task 6. Administrative Documents Preparation (Stage 8)

- Support development of key BLUD documents (details provided on the deliverable section)
- Facilitate coordination with Bappeda, legal, and organizational units
- Provide ongoing technical guidance and progress monitoring

Task 7. BLUD Submission (Stage 9)

- Support submission of BLUD application to the Mayor of Cirebon

Task 8. Final Reporting and Lessons Learned

- Document key outputs, lessons learned, and recommendations for replication

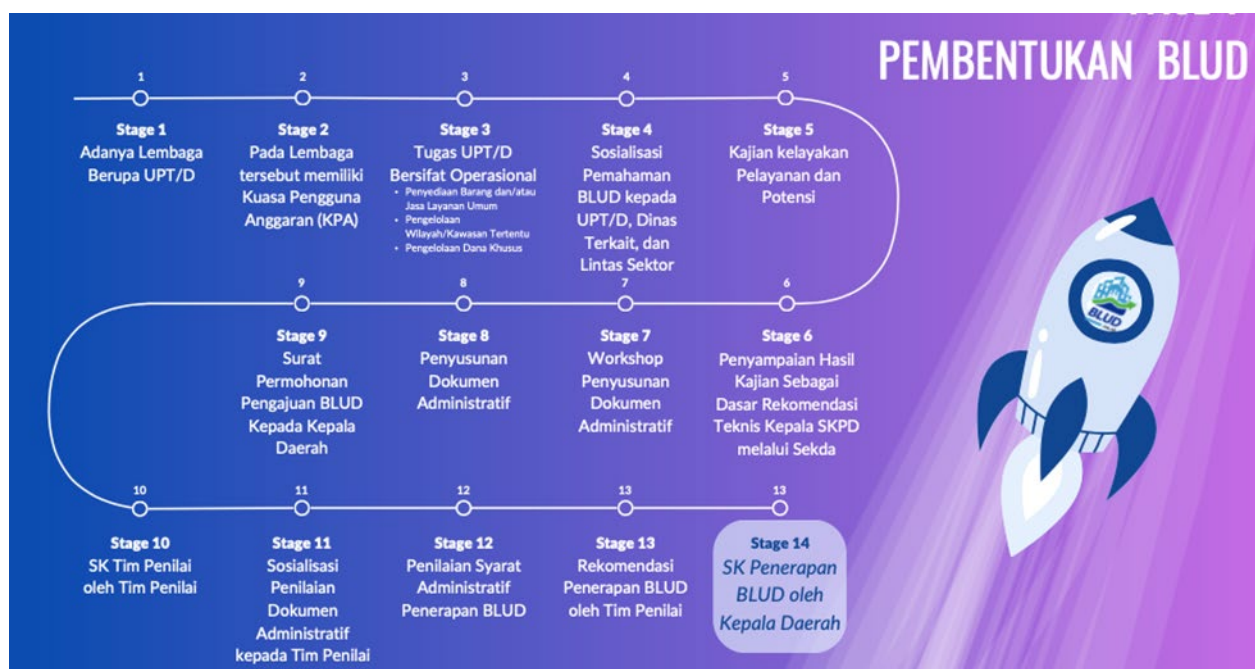
Integrated Approach:

The assignment adopts a complementary approach across both cities:

- Jambi focuses on strengthening upstream operational systems and service coverage
- Cirebon focuses on institutional and financial structuring to support sustainable operations and investment readiness

Together, these interventions are expected to contribute to a more coherent, scalable, and financing-ready urban waste management framework, while supporting alignment with national development priorities and strengthening engagement with related partners

Figure 1: Steps on BLUD formation



Milestones and deliverables:

Cirebon City:

Milestone	Deliverables	Scope	Submission date from kick-off date of contract
Task 1) Inception report and stakeholder mapping	Inception Report includes: the review of institutional arrangement and the concept planning and development in accordance with the waste masterplan, and stakeholder mapping. <i>(Executive summary and report in English)</i>	Up to 20 pages	Month 1
Task 2) Socialization of BLUD Understanding to the Technical	Workshop Materials PPT Kick-off Workshop and inception report <i>(in English and Bahasa Indonesia)</i>	Up to 15 slides	Month 1

Implementation Units (UPT/D), Related Agencies, and Cross-Sectoral Agencies - Covers Stage 4 of BLUD Formation	A team formation to prepare administrative documents for the proposed BLUD establishment (<i>Tim Penyusunan Dokumen Administrasi Usulan Pembentukan BLUD</i>)		
Task 3) Conducting the Preparation of Technical Documents: Study on the Feasibility and Potential Assessment – Covers Stage 5 of BLUD Formation	Document Study on the Feasibility and Potential Assessment (<i>Dokumen Kajian Kelayakan dan Potensi</i>) (<i>Document in English and Bahasa Indonesia</i>)	Refer to the BLUD of Waste Management Formation Guideline by Ministry of Home Affairs	Month 2
Task 4) Submission of the Assessment Results as the Basis Technical Recommendations of the SKPD Head through the Regional Secretary – Covers Stage 6 of BLUD Formation	Workshop Materials on the assessment result. PPT Workshop (<i>in English and Bahasa Indonesia</i>) Technical Recommendations of the SKPD Head through the Regional Secretary (<i>Rekomendasi Teknis Kepala SKPD melalui Sekda</i>).	Up to 15 slides Refer to the BLUD of Waste Management Formation Guideline by Ministry of Home Affairs.	Month 2
Task 5) Administrative Document Preparation Workshop - Covers Stage 7 of BLUD Formation	Workshop Materials PPT Workshop (<i>in English and Bahasa Indonesia</i>)	Up to 15 slides	Month 3
Task 6) Administrative Documents Preparation – Covers Stage 8 of BLUD Formation	<ul style="list-style-type: none"> A task force (<i>Gugus Tugas</i>) to develop the Governance Pattern (<i>Pola Tata Kelola</i>), Strategic Plan (<i>Rencana Strategis/Renstra</i>), Minimum Service Standards (<i>Standar Pelayanan Minimal/SPM</i>), and Financial Reports (<i>Laporan Keuangan</i>) A statement of commitment to improve the performance of the Regional Technical Implementation Unit (UPTD) to become a UPTD PPK BLUD (<i>Surat pernyataan kesanggupan untuk meningkatkan kinerja UPTD menjadi UPTD PPK BLUD</i>) 	Refer to the BLUD of Waste Management Formation Guideline by Ministry of Home Affairs	Month 3 - 5

	<ul style="list-style-type: none"> • BLUD Waste Management Governance Pattern Document (<i>Dokumen Pola Tata Kelola BLUD Pengelolaan Sampah</i>) • BLUD Waste Management Strategic Plan (<i>Rencana Strategis BLUD Pengelolaan Sampah</i>) • Technical Minimum Service Standards (SPM) for Waste (<i>Management Standar Pelayanan Minimal (SPM) Teknis Pengelolaan Sampah</i>) • Main Financial Report (<i>Laporan Keuangan Pokok</i>) (<i>Document in English and Bahasa Indonesia</i>) • Workshop on the results of administrative document preparation. PPT Workshop (<i>in English and Bahasa Indonesia</i>) 	Up to 50 pages (report)	
Task 7) Application Letter to the Regional Head/Mayor of Cirebon City – Covers Stage 9 of BLUD Formation	Draft Application Letter to the Regional Head/Mayor of Cirebon City	Refer to the BLUD of Waste Management Formation Guideline by Ministry of Home Affairs	Month 5
Task 8) Final Report and Lesson Notes	<p>Final Report summarizing all tasks, including an executive summary and lesson notes. (Executive Summary and Report in English)</p> <p>PPT Final Workshop (<i>in English and Bahasa Indonesia</i>)</p>	<p>Up to 50 pages</p> <p>Up to 20 slides</p>	Month 5

Jambi City:

Milestone	Deliverables	Scope	Submission date from kick-off date of contract
Task 1. Inception report and stakeholder mapping	Inception Report includes: the review of policy and regulation, financial arrangement, overview the existing condition of SWM System at upstream level, the	Up to 20 pages	Month 1

	<p>concept planning and development in accordance with the waste masterplan, and existing waste collection service coverage and stakeholder mapping. <i>(Executive summary and report in English)</i></p> <p>PPT Kick-off Workshop <i>(in English and Bahasa Indonesia)</i></p>	Up to 10 slides	
Task 2: Baseline assessment on the SWM System in upstream	<p>Baseline Report consists of:</p> <p>Profile of TPS and other area-scale waste processing facilities, such as TPS 3R and similar facilities.</p> <p>A comprehensive map containing:</p> <ul style="list-style-type: none"> - Existing locations of TPS and area-scale waste processing facilities - Existing waste collection service areas and routes operated by local governments and the private sector, and their interconnections with TPS and area-scale processing facilities, such as TPS 3R, PDU - List of types of vehicles and the number of existing vehicles/collection facilities owned by the government and the private sector if existed. <p><i>(Executive summary in English, report in Bahasa Indonesia)</i></p> <p>PPT Workshop <i>(in English and Bahasa Indonesia)</i></p>	<p>Up to 50 pages</p> <p>Up to 7 slides</p>	Month 2
Task 3. Developing a collection service route towards the	Waste collection route development report consists of:		Month 3

<p>target of 100% service and analysing the need for collection facilities and infrastructure as well as their investment.</p>	<ul style="list-style-type: none"> - Developing a village-based collection route map that can serve 100% of Jambi City. - The type of facility and number of waste collection vehicles required to achieve 100% urban waste collection, including the required investment. - Identify other support infrastructure needed, for example Transfer Station. <p>(Executive summary in English, report in Bahasa Indonesia)</p> <p>PPT Workshop (<i>in English and Bahasa Indonesia</i>)</p>	<p>Up to 50 pages</p> <p>Up to 10 slides</p>	
<p>Task 4. Develop a waste collection scheme based on the OPBM at Kelurahan level which is integrated with area-scale processing facilities.</p>	<p>Report on the collection scheme development based on OPBM which consists of:</p> <ol style="list-style-type: none"> 1. A route map and service area division, where collection will be implemented using the village-level OPBM scheme, integrated with area or city-scale processing facilities. 2. Strategies and recommendations for implementing a waste collection system from source through the establishment of OPBM, including: <ul style="list-style-type: none"> - Governance; institutions, registration procedures, recording, reporting, and other requirements, such as the mandatory distribution of transported waste to processing facilities. - Cost calculations, including OPBM operational costs, tipping fees to processing 		<p>Month 4</p>

	<p>facilities, and other requirements.</p> <p>- Payment mechanisms from customers to OPBM, and OPBM to the waste treatment providers.</p> <p>(Executive summary in Bahasa Indonesia, report in English)</p> <p>PPT Workshop (<i>in English and Bahasa Indonesia</i>)</p>	<p>Up to 50 pages</p> <p>Up to 10 slides</p>	
Task 5. Final Report	<p>Final Report, summarizing all findings and recommendations, including an executive summary</p> <p>(Executive Summary and Report in English)</p> <p>PPT Final Workshop (<i>in English and Bahasa Indonesia</i>)</p>	<p>Up to 50 pages</p> <p>Up to 10 slides</p>	Month 5

Period of assignment: **from 6th July 2026 until 30 November 2026.**

All deliverables are to meet the following quality indicators in addition to assessment of the technical correctness of the deliverables:

- Excellent editing (spelling, grammar)
- Comprehensive structuring
- Clear account of methodology
- Labelling of figures and tables, all the figures and graphs formatted such as they can be read in black and white.
- All the tables should be delivered in one excel document, containing one table per sheet and following the same numbering and order they appear in the text. The file should also contain all the calculation and formulas (if applicable) and clear explanations of the methodologies and calculations performed.
- Inclusion of Kerjasama Jerman, GIZ, Bappenas, and cities logos
- Excellent referencing of content resources
- Fulfilment of all requirements as stipulated by this ToR (including supporting documents where relevant)
- The above-mentioned requirements regarding the content of the report(s) should be considered minimum requirements. However, the final version of the documents should be approved by GIZ, and it is the consultant's responsibility to make any adjustments, clarifications and provide additional information requested.
- All reports and slides should be in the standard GIZ template format.

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 develop a concept that shows how the cooperation with the actors is to be established and put into practice. The project's cooperation arrangements referred to in this ToR must be taken into consideration. The tenderer should work closely with the municipality's counterparts for purposes of skills transfers.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1).

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 describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

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 list all experts proposed in the tender. The plan shall include information on assignment dates (duration and expert days), locations of deployment, and the allocation of work steps as set out in the schedule. Furthermore, the tenderer shall present a clear backstopping strategy outlining the administrative, financial, contractual, logistical, and quality assurance arrangements that will be put in place to support the implementation of the assignment, ensure continuity of services, maintain effective coordination, and mitigate implementation risks throughout the contract period.

Further requirements (1.7)

The tenderer is expected to demonstrate strong experience in working closely with local governments in Indonesia, particularly in urban solid waste management and institutional strengthening. Experience working with Jambi City and/or Cirebon City, or a strong understanding of their administrative processes, stakeholder dynamics, and operational context, will be considered a strong advantage.

The tenderer should also demonstrate the ability to work collaboratively and intensively with city administrations and relevant stakeholders to ensure that the proposed approaches and recommendations are practical, implementable, and aligned with local needs and realities.

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

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, based on 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 (National)

Tasks of the team leader

- Overall responsibility for the implementation of the consultancy assignment, including quality assurance and timely delivery of all outputs and deliverables for both Jambi and Cirebon Assignment
- Lead coordination and communication with GIZ, Local governments, Bappenas, and other relevant stakeholders
- Ensure integration and coherence between technical, institutional, financing aspects across both city interventions
- Supervise and coordinate all experts involved in the assignment, including planning and allocation of tasks
- Provide strategic guidance on solid waste governance, investment readiness, and institutional strengthening approaches
- Lead stakeholder consultations, workshops, and validation processes
- Ensure regular reporting and submission of deliverables in accordance with the agreed timeline
- 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): university degree (Master or equivalent) in Environmental Engineering, urban planning, public policy, infrastructure management, solid waste management, or other relevant fields.
- Language (2.1.2): C1-level English language proficiency and Bahasa Indonesia at C2/Native level.
- General professional experience (2.1.3): 12 years of professional experience in the urban infrastructure and solid waste management sector

- Specific professional experience (2.1.4): 10 years' experience in solid waste management governance, institutional strengthening, and investment readiness projects
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Development cooperation (DC) experience (2.1.7): 7 years of experience in development cooperation projects funded by bilateral or multilateral institutions
- Other (2.1.8): Experience in facilitating stakeholder coordination across national and sub-national levels and familiarity with Indonesian waste management regulatory frameworks and BLUD mechanism

Key expert 1: Senior SWM Expert for Jambi (National)

Tasks of key expert 1

- Lead technical assessment of upstream solid waste management systems in Jambi City
- Analyse waste collection systems, service coverage, operational arrangement, and processing facility integration
- Lead development of OPBM based waste collection models integrated with TPS 3R and area scale processing facilities
- Support development of service route optimisation and investment needs assessment
- Provide technical recommendations related to operational improvement and service expansion strategies
- Facilitate technical consultations and validation workshops with local stakeholders

Qualifications of key expert 1

- Education/training (2.2.1): University degree in environmental engineering, sanitation engineering, urban infrastructure, or related field
- Language (2.2.2): B2 -level language proficiency in English and C2/native level in Bahasa Indonesia
- General professional experience (2.2.3): 15 years of professional experience in solid waste management sector
- Specific professional experience (2.2.4): 15 years of experience in municipal waste collection systems, upstream waste management, and operational system development.
- Development Cooperation (DC) experience (2.2.7): 5 years of experience in donor funded or development cooperation projects
- Other (2.2.8): Experience in waste collection route planning, service optimisation, and integration with processing facilities

Key Expert 2: BLUD SWM Expert for Cirebon (National)

Tasks of key expert 2

- Lead technical assistance related to establishment of UPTD PPK BLUD for waste management in Cirebon city
- Assess technical and financial feasibility for BLUD establishment
- Support preparation of BLUD administrative and institutional documents
- Develop recommendations related to governance arrangements, financial management, and service sustainability
- Facilitate workshops and consultations related to BLUD formation stages
- Provide technical guidance on BLUD regulatory compliance and operational readiness

Qualification of key expert 2

- Education/training (2.3.1): University degree (Master or equivalent) in public administration, public finance, environmental management, or related field
- Language (2.3.2): English proficiency at B2 level or Bahasa Indonesia at C2/native level
- General professional experience (2.3.3): 15 years of professional experience in public service management or infrastructure governance
- Specific professional experience (2.3.4): 15 years of experience in BLUD establishment, public financial management, or institutional strengthening related to public services
- Development cooperation (DC) experience (2.3.7): Experience in donor funded governance or infrastructure projects
- Other (2.3.8): Strong understanding of Indonesian BLUD regulations and municipal waste management governance.

Key Expert 3: Institutional SWM Expert for Cirebon (National)

Tasks of key expert 3

- Support institutional assessment and stakeholder mapping for BLUD establishment
- Analyse institutional arrangements and governance structure related to waste management services
- Support preparation of governance pattern documents, strategic plans, and minimum service standards
- Facilitate coordination with Bappeda, legal bureaus, and related government units
- Support institutional strengthening and stakeholder engagement processes

Qualification of key expert 3

- Education/training (2.4.1): University degree in public administration, governance, law, urban management, or related field
- Language (2.4.2): English proficiency at B2 level and Bahasa Indonesia at C2/native level
- General professional experience (2.4.3): 10 years of professional experience in institutional development or governance sector
- Specific professional experience (2.4.4): 10 years of experience in local government institutional strengthening and public service governance
- Development cooperation (DC) experience (2.4.7): Experience in development cooperation project is an advantage
- Other (2.4.8): Familiarity with waste management governance and local government institutional frameworks

Key Expert 4: GIS Expert for Jambi (National)

Tasks of key expert 4

- Developed GIS based mapping for waste collection routes, service areas, and waste processing facilities
- Analyse spatial distribution of waste generation and service coverage
- Support development of village-based collection route maps toward achieving 100% service coverage
- Produce thematic maps and visualization materials for technical reports and stakeholders' workshops
- Support integration of spatial analysis into operational and investment planning

Qualifications of key expert 4

- Education/training (2.5.1): University degree in geography, GIS, urban planning engineering, or related field

- Language (2.5.2): English proficiency at B2 level and Bahasa Indonesia at C2/native level
- General professional experience (2.5.3): 5 years of professional experience in GIS and spatial analysis
- Specific professional experience (2.5.4): 5 years of experience supporting infrastructure or solid waste management projects through GIS analysis
- Development cooperation (DC) experience (2.5.7): Experience in donor funded projects is an advantage
- Other (2.5.8): Proficiency in ArcGIS, QGIS, and spatial data visualisation and analysis

Short term Expert Pool with maximum 2 members

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

Expert Pool 1: Junior SWM Expert for Jambi (Locally stationed in Jambi)

Tasks of expert pool Jambi

- Support data collection and analysis related to existing waste management systems in Jambi city
- Assist mapping and profiling of TPS, TPS 3R, and other waste processing facilities
- Support preparation of technical reports, workshop materials, and stakeholder consultation documentation
- Assist in field verification and coordination with local stakeholders
- Support development of operational and institutional recommendations for OPBM implementation
- Ensure continuous onsite support and coordination with local counterparts during assignment implementation

Qualifications of expert pool Jambi

- Education/training (2.6.1): University degree in environmental engineering, urban planning, geography, sanitation, or related field
- Language (2.6.2): English proficiency at B2 level and Bahasa Indonesia at C2/native level
- General professional experience (2.6.3): 5 years of professional experience in solid waste management or urban infrastructure sector
- Specific professional experience (2.6.4): 3 years of experience supporting municipal solid waste management studies or projects
- Other (2.6.7): strong analytical and reporting skills, including preparation of technical documentation and workshop materials and the expert is expected to be based in Jambi city during the implementation period to ensure continuous coordination, field support, stakeholder engagement, and operational assistance throughout the assignment

Expert Pool 2: Junior Expert for Cirebon (Locally Stationed in Cirebon)

Tasks of expert pool 2

- Support preparation of administrative and technical documents related to BLUD formulation
- Assist coordination with local government stakeholders and workshop implementation
- Support documentation, reporting, and consolidation of technical inputs
- Assist data collection, analysis, and preparation of presentations materials
- Support monitoring of assignment progress and deliverables

Qualifications of expert pool 2

- Education/training (2.7.1): University degree in public administration, environmental management, urban planning, finance, or related field
- Language (2.7.2): English proficiency at B2 level and Bahasa Indonesia at C2/native level
- General professional experience (2.7.3): 3 years of professional experience in urban development, governance, or infrastructure sector
- Specific professional experience (2.7.4): 3 years' experience in supporting institutional or infrastructure related assignments
- Other (2.7.7): Strong coordination, communication, and reporting skills. The expert is expected to be stationed in Cirebon City during the implementation period to support continuous coordination with local government counterparts, stakeholder engagement, and day-to-day implementation support throughout the assignment.

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

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	75	75	Timesheet and completion of report
Expert 1: Senior SWM Expert for Jambi	1	75	75	Timesheet and completion of report

Expert 2: BLUD SWM Expert for Cirebon (National)	1	75	75	Timesheet and completion of report
Expert 3: Institutional SWM Expert for Cirebon (National)	1	75	75	Timesheet and completion of report
Expert 4: GIS Expert for Jambi (National)	1	50	50	Timesheet and completion of report
Expert Pool 1: Junior SWM Expert for Jambi (Locally stationed in Jambi)	1	75	75	Timesheet and completion of report
Expert Pool 2: Junior Expert for Cirebon (Locally Stationed in Cirebon)	1	75	75	Timesheet and completion of report
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in city of assignment	30	-	30	Jambi and Cirebon; Lumpsum and based on performance
Accommodation (Jambi, Cirebon)	18	-	18	Against evidence
Transport	Quantity	Number per expert	Total	Comments
Domestic flights	12	-	12	Based on evidence
CO₂ compensation for air travel	12	-	12	A fixed budget of IDR 6,000,000 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car)				
• Train Gambir-Cirebon (return)	12	-	12	Against evidence
• Car Rental (inner city) in Jambi and Cirebon	10	-	10	Against evidence
• Airport transfer	20	-	20	Home-airport/station-venue Lumpsum and based on performance
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	15,000,000	15,000,000	Against evidence. Budget is foreseen for workshop includes taking the following cost items into account: venue and catering. Procurement of meeting package based on GIZ regulation.

6. Inputs of the related cities (Jambi and Cirebon)

- 1 workstation in every municipality office during the contract period Person in charge (civil servant(s)) to be actively supporting the project
- Provide a venue for the workshops held throughout the study
- Other possible cost implications of conducting surveys (training rooms for data collectors, quality assurance, permit and invitation)

7. 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 30 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.

8. Organizational Matters

Place of Assignment: Jakarta, Jambi, and Cirebon

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.