

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

CONFIDENTIAL

Expert Consultants to Facilitate the Development of Standard Operating Procedure (SOP) for Cross Regional Organizational Coordination (Koordinasi Lintas OPD) in Green Financing for Central Java

**Project number/
cost centre:
G-011982-004**
**Internal Order:
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**Tender number:
10054204**

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference
PPP	Public-Private Partnership
PPCP	Public-Private-Community Partnership

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations on behalf of the German Government. We work to shape a future worth living in over 120 countries around the world.

Over the past decades, integrated management on terrestrial and coastal-marine areas has been gaining attention of the Government of Indonesia. However, on-the ground implementation is a complex and formidable task that still become an issue to be solved. The increasing development by the time decreasing the environmental quality. Sectoral and silo approach according to each jurisdiction may no longer applicable. Instead, collaborative, integrated, and transformative approaches are keys to achieve sustainable development at various scales. The current national agenda, for instance, highlighted the green economy transformation and observed the nexus between climate, biodiversity, and development. The integrated management of land- and seascape in Indonesia is therefore, one of the keys to support the sustainable development.

The project “Land- and Seascape Solutions for Indonesia (LASSO)” aims at developing and deploying an ecosystem approach for land and seascapes in at least three regions in Indonesia. As such, its main focus lies on biodiversity conservation and ecological restoration, including efforts to strengthen the sustained provision of eco-system services, strengthen blue and green economies as pathways to sustainable development, including agroforestry, aquaculture and the promotion of ecotourism. LASSO/SOLUSI promotes enhanced climate-resilient livelihoods through Public-Private-Community Partnership (PPCP), policies and investments and facilitates learning among partner provinces and scaling-up to others using an inter-provincial knowledge sharing platform. This project will be implemented by a consortium consist of GIZ, ICRAF, SNV and Yayasan KEHATI Indonesia.

LASSO/SOLUSI project will achieve its objectives through 4 main outputs:

Output 1: National policies and guidelines on LaS development incorporating the aspect of climate resilience and biodiversity are developed and provide support for innovative development models and planning processes at the national and sub-national levels.

Output 2: Innovative financing and investment mechanisms for integrated LaS management are designed for the national and sub-national levels.

Output 3: LaS planning laboratories which integrate the nexus on climate resilience, biodiversity and development, are implemented at national and sub-national levels.

Output 4: Key stakeholders have improved their capacity and knowledge on integrated LaS management are able to promote and share experiences.

To support implementation of Output 2 above, this Terms of Reference (ToR) therefore have been prepared to enable the procurement of consultancy services to support the **Development of Standard Operating Procedure (SOP) for Cross-Regional Organizational Coordination (Koordinasi Lintas OPD) in Green Financing** in accordance with Central Java Green Economy Roadmap 2025-2045.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following work:

In close coordination with Bappeda Central Java and other relevant stakeholders at the sub-national level,

1. Conduct any preliminary assessments and analysis in Central Java that are relevant to the SOP development
2. Prepare, formulate, and develop complete SOP for Cross-Regional Organization Coordination (Koordinasi Lintas OPD) to support green financing initiatives of the Central Java government as per according to the specifications outlined in Central Java Roadmap for Green Economy 2025 – 2045
3. Conduct series of workshops with the provincial stakeholders in Central Java to facilitate the SOP development
4. Conduct provincial-level public consultation to verify the drafted SOP
5. Finalization of the SOP to be handed over to provincial-level stakeholders

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Outputs/ partial works	Deadline/place/person responsible	Criteria for acceptance
OUTPUT 1: Conduct any preliminary assessments and analysis in Central Java that are relevant to the SOP development, including but not limited to: a. Current Climate/Biodiversity Financing & Investment Landscape in Central Java b. Financing and Investment Resources that are available c. Relevant OPD stakeholders and readiness d. The importance of a Local Government Green Financing Body to support many initiatives until 2045 in accordance with the Roadmap of Central Java Green Economy e. Proposed outline of the SOP document to be developed	2 weeks after contract start (30 November 2026)	GIZ Approved the inspection report Output 1 1 st interim payment
OUTPUT 2: Conduct 3x workshops with the provincial stakeholders in Central Java to facilitate the SOP development.	6 Months after contract start (30 May 2027)	- Conduct 3x workshop with stakeholders - Draft SOP - Minutes of meetings for all preliminary meetings with Bappeda Jateng and MoM of 3x workshops

Possible Outline of SOP: 1. Introduction and Background including: a. Legal basis/regulatory mandatory b. Alignment with national and local development plans c. Relation to climate, biodiversity, low-carbon, or resilience target d. Scope of green financing within the jurisdictions, 2. Purpose of SOP: a. Improve inter-agency coordination b. Ensure transparency and accountability 3. Definitions and Terminologies 4. Institutional Structure and Governance: a. <i>Organizational structure</i> b. <i>Roles and responsibilities of involved and relevant OPDs</i> c. <i>Decision making authorities</i> d. <i>Coordination mechanisms</i> 5. Facilitating funding/financing access: a. <i>Financing pathways</i> b. <i>Financial management procedures</i> c. <i>Environmental and social safeguards</i> d. <i>Risk management</i> 6. Stakeholder engagement and communication, 7. Ethics, integrity, and conflicts of interest, 8. Documentation and record management, 9. SOP review and revision mechanisms Conduct provincial-level public consultation to verify the final SOP draft		- Other documentations for all meetings and workshops (including photos, daftar hadir) GIZ Approved the report of Output 2 2nd interim payment
OUTPUT 3: Finalization of the SOP to be handed over to provincial-level stakeholders	8 months after contract start (31 July 2027)	- Conduct 1x public consultation - Final SOP document ready for hand-over - Minutes of meeting on public consultation and other related documentations

		GIZ Approved the report of Output 3 Final payment
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Period of assignment: from **16 November 2026** until **31 July 2027**.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present 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).

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 lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

1. Lead the overall Assignment

- Provide overall strategic and technical Leadership for the assignment.
- Develop and manage the assignment workplan, methodology, timeline and deliverables.
- Coordinate the inputs and work of all members of the consultant team.
- Ensure consistency between the SOP, existing government mandates, policies, planning processes, budgeting systems, and green financing priorities.

2. Conduct Institutional and Process Assessment

- Review relevant laws, regulations, policies, development plans, budgeting frameworks, financing mechanisms, and institutional mandates related to green financing.
- Map the roles, responsibilities, authorities, and existing coordination mechanisms of relevant local government agencies.
- Identify institutional gaps, overlaps, bottlenecks, and coordination challenges affecting access to and mobilization of green financing.
- Assess existing processes for identifying, developing, prioritizing, financing, implementing, and monitoring green projects.

3. Design the Cross-Functional Coordination Framework

- Develop an institutional framework for coordination among relevant local government agencies and stakeholders.
- Define clear roles, responsibilities, decision-making authority, and accountability mechanisms.
- Establish mechanisms for coordination between planning, finance/budgeting, technical/sectoral agencies, investment, environmental, procurement, and other relevant functions.
- Define appropriate coordination structures, including working groups, focal points, steering mechanisms, or technical committees where relevant.

4. Develop the Green Financing SOP

- Lead the development of the SOP together with Bappeda Central Java
- Establish clear workflows, approval processes, decision points, responsibilities, timelines, and required documentation.

5. Integrate Green Financing into Government Planning and Budgeting

- Develop mechanisms for linking green project identification and financing with local development planning and budgeting processes.
- Ensure the SOP establishes clear linkages between sectoral priorities, project pipelines, budget allocation, and external financing opportunities.
- Provide guidance on integrating climate, biodiversity, environmental, and sustainability considerations into project prioritization and financing decisions.

6. Facilitate Stakeholder Consultation

- Lead consultations with relevant local government agencies and other stakeholders to validate institutional arrangements and proposed workflows.
- Facilitate cross-functional discussions to identify practical coordination requirements and resolve institutional overlaps.
- Incorporate stakeholder feedback into the SOP and supporting tools.
- Build institutional ownership of the proposed coordination mechanism.

7. Ensure Quality Assurance and Finalization

- Review and quality-assure all technical outputs produced by the consultant team.
- Ensure the SOP is coherent and aligned with local government operating realities.
- Lead incorporation of comments from the client and stakeholders.
- Finalize the SOP, supporting tools, and related technical documentation.

8. Manage Reporting and Client Communication

- Serve as the primary technical focal point for the Client.
- Lead preparation of inception, progress, consultation, validation, and final reports.
- Present key findings, proposed institutional arrangements, and the final SOP to relevant stakeholders.
- Maintain regular communication with the Client regarding progress, risks, emerging issues, and required decisions.

Qualifications of the team leader

- Education/training (2.1.1): Master's degree in Public Policy in Sector Public Administration, Governance, Economics, Finance, Sustainable Finance, Environmental Management, Development Studies.
- Language (2.1.2): C2-level language proficiency in Bahasa Indonesia and English
- General professional experience (2.1.3): 15 years of professional experience in public governance, institutional development, sustainable finance, development finance, public financial management sector.
- Specific professional experience (2.1.4): 3 years in Demonstrated ability to integrate governance, organizational, and sustainable finance perspectives into a coherent institutional mechanism. Proven experience developing SOPs, operational frameworks, institutional coordination mechanisms.
- Leadership/management experience (2.1.5): 10 years of experience leading multidisciplinary consulting assignments involving government institutions and multiple stakeholders. Strong experience in stakeholder consultation, facilitation, consensus building, and institutional strengthening
- Regional experience (2.1.6): 10 years of experience in projects in Indonesia, specifically in Central Java and DKI Jakarta.
- Development cooperation (DC) experience (2.1.7): 8 years of experience in DC projects

- Other (2.1.8): Experience working with Indonesian local governments and/or development partners is highly desirable.

Key expert 1: Sustainable/Green Finance Expert (1 person)

Tasks of key expert 1

1. Assess the Local Government's Green Financing Context

- Review relevant national and subnational policies, regulations, strategies, taxonomies, standards, and financing frameworks related to sustainable and green finance.
- Assess the local government's existing green financing mechanisms, project pipeline, funding sources, and institutional capacity.
- Identify opportunities and constraints for mobilizing public, private, and development finance for green projects.
- Review SOLUSI sub-national financing & investment strategy for Central Java

2. Map Green Financing Processes and Requirements

- Map the process through which green projects are currently identified, prioritized, prepared, budgeted, financed, implemented, and monitored.
- Identify the financing requirements and decision points that need to be incorporated into the cross-functional coordination mechanism.
- Identify institutional bottlenecks that may prevent potentially financeable green projects from progressing toward funding or investment.

3. Provide Technical Inputs to the SOP

- Define the sustainable finance-related roles and responsibilities of relevant government agencies.
- Provide technical inputs to current/existing and to-be-developed end to end workflows
- Ensure the SOP incorporates appropriate sustainability, climate, biodiversity, ESG, and environmental considerations at relevant decision points.
- Develop or review technical templates, checklists, assessment criteria, and documentation requirements

4. Advise on Green Financing Options

- Identify appropriate financing instruments and potential funding sources for different categories of green projects.
- Provide technical recommendations on the applicability of different financing mechanisms and instruments, taking into account and consideration on the already available recommendations from sub-national financing & investment strategy
- Develop guidance for matching project characteristics and financing needs with appropriate funding sources.

5. Facilitate Stakeholder Consultations and Technical Workshops

- Facilitate consultations with relevant sectoral agencies, planning and finance units, environmental agencies, and other stakeholders on sustainable finance requirements.
- Lend technical expertise on sustainable and green financing in meetings, workshops, and public consultation platforms

6. Strengthen Institutional Capacity and Implementation

- Identify capacity gaps among relevant local government agencies in relation to sustainable finance and green project preparation.
- Recommend capacity-building measures, technical guidance, and knowledge resources required for effective implementation of the SOP.
- Provide recommendations for keeping the SOP aligned with evolving sustainable finance standards and financing opportunities.

7. Contribute to Technical Reporting

- Prepare technical inputs for inception, assessment, consultation, public consultation, and final reports.
- Document key findings, lessons learned, and recommendations.
- Contribute to the final SOP and supporting technical guidance.

Qualifications of key expert 1

- Education/training (2.2.1): Master's degree in finance, Economics, Sustainable Finance, Climate Finance, Development Finance, Environmental Economics, Environmental Management.
- Language (2.2.2): C2 -level language proficiency in Bahasa Indonesia and English.
- General professional experience (2.2.3): 10 years of relevant professional experience in sustainable finance, green finance, climate finance, development finance, environmental finance, or related areas. Strong knowledge of green and sustainable financing instruments, including green bonds, green loans, blended finance, concessional finance, PPP/PPCP, climate finance, carbon finance, and biodiversity/nature finance.
- Specific professional experience (2.2.4): 3 years Demonstrated understanding of green project screening, project finance readiness, financing requirements, and matching projects with appropriate financing sources.
- Leadership/management experience (2.2.5): 3 years Experience working with government institutions, development partners, financial institutions, investors, or development finance institutions is highly desirable.
- Regional experience (2.2.6): 10 years in Indonesia, specifically in Central Java and DKI Jakarta.
- Development Cooperation (DC) experience (2.2.7): 3 years Experience in Indonesia and familiarity with the Indonesian sustainable finance policy landscape is highly desirable.
- Other (2.2.8): Good understanding of public-sector planning, budgeting, investment, and financing processes, preferably at the sub-national level.

Key expert 2: Organizational Management Expert (1 person)

Tasks of key expert 2

1. Conduct Institutional and Organizational Assessment

- Assess the existing organizational structure, mandates, functions, and coordination arrangements of relevant local government agencies.
- Review existing workflows, decision-making processes, reporting lines, and coordination mechanisms relevant to green financing.
- Identify institutional gaps, overlaps, duplication of functions, and coordination bottlenecks.
- Assess organizational capacity and readiness to implement a cross-functional green financing coordination mechanism.

2. Map Roles, Responsibilities, and Decision-Making Authority

- Develop a clear mapping of roles and responsibilities across relevant government agencies and functional units.
- Identify lead, supporting, and approving institutions for each stage of the green financing process.
- Define decision-making authority, escalation mechanisms, and accountability arrangements.
- Recommend appropriate designation of focal points or responsible officers within participating agencies.

3. Design the Cross-Functional Coordination Mechanism

- Develop practical mechanisms for coordination among planning, finance, technical/sectoral, environmental, investment, procurement, and other relevant government functions.
- Recommend appropriate coordination structures, such as inter-agency working groups, technical committees, focal-point networks, or steering mechanisms.
- Define procedures for convening meetings, sharing information, making decisions, resolving issues, and following up on agreed actions.
- Establish mechanisms to ensure continuity of coordination beyond individual staff or project cycles.

4. Develop Organizational Workflows and SOP Processes

- Translate the proposed institutional arrangements into clear and practical workflows.
- Define responsibilities, hand-offs, decision points, timelines, and required outputs for each stage of the process.
- Develop RACI or equivalent responsibility matrices where appropriate.
- Ensure workflows are consistent with existing government procedures and do not create unnecessary administrative burdens.

5. Strengthen Inter-Agency Communication and Information Flow

- Develop mechanisms for systematic information sharing among participating agencies.
- Define information requirements, reporting channels, documentation responsibilities, and communication protocols.

- Recommend appropriate systems for tracking green financing opportunities, project status, decisions, and follow-up actions.
- Identify opportunities for digitalization or shared information systems where feasible.

6. Facilitate Organizational Consultation and Consensus Building

- Facilitate consultations with relevant agencies to validate organizational roles and proposed coordination arrangements.
- Identify institutional concerns, potential conflicts of mandate, and practical barriers to implementation.
- Support consensus building among participating agencies.
- Incorporate stakeholder feedback into the proposed organizational framework and SOP.

7. Develop Institutionalization and Change Management Recommendations

- Recommend measures for formally adopting and institutionalizing the coordination mechanism within the local government.
- Develop recommendations for change management and staff transition where new roles or processes are introduced.
- Identify capacity-building and organizational development needs required for implementation.
- Recommend mechanisms for periodic review and updating of the SOP.

8. Contribute to Reporting and Final SOP Development

- Prepare technical inputs related to institutional arrangements, organizational processes, and coordination mechanisms.
- Contribute to the development and refinement of the SOP and supporting tools.
- Document institutional findings, lessons learned, and recommendations.
- Support the Team Leader in presenting and validating the final institutional framework.

Qualifications of key expert 2

- Education/training (2.3.1): Master's degree in organizational management, Business Administration, Public Administration, Organizational Development, Management, Public Policy, Development Studies.
- Language (2.3.2): C2 -level language proficiency in Bahasa Indonesia and English.
- General professional experience (2.3.3): 10 years of relevant professional experience in organizational development, institutional strengthening, organizational management, business process improvement, public-sector reform, or related areas.
- Specific professional experience (2.3.4): 3 years Demonstrated experience conducting organizational assessments and developing institutional arrangements, coordination mechanisms, workflows, SOPs, or operational frameworks. Proven experience translating institutional arrangements into operational workflows.
- Leadership/management experience (2.3.5): 4 years Demonstrated experience designing cross-functional or inter-agency coordination mechanisms and facilitating organizational consultations. Strong facilitation, communication, stakeholder engagement, analytical, and problem-solving skills.
- Regional experience (2.3.6): 10 years' experience in Indonesia, specifically in Central Java and DKI Jakarta.

- Development Cooperation (DC) experience (2.3.7): 2 years Experience working with development partners or donor-funded institutional strengthening programs is an advantage.
- Other (2.3.8): Proven understanding of change management, institutionalization, and organizational capacity development. Experience working with government institutions, preferably Indonesian national and/or sub-national governments.

Key expert 3: Team Support Officer (1 person)

1. Provide Day-to-Day Project Support

- Provide day-to-day administrative and operational support to the consultant team.
- Assist the Team Leader in coordinating workplans, schedules, meetings, deliverables, and deadlines.
- Maintain an up-to-date project activity and deliverable tracker.
- Support coordination and communication among consultant team members and relevant government counterparts

2. Support Stakeholder Coordination

- Coordinate meetings, consultations, interviews, workshops, and public consultation sessions with relevant local government agencies and stakeholders.
- Prepare all logistics and circulate meeting invitations, agendas, background materials, and logistical information.
- Follow up on action points, requests for information, and agreed next steps.
- Maintain a stakeholder contact database and consultation records.

3. Support Data and Information Collection

- Assist the technical team in collecting relevant policies, regulations, institutional documents, existing SOPs, process maps, and other reference materials.
- Organize and maintain project documents and information received from government counterparts.
- Support the compilation and organization of data required for institutional and process assessments.
- Maintain a structured electronic filing and document management system.

4. Support Consultations and Workshops

- Provide logistical and administrative support for consultations, technical discussions, workshops, and public consultation sessions.
- Prepare participant lists, attendance records, meeting materials, and supporting documents.
- Coordinate venues, meeting facilities, equipment, catering, and other logistical requirements where necessary.
- Support documentation of consultation and workshop proceedings.

5. Support Documentation and Reporting

- Prepare meeting minutes, consultation notes, action-point trackers, and other project documentation.
- Assist in compiling inputs from technical experts for reports and deliverables.
- Support formatting, editing, consolidation, and quality checking of project documents.
- Maintain records of comments and revisions received from the Client and stakeholders.

6. Support SOP Development and Review

- Assist the technical team in organizing and consolidating inputs for the SOP and its supporting tools.
- Maintain version control of the SOP and related documents.
- Track comments, recommendations, and revisions arising from consultations and validation sessions.
- Support preparation of the final SOP package and accompanying annexes, templates, and tools.

7. Support Project Monitoring

- Track progress against the agreed workplan, milestones, and deliverables.
- Flag upcoming deadlines, outstanding inputs, and coordination issues to the Team Leader.
- Maintain records of completed activities and supporting evidence.
- Assist in identifying and following up on operational issues that may affect timely delivery.

8. Support Financial and Contract Administration

- Assist with preparation and compilation of administrative and financial documentation required under the assignment.
- Support invoice processing, payment documentation, and reimbursement records, as applicable.
- Maintain records of project-related expenditures and supporting documents.
- Assist the Team Leader with administrative compliance with contractual requirements.

9. Support Knowledge Management

- Maintain an organized repository of project documents, references, consultation outputs, and working materials.
- Assist in compiling relevant good practices, case studies, and reference materials identified during the assignment.
- Support preparation of presentation materials and knowledge products.
- Ensure appropriate archiving of project records upon completion.

Qualifications of key expert 3

- Education/training (2.4.1): Bachelor's degree in Business Administration, Management, Public Administration, Communications, Development Studies.

- Language (2.4.2): C2 -level language proficiency *in* Bahasa Indonesia and English
- General professional experience (2.4.3): 5 years of relevant professional experience in project administration, project coordination, consulting support, program support, or related functions.
- Specific professional experience (2.4.4): 2 years Proven ability to coordinate meetings, consultations, workshops, and stakeholder engagement activities and to maintain project schedules, action trackers, and deliverable records.
- Leadership/management experience (2.4.5): 3 years Demonstrated experience supporting multidisciplinary consulting or development projects involving multiple stakeholders.
- Regional experience (2.4.6): 5 years experience in Indonesia, specifically Central Java and DKI Jakarta.
- Development Cooperation (DC) experience (2.4.7): 3 years Experience working with Indonesian government institutions and/or development partners is an advantage.
- Other (2.4.8): 3 years Experience working with Indonesian government institutions and/or development partners is an advantage. Experience supporting administrative and financial documentation, including invoices, payment requests, and project expenditure records.

Key expert 4: Public Governance Expert (1 person)

Tasks of key expert 4

1. Assess the Public Governance and Regulatory Context

- Review relevant national and subnational laws, regulations, policies, institutional mandates, and government procedures governing planning, budgeting, financing, investment, environmental management, and public-sector coordination.
- Assess the governance framework relevant to green financing at the local government level.
- Identify regulatory, institutional, and procedural requirements that need to be reflected in the coordination mechanism and SOP.

2. Assess Institutional Mandates and Governance Arrangements

- Map the mandates, authorities, and functions of relevant local government agencies involved in green financing.
- Identify overlaps, gaps, and potential conflicts in institutional responsibilities and decision-making authority.
- Assess the adequacy of existing governance arrangements for cross-functional coordination and accountability.
- Recommend appropriate governance arrangements to support effective green financing coordination.

3. Develop Governance Principles for the Coordination Mechanism

- Establish governance principles underpinning the proposed cross-functional coordination mechanism, including transparency, accountability, effectiveness, inclusiveness, integrity, and clear division of authority.
- Ensure that proposed coordination arrangements are consistent with principles of good public governance and applicable government procedures.
- Recommend appropriate mechanisms for oversight, decision-making, reporting, and accountability.

4. Strengthen Policy and Planning Alignment

- Assess how green financing priorities can be integrated into existing local development planning and policy processes.
- Provide recommendations for aligning green financing initiatives with local development plans, sectoral priorities, environmental and climate commitments, and government budget processes.
- Identify opportunities to strengthen policy coherence across relevant government functions.

5. Review Decision-Making and Approval Processes

- Review existing government processes for project identification, prioritization, approval, budgeting, financing, and implementation.
- Recommend clear decision-making and approval pathways for green financing initiatives.
- Define appropriate escalation and dispute-resolution mechanisms for cross-functional issues.
- Ensure proposed procedures are compatible with existing government authorities and approval requirements.

6. Strengthen Transparency and Accountability Mechanisms

- Recommend mechanisms for documenting decisions, maintaining institutional records, and reporting on green financing activities.
- Develop principles and procedures for transparent project prioritization and financing decisions.
- Recommend appropriate monitoring, reporting, and accountability arrangements among participating agencies.
- Identify measures to strengthen integrity and reduce risks of conflicts of interest or unclear decision-making.

7. Facilitate Governance and Stakeholder Consultations

- Facilitate consultations with local government leadership, relevant agencies, and other stakeholders on proposed governance arrangements.
- Support dialogue to resolve institutional concerns and clarify mandates and authorities.
- Ensure that the proposed coordination mechanism has sufficient institutional ownership and legitimacy.

8. Support SOP Development and Validation

- Provide governance and institutional inputs to the development of the SOP.
- Review proposed workflows, roles, responsibilities, decision points, and approval mechanisms from a public governance perspective.
- Assess the institutional feasibility and regulatory consistency of the proposed SOP.
- Contribute to validation workshops and incorporate stakeholder feedback into the final SOP.

9. Support Institutionalization of the SOP

- Recommend the appropriate mechanism for formal adoption of the SOP within the local government.
- Advise on whether the SOP should be embedded within existing regulations, decrees, internal guidelines, or other government instruments.
- Develop recommendations for institutional ownership, oversight, periodic review, and updating of the SOP.
- Identify governance-related capacity-building needs required for implementation.

10. Contribute to Reporting and Recommendations

- Prepare technical inputs for assessment, consultation, validation, and final reports.
- Document governance gaps, institutional challenges, and recommendations.
- Provide recommendations for strengthening the local government's enabling environment for green financing.

Qualifications of key expert 4

- Education/training (2.5.1): Master's degree in public administration, Public Policy, Governance, Law, Political Science, Development Studies, or a related field.
- Language (2.5.2): C2 -level language proficiency in Bahasa

- General professional experience (2.5.3): 10 years of relevant professional experience in public governance, public-sector reform, institutional development, policy advisory, regulatory reform, or related areas. Demonstrated experience conducting governance and institutional assessments and developing recommendations for strengthening public-sector coordination and accountability.
- Specific professional experience (2.5.4): Strong understanding of government mandates, institutional authorities, public-sector decision-making, inter-agency coordination, and accountability mechanisms. Proven experience reviewing and analyzing laws, regulations, policies, government plans, and administrative procedures and translating them into practical institutional recommendations.
- Leadership/management experience (2.5.5): Demonstrated experience facilitating multi-stakeholder consultations and consensus-building processes involving government institutions.
- Regional experience (2.5.6): 10 years in Indonesia
- Development Cooperation (DC) experience (2.5.7): 8 years' experience in development sector
- Other (2.5.8): Experience working with Indonesian national and/or subnational governments and development partners is highly desirable.

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

9. Costing requirements

The following basic calculations for the contract for works are a reference value based on the acceptance criteria for each partial work/milestone specified in Chapter 2 (Tasks to be performed by the contractor).

Since the contract to be concluded is a contract for work (based on output), we would ask you to offer your services at a lump sum price.

In addition, the assessment of the financial bid is also based on the underlying daily rate. Please also provide the underlying daily rate. A breakdown of days is not required.

Outputs/partial works	Estimated expert days for orientation	Deadline/place/person responsible
OUTPUT 1: Conduct any preliminary assessments and analysis in Central Java that are relevant to the SOP	Team Leader: 12 days Expert 1: 8 days Expert 2: 8 days	4 weeks after contract start (30 November 2026)

development, including but not limited to: a. Current Climate/Biodiversity Financing & Investment Landscape in Central Java b. Financing and Investment Resources that are available c. Relevant OPD stakeholders and readiness d. The importance of a Local Government Green Financing Body to support many initiatives until 2045 in accordance with the Roadmap of Central Java Green Economy e. Proposed outline of the SOP document to be developed	Expert 3: 12 days Expert 4: 8 days	1st interim payment, after approval of Output 1.
OUTPUT 2: Conduct 3x workshops/trainings with the provincial stakeholders in Central Java to facilitate the SOP development. Possible Outline of SOP: 1. Introduction and Background including: a. Legal basis/regulatory mandatory b. Alignment with national and local development plans c. Relation to climate, biodiversity, low-carbon, or resilience target d. Scope of green financing within the jurisdictions, 2. Purpose of SOP: e. Improve inter-agency coordination f. Ensure transparency and accountability 3. Definitions and Terminologies 4. Institutional Structure and Governance: a. <i>Organizational structure</i> b. <i>Roles and responsibilities of involved and relevant OPDs</i> c. <i>Decision making authorities</i> d. <i>Coordination mechanisms</i> 5. Facilitating funding/financing access: a. <i>Financing pathways</i> b. <i>Financial management procedures</i>	Team Leader: 9 days Expert 1: 6 days Expert 2: 6 days Expert 3: 9 days Expert 4: 6 days	6 Months after contract start (30 May 2027) 2nd interim payment, after approval of Output 2.

c. <i>Environmental and social safeguards</i> d. <i>Risk management</i> 6. Stakeholder engagement and communication, 7. Ethics, integrity, and conflicts of interest, 8. Documentation and record management, 9. SOP review and revision mechanisms Conduct provincial-level public consultation to verify the final SOP draft.		
OUTPUT 3 Finalization of the SOP to be handed over to provincial-level stakeholders	Team Leader: 9 days Expert 1: 6 days Expert 2: 6 days Expert 3: 9 days Expert 4: 6 days	8 months after contract start (31 July 2027) Final payment, after approval of Output 3.

Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance for Team leader & Expert 1 - 4, 8-24 hours	12	5	60	Lumpsum 2x preparation meetings @ 1 day. Calculation is: 2 x 5 experts x 2 travel days 3x workshops, 1x public consultations, all @ 1 day. Calculation is 4 trips x 5 experts x 2 travel days for 5 persons (team leader & 4 experts) in Semarang.
Per-diem allowance in country of assignment, 24 hours	6	5	30	Lumpsum 2x preparation meetings @ 1 day. Calculation is: 2 x 5 experts x 1 24-hour day 3x workshops, 1x public consultations, all @ 1 day. Calculation is 4 trips x 5 experts x 1 24-hour day For 5 persons (team leader & 4 experts) in Semarang.

Overnight allowance in country of assignment	12	5	60	Lumpsum 2x preparation meetings @ 1 day. Calculation is: 2 x 5 experts x 2 nights 3x workshops, 1x public consultations, all @ 1 day. Calculation is 4 trips x 5 experts x 2 overnight days 5 persons (team leader & 4 experts) in Semarang
Transport	Quantity	Number per expert	Total	Comments
Train Ticket (Jakarta – Semarang – Jakarta)	6	5	30	Lumpsum • 2 meetings, 5 persons, in Semarang • 2 workshop/trainings, 5 persons, in Purwokerto
Local Transport (hometown – train station – hometown)	6	5	30	Lumpsum Travel within the country of assignment, transfer to/from airport and train station, etc
Rental Car In Semarang during fieldwork (Central Java)	6	1	6	Lumpsum 1 unit car rental for up to 5 experts (measurement is rental days) Travel in the workplace using rent car vehicle during field work in Central Java
Other costs	Quantity	Unit	Total	Comments
Workshops • Workshop/Training logistics (meeting packages) • Meeting logistics (meeting packages) • Public consultation logistics (meeting packages) • Stationary and printed materials	3 2 1 4	50 30 100 1	150 60 100 4	Lumpsum. The budget contains the following costs: meeting packages, stationary and printed materials, and hybrid facilitation. • Workshop/training: 3x meetings @50 persons • Meeting: 2x meetings @ 30 persons • Public consultation (offline): 1x meeting @100 persons

Hybrid facilitation for workshop and public consultation	6	1 package	6	- Stationary & printing material, for 4 workshop/training/meeting needs - Hybrid workshop/training & public consultation: 6x meetings @ 1 unit/package hybrid meeting setup.
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Workshops

The contractor implements the following workshops/training/meeting courses with occurring costs to be integrated in the respective output fee.

- Workshop logistics (meeting packages)
- Meeting logistics
- Public consultation logistics (meeting packages)
- Stationary and printed materials

10. 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 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

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.