

Request for Proposals

Title: Development of the CSL 2030 Roadmap for Sustainable Jurisdictional Initiatives in North Sumatra and Aceh

RFP No: 003/VII/24/2025

Date of Issuance: 24 July 2025

1. Background

The Coalition for Sustainable Livelihoods (CSL) was established through a series of collaborative workshops involving over 130 stakeholders across North Sumatra and Aceh, including NGOs, government institutions, private sector actors, and civil society organizations. CSL serves as a multi-stakeholders platform that fosters alignment and collective action to achieve sustainable development goals at the landscape and jurisdictional levels. As CSL enters its next phase, it seeks to develop a 2030 Roadmap to expand impact, strengthen partnerships, and secure long-term sustainability. This Roadmap will define strategic targets that align with the evolving needs and vision for sustainable livelihoods as identified by CSL members and strategic partners, as well as with government plans. It will also outline clear pathways toward organizational independence and propose a sustainable financing and growth strategy to position CSL as a self-sustaining platform capable of scaling jurisdictional initiatives across North Sumatra and Aceh.

2. Project Overview

To respond to evolving regional priorities and strengthen collective efforts for sustainable development, the Coalition for Sustainable Livelihoods (CSL) will develop a **2030 Roadmap**. After five years since the last strategic workshop, this initiative aims to realign CSL's vision with current needs, bring in new district-level partners, and define a clear path for impact at scale. The Roadmap will be developed through a participatory, locally driven process involving CSL members, partners, and key stakeholders across North Sumatra and Aceh. It reflects a shared commitment to strengthen CSL as a self-sustaining platform capable of driving conservation, restoration, and sustainable production efforts across jurisdictions.

The CSL Secretariat is seeking a qualified partner to facilitate and coordinate the development of the 2030 Roadmap, ensuring a neutral, inclusive, and evidence-based process that reflects the diverse interests of its members and stakeholders. The roadmap will focus on three core components: (1) setting measurable 2030 strategic targets aligned with government plans and the vision of CSL's members and partners; (2) identifying legal, financial, and operational pathways toward organizational independence; and (3) developing a sustainable financing and growth strategy to support the replication and scaling of jurisdictional initiatives. Additionally, the Roadmap will review CSL's governance, stakeholder roles, and resource mobilization mechanisms, while building protocols for transparency, data sharing, and monitoring collective progress.

The final outputs will include an inception report, workshop summaries, and the completed 2030 CSL Roadmap. This process will involve situational analysis, stakeholder mapping, key informant interviews, and multi-stakeholder workshops which lead to a validated and actionable strategy document. The roadmap will serve as a guiding framework to scale CSL's impact, ensure platform sustainability, and deepen collaboration for sustainable livelihoods initiatives across North Sumatra and Aceh.

3. Terms of Reference, Deliverables and Deliverables Schedule (See Attachment 2).

Output	Timeline	Payment Term
1. Inception Report: Outlines work plan, methodology, stakeholder engagement approach, and timeline.	Week 2	Termin 1 – 60%
2. Data Collection Tools: Tools and methods for primary and secondary data collection, including but not limited to interviews, focus group discussions, surveys, and document reviews.	Week 2	
3. Stakeholder Consultation & Data Analysis Report: Full documentation of stakeholder consultations (including minutes, participant lists, and key inputs), primary and secondary data analysis, and initial validation findings.	Week 8	Termin 2 – 40%
4. Final CSL 2030 Roadmap: A comprehensive strategy document outlining 2030 targets, organizational independence pathways, financing strategy, governance, and implementation plan.	Week 10	

4. Submission Details

- a. Deadline. Proposals must be received no later **4 August 2025, 11:59 PM Western Indonesia Time (WIB)**, Late submissions will not be accepted. Proposals must be submitted via email to hub@csf.or.id and grantcontractid@konservasi-id.org All proposals are to be submitted following the guidelines listed in this RFP.
- b. Validity of bid. 120 days from the submission deadline
- c. Clarifications. Questions may be submitted to hub@csf.or.id and emanihuruk@konservasi-id.org; grantcontractid@konservasi-id.org by the specified date and time in the timeline below. The subject of the email must contain the RFP number and title of the RFP. **Konservasi Indonesia** will respond in writing to submitted clarifications by the date specified in the timeline below. Responses to questions that may be of common interest to all bidders will be posted to the **Konservasi Indonesia** website and/or communicated via email.
- d. Amendments. At any time prior to the deadline for submission of proposals, **Konservasi Indonesia** may, for any reason, modify the RFP documents by amendment which will be posted to the **Konservasi Indonesia** website and/or communicated via email.

5. Minimum Requirements

- a. **Proven Experience in Strategic Planning and Organizational Development.**
The consultant or team must demonstrate strong experience in leading strategic planning processes, particularly in multi-year, development strategies, or platform development efforts. Expertise in areas such as governance, sustainability, stakeholders' analysis, or organizational development will be prioritized.
- b. **Facilitation and Stakeholder Engagement Expertise.**
The consultant must have the capability to develop and apply robust data collection tools



(e.g., surveys, interview guides), analyze qualitative and quantitative data, and possess demonstrated ability to engage and manage diverse stakeholders, such as government, private sector, NGOs, and communities, through inclusive, participatory processes. Experience facilitating strategic workshops, focus group discussions, and multi-stakeholder consultations at district and provincial levels is essential.

- c. **Contextual Understanding and Jurisdictional Experience (Preferred).** Familiarity with the socio-political, environmental, and institutional context of Aceh and North Sumatra, and/or prior work with jurisdictional or landscape-based initiatives will be considered a strong advantage. Consultants with relevant networks or local partnerships are encouraged to highlight them.
- d. **Adherence to Ethical Standards and Data Ownership.** The consultant must commit to upholding CSL's ethical standards and confidentiality agreements throughout the assignment. All data and reports produced under this contract will remain the sole property of CSL.
- e. **Bilingual Communication and High-Quality Reporting.** All deliverables must be professionally written and submitted in both Bahasa Indonesia and English. The consultant must demonstrate excellent communication, documentation, and reporting skills, with the ability to synthesize technical content into clear and actionable strategies.

6. Proposal Documents to Include

- a. Signed cover page on the bidder's letterhead with the bidder's contact information.
- b. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
- c. Technical Proposal.
 - i. Corporate Capabilities, Experience, Past Performance, and 3 client references. Please include descriptions of similar projects or assignments and at least three client references.
 - ii. Qualifications of Key Personnel. Please attach CVs that demonstrate how the team proposed meets the minimum requirements listed in section 5 (Minimum Requirements).
 - iii. Technical Approach, Methodology, and Detailed Work Plan. The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference (indicate Section 3 or Attachment 2). The technical proposal should be submitted separately from the budget proposal. It must clearly outline the proposed methodology and timeline and include the CVs of the team leader and all key team members involved in the project implementation. While there is no strict page limit, the proposal should be concise and focused. To ensure ease of access, please submit the file in PDF format with a maximum size of 2 MB, so it can be easily downloaded directly from email attachments without requiring external links.
- d. Financial Proposal. Offerors shall use the cost proposal template (Attachment 3).

- 7. Evaluation Criteria** In evaluating proposals, [Konservasi Indonesia](#) will seek the best value for money considering the merits of the technical and costs proposals. Proposals will be evaluated using the following criteria:

Proposals will be evaluated ONLY against the Evaluation Criteria in the RFP (no other evaluation criteria may be considered for selection). The evaluation process will involve members and/or strategic partners of the CSL Working Group.

Evaluation Criteria	Score (out of 100)
Technical Proposal: <ul style="list-style-type: none"> Is the proposed approach and methodology relevant and practical to achieve the objectives of the roadmap development assignment? Are data collection, stakeholder engagement, and analysis tools (e.g., surveys, interview guides, FGD formats) appropriate and effectively designed? Is the work plan clear, realistic, and logically sequenced with a feasible timeline and delivery milestones? Does the proposal demonstrate adherence to ethical standards and compliance with CSL's data ownership requirements? Is the proposal well-written, clear, and submitted in both Bahasa Indonesia and English? 	45%/ Max points
Team Composition and Experience: <ul style="list-style-type: none"> Do the proposed personnel have the appropriate qualifications and clearly defined roles, with expertise in strategic planning, governance, sustainability, stakeholder analysis, or organizational development? Does the consultant demonstrate a proven track record in leading multi-year strategic planning, platform development, or similar assignments? Does the team have relevant experience working in Aceh and North Sumatra, or with jurisdictional and landscape-based approaches in similar socio-political and institutional contexts? 	35%/ Max points
Cost Proposal: <ul style="list-style-type: none"> Are the proposed costs reasonable, realistic, and reflective of a sound understanding of the assignment and scope of work? 	20%/ Max points

8. Proposal Timeline

RFP Issued	24 July 2025
Clarifications submitted to Konservasi Indonesia	28 July 2025
Clarifications provided to known bidders	31 July 2025
Complete proposals due to Konservasi Indonesia	4 August 2025
Final selection	18 August 2025

- 9. Resulting Award** [Konservasi Indonesia](#) anticipates entering into an agreement with the selected bidder by **9 September 2025**. Any resulting agreement will be subject to the terms and conditions of [Konservasi Indonesia](#)'s Services Agreement. A model form of agreement can be provided upon request.

This RFP does not obligate [Konservasi Indonesia](#) to execute a contract, nor does it commit [Konservasi Indonesia](#) to pay any costs incurred in the preparation or submission of the proposals. Furthermore, [Konservasi Indonesia](#) reserves the right to reject any and all offers, if such action is considered to be in the best interest of [Konservasi Indonesia](#). [Konservasi Indonesia](#) will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

10. Confidentiality All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. [Konservasi Indonesia](#) may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. [Konservasi Indonesia](#)'s evaluation results are confidential and applicant scoring will not be shared among bidders.

11. Code of Ethics All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with [Konservasi Indonesia](#)'s Code of Ethics [for GCF-funded projects only, add: "and the Green Climate Fund's [Policy on Prohibited Practices](#)"]. Conservation International's reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion and Teamwork. [Konservasi Indonesia](#)'s Code of Ethics (the "Code") provides guidance to [Konservasi Indonesia](#) employees, service providers, experts, interns, and volunteers in living [Konservasi Indonesia](#)'s core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to [Konservasi Indonesia](#) via its Ethics Hotline at www.ci.ethicspoint.com.

12. Attachments:

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility
Attachment 2: Terms of Reference
Attachment 3: Cost Proposal Template
[Attachment X: any other attachments]

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

RFP No. XXXXXXXX

UEI Number (if applicable): XXX-XXX-XXX

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with [Konservasi Indonesia's](#) Code of Ethics. [Konservasi Indonesia's](#) Code of Ethics provides guidance to employees, service providers, experts, interns, and volunteers in living [Konservasi Indonesia's](#) core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violations of the Code of Ethics should be reported to [Konservasi Indonesia](#) via its Ethics Hotline at www.ci.ethicspoint.com.

[Konservasi Indonesia](#) relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

I. With respect to [Konservasi Indonesia's](#) Code of Ethics, we certify:

- a. We understand and accept that [Konservasi Indonesia](#), its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

II. With respect to social and environmental standards, we certify:

- a. We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.
- b. We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labor Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

III. With respect to our eligibility and professional conduct, we certify:

- a. We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror's business
- b. We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.



- c. We are/were not involved in writing or recommending the terms of reference for this solicitation document.
- d. We have not engaged in any collusion or price fixing with other offerors.
- e. We have not made promises, offers, or grants, directly or indirectly to any [Konservasi Indonesia](#) employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.
- f. We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by [Konservasi Indonesia](#).
- g. We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.
- h. We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).
- i. We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension". [\[Include additional sanctions lists of the country of a public donor, if required by the donor.\]](#)

Name: _____

Signature: _____

Title: _____

Date: _____

Attachment 2: Terms of Reference

Terms of Reference Development of the CSL 2030 Roadmap for Sustainable Jurisdictional Initiatives in North Sumatra and Aceh

BACKGROUND

Recognizing the need for collective action at scale, more than 130 stakeholders from North Sumatra and Aceh came together across a series of workshops to establish the [Coalition for Sustainable Livelihoods](#) (CSL). The unique role of CSL as a convening platform was to help build a community of practice among NGOs, companies, government, and CSOs working toward sustainable development targets at the landscape or jurisdictional level in North Sumatra and Aceh. By bringing district-level initiatives together and linking them with provincial dialogues, CSL aims to coordinate activities and investments while building toward a critical mass of such initiatives across these two provinces that are so important for people, nature and production systems.

In CSL's initial phase, members and partners focused on initiatives and dialogues to build alignment among government and supply chains on commitments for conservation, restoration and sustainable production, as well as on successful models and approaches for the on-the-ground interventions required to achieve those commitments.

Together, we identified key provincial targets and aligned around a common vision for CSL; identified two pilot district initiatives – Aceh Tamiang and Tapanuli Selatan – to test, learn from, and replicate new models for sustainable development; and created Strategic Investment Action Plans and a social forestry study to drive investment and identify opportunities for new projects in North Sumatra and Aceh.

CSL also brought together government, civil society and private sector stakeholders to learn from each other, identify key challenges, and share lessons/successes, including building a platform for sharing knowledge and lessons across existing jurisdictional initiatives; delivering a range of workshops and dialogues at the international, provincial and district levels; convening a district exchange as a test model for building a community of practice and identifying opportunities to replicate and scale good models and tools across districts.

To sustain these collaborations, CSL also strengthened the platform itself. CSL developed a governance structure for the CSL platform and hired Secretariat staff; agreed to a monitoring and evaluation framework; grew a membership base to guide CSL's strategy and progress towards a common workplan; and built a bilingual website to serve as a central place to learn more about CSL, share knowledge products, and connect with partners.

In this next phase of CSL, we need to rapidly expand our reach, bringing in new district partners to join these communities of practice, to bring new approaches and solutions, to expand implementation of proven models in new areas, and to rapidly scale the impact by linking project and investment opportunities.

It's been 5 years since the last workshop focused on CSL's strategy. A lot has changed and there is a need to bring in new partners and strengthen ownership by current partners. Through the development of a 2030 Roadmap or long-term strategy, we aim to reset CSL's vision through a locally driven participatory process.

OBJECTIVES

To achieve collective impact goals for sustainable development across North Sumatra and Aceh, the CSL Secretariat—together with members and partner initiatives—will lead to the development of the CSL 2030 Roadmap, Roadmap that includes:

- **Define long-term strategic targets** that are aligned with provincial and district action plans across North Sumatra and Aceh.
- **Identify and assess pathways for organizational independence**, enabling CSL to become a self-sustaining platform with clear governance and operational autonomy.
- **Develop a sustainable financing and growth strategy** to support long-term objectives and the expansion of jurisdictional initiatives, providing the resources and capacity to replicate and scale existing and new jurisdictional initiatives.

This Roadmap will guide us towards achieving the following goal: “CSL is an independent, self-sustaining platform with the resources and capacity to catalyze replication and scale of existing and new jurisdictional initiatives across North Sumatra and Aceh”

SCOPE OF WORK

2030 Strategic Targets, through a series of workshops and stakeholder engagement, the CSL Secretariat with the help of a consultant will identify 2030 targets for the CSL Network to be working towards. This should include SMART goals and key indicators for measuring progress towards these goals. It Should also clarify the role of CSL Platform, CSL members, and the broader CSL Network in progressing the overall strategy by defining key workstreams.

Pathways for independence

A consultant will research the legal and financial pathways available for CSL to become an independent organization. Key questions we will need to answer include:

- What are legal pathways for becoming an independent organization or entity and what are the requirements?
- What will it cost, and will there be sustained costs beyond the transition period?
- How long will it take?
- Evaluate cost implications, timelines, and staffing needs.
- How can CSL prepare for this type of transition?
- Recommend steps to ensure a successful transition from CI and KI support.

Sustainable growth & finance strategy

To achieve 2030 targets and get to independence, CSL will need to define a clear growth strategy that maps out the resources and partnerships needed

- a. Mapping additional local stakeholders for engagement – connected to readiness profiles and 2030 Targets
- b. Identifying modes of finance to support CSL long-term vision and path to independence – i.e. how many additional corporate members needed? What other sources of funding should we tap into?
- c. What is role of CSL in “leveraging funding” to support replication and scale of more districts?

Foundation and Partnership Building

The 2030 Roadmap will be developed alongside CSL members and partners, to include guidance and agreements upon the following:

- Review the existing CSL vision and mission to align with evolving global and regional/landscape priorities.



- Review of CSL Governance Structure
- Stakeholder Identification and Engagement modality.
- Strategy on stakeholder engagement to ensure alignment of goals with community and partner needs and expectations
- Define roles and responsibilities of all stakeholders, including, CSL Secretariat, CSL members and external partners.
- Resource Mobilization system (funding donors, grants, or membership fee) and developing a transparent financial reporting/management system
- Establish measurable CSL platform-level goals and targets in the areas of sustainable production, restoration, and protection programs, aligned with jurisdictional goals in Aceh and North Sumatra. These goals should provide a clear, shared direction for coalition partners and serve as a basis for tracking collective progress toward 2030 outcomes
- Establish protocols and standards for data sharing, communications, and partner engagement to ensure transparency, consistency, and recognition of contributions toward collective goals
- Establish a Monitoring, Evaluation, and Reporting (MER) framework to monitor progress and assess impact.
- Clarify the role of CSL in driving, monitoring, and communicating collective progress across its network

The CSL Secretariat will ultimately drive the road mapping process, with support and input from members and partners. A consultant or team of consultants will also be hired to facilitate discussions and gather additional data, input and analysis. The roadmap process is expected to:

1. Conduct a situational analysis, including stakeholder mapping, SWOT analysis, and institutional review.
2. Engage key stakeholders (internal and external) through interviews, focus group discussions, or workshops.
3. Facilitate a strategic planning workshop with CSL Members and key partners.
4. Facilitated the CSL Secretariat, member organizations, and partner initiatives to develop the CSL 2030 Roadmap, aligning shared goals and strategic priorities,
5. Provide technical and coordination support to the CSL Secretariat and stakeholders in the formulation of the CSL 2030 Roadmap
6. Present the draft to CSL Members and relevant stakeholders for feedback.
7. Finalize the roadmap based on inputs received.

METHODOLOGY

The development of the CSL 2030 Roadmap will be guided by a participatory, data-driven approach that ensures relevance, local ownership, and strategic alignment. The methodology will include the following key components:

1. Inception Phase

- Conduct an inception meeting with the CSL Secretariat and CSL Members to confirm expectations, clarify roles, and agree on timelines.
- Submit an Inception Report outlining the work plan, methodology, and tools to be used.

2. Desk Review and Secondary Data Analysis

- Review key documents, including CSL's Workplan Plans, CSL reports, CSL Documents.
- Analyze provincial and district action plans to identify alignment opportunities and gaps.

3. Stakeholder Mapping and Engagement



- Identify key stakeholders across government, private sector, civil society, and local communities.
- Develop and implement a stakeholder engagement plan, including:
 - i. Key Informant Interviews (KIIs)
 - ii. Focus Group Discussions (FGDs)
 - iii. Surveys (as needed)

4. Strategic Planning Workshops

- Facilitate one or more multi-stakeholder workshops to:
 - i. Validate findings
 - ii. Align in 2030 strategic targets and workstreams
 - iii. Define CSL's role, governance, and financing strategies

5. Drafting and Validation

- Prepare a draft of the 2030 Roadmap, informed by data analysis and stakeholder inputs.
- Circulate the draft for review and feedback from CSL members and key stakeholders.
- Convene a validation workshop to gather and integrate final inputs.

6. Finalization

- Finalize the 2030 Roadmap, incorporating feedback from the validation process.
- Produce and disseminate the final document to CSL stakeholders

OUTPUTS

1. Initial Report: Outlining the work plan, methodology, and timeline.
2. Data Collection: Surveys, questionnaires, and interview guides.
3. Stakeholder Workshop Report: A summary of feedback and validation results.
4. Draft and Final CSL 2030 Roadmap

TIMELINE

The assignment is expected to last 10 weeks:

Output	Timeline	Payment Term
1. Inception Report: Outlines work plan, methodology, stakeholder engagement approach, and timeline.	Week 2	Termin 1 – 60%
2. Data Collection Tools: Tools and methods for primary and secondary data collection, including but not limited to interviews, focus group discussions, surveys, and document reviews.	Week 2	
3. Stakeholder Consultation & Data Analysis Report: Full documentation of stakeholder consultations (including minutes, participant lists, and key inputs), primary and secondary data analysis, and initial validation findings.	Week 8	Termin 2 – 40%
4. Final CSL 2030 Roadmap: A comprehensive strategy document outlining 2030 targets, organizational independence pathways, financing strategy, governance, and implementation plan.	Week 10	

TEAM COMPOSITION

Qualifications and Experience

The selected consultant/team should have:

- Proven experience in strategic planning and organizational development.
- Strong facilitation and stakeholder engagement skills.
- Knowledge of the Aceh and Sumatera Utara context.
- Excellent writing and communication skills.
- Preferred language proficiency (Bahasa Indonesia and/or English).
- Experience with multi-stakeholder platforms or jurisdictional approaches is a plus.

BUDGET

A detailed budget will be proposed by the consultant and agreed upon with the CSL Secretariat. The proposed budget will cover:

- Personnel costs.
- Travel and logistics expenses.
- Data collection tools and materials.
- Stakeholder workshop costs.
- Production and dissemination of the final report

REPORTING AND COMMUNICATION

The team will report to the CSL Lead. Regular updates will be provided through:

- Mid-term review meetings.
- Final presentation of findings and recommendations.
- The consultant will maintain open communication with the CSL Secretariat and provide timely updates on key findings or risks.

EXPECTED IMPACT

This Roadmaps 20230 will enable CSL to:

- Make informed decisions regarding partnership and capacity-building opportunities with the targeted districts.
- Design tailored interventions to address specific gaps and leverage local strengths.
- Build a solid foundation for sustainable livelihood programs aligned with CSL's mission.
- Serve as a tool to attract new partners and funders.
- Strengthening CSL's long-term institutional sustainability

TERMS AND CONDITIONS

- The profile team must adhere to CSL's ethical standards and confidentiality agreements.
- All deliverables must be submitted in Bahasa Indonesia and English.
- Intellectual property clause: *"All materials and outputs developed under this ToR will be the property of CSL."*

Attachment 3: Cost Proposal Template

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by [Konservasi Indonesia](#) should the offerors proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labeled and included in the total offered price. All cost information must be expressed in [IDR Indonesian Rupiah](#).

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

Cost Breakdown by Cost Component (example only)

Description	Unit of measure (day, month etc)	Total period of engagement	Unit cost/rate	Total Cost for the Period
Personnel costs				
Travel and logistics expenses.				
Data collection and analysis.				
Stakeholder engagement and workshop costs.				
Communication and Coordination.				
Report and Roadmap production				
Other related costs (please specify)				
Total Cost of Financial Proposal				