Request for Proposal (RFP)
Title: Technical Consultant for Establishment of Management unit of Sustainable Finance (BLUD) protected and Integrated Management for Batang Toru Forest Ecosystem (BTFE)
RFP No.: 022/XII/17/2025
Date of Issuance: 17 December 2025

I. Background and Justification

The Batang Toru Forest Ecosystem (BTFE), located in North Sumatra, Indonesia, encompasses more than 240,000 hectares of forest across three regencies: South Tapanuli, North Tapanuli, and Central Tapanuli. This ecosystem represents the last remaining intact forest frontier in the province and serves as a critical habitat for globally and locally significant biodiversity, including the critically endangered Tapanuli orangutan, as well as other mammals such as the Sumatran tiger and pangolin. The region also contains valuable resources, including minerals, energy reserves, and agroforestry products such as coffee, rubber, benzoin, bananas, and cocoa, which support the livelihoods and well-being of approximately 300,911 residents across 196 villages within the area[1].

This ecosystem also provides critical freshwater resources that support smallholder agriculture throughout the Tapanuli region, including agroforestry in upland areas and oil palm plantations in lowland zones. Furthermore, a 2021 study conducted by Conservation International (CI) found that water originating from BTFE helps maintain the peatland water levels in lowland areas, which is essential for minimizing fire risks and preventing carbon emissions.

The governance of BTFE is complex and characterized by limited coordination. Consequently, portions of the forest have become fragmented, reducing habitat for endangered wildlife and degrading vital ecosystem services. Establishing a long-term presence and fostering strong relationships with key stakeholders is therefore imperative.

Konservasi Indonesia (KI) has facilitated multi-stakeholder collaboration to enhance the protection and integrated management of BTFE. These collaborative efforts have resulted in several notable achievements, including:

a) Advocacy with the Provincial Government of North Sumatra, resulting in the establishment of the Batang Toru Forest Ecosystem (BTFE) Integrated Protection Working Group (POKJA), which brings together diverse stakeholders from government, the private sector, NGOs, and academia.
b) Facilitation of POKJA in developing the Integrated Management Plan (IMP). This plan was formulated with contributions from local communities, forest management authorities, NGOs, producers, and other stakeholders. It serves as a strategic blueprint for achieving long-term outcomes in conservation, restoration, and sustainable management within BTFE.

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[1] South Tapanuli District in Figure, 2023,Page 52; Kabupaten Tapanuli Selatan Dalam Angka 2023 - Badan Pusat Statistik Kabupaten Tapanuli Selatan

c) Facilitation of a study on sustainable financing mechanisms, which identified potential pathways to support the implementation of the IMP.
d) Support for an integrated communication strategy aimed at delivering desired outcomes through well-planned and effective messaging related to BTFE.

Specifically, the sustainable financing mechanism is designed to reduce the dependency of conservation activities on a single funding source. Ideally, such financing should also provide economic incentives, enhance cost management efficiency, support the development of alternative livelihoods for local communities, and allocate resources for conservation initiatives.

The Provincial Government of North Sumatra, in collaboration with stakeholders organized under the Working Group for Integrated Protection and Management of the Batang Toru Forest Ecosystem (BTFE), is planning to establish an intermediary institution for sustainable financing in the form of a Regional Public Service Agency (BLUD). This institution aims to strengthen financing, service delivery, and accountability for the integrated management of the Batang Toru Forest Ecosystem, encompassing conservation, rehabilitation, environmental services, and sustainable livelihoods.

To establish this institution, comprehensive technical assistance is required to fulfill legal, technical, financial, and governance requirements, ensuring that the BLUD can be formally designated and operate in compliance with regulations and best practices. This includes the integration of key instruments such as the Strategic Plan (Renstra), Governance Framework (Pola Tata Kelola/PTK), Minimum Service Standards (SPM), Standard Operating Procedures (SOP), and a results-based performance framework.

II. Project Overview

The project aims to support the establishment and formal designation of a Regional Public Service Agency (BLUD), ensuring its readiness to operate as an integrated management entity to facilitate the implementation of the Batang Toru Integrated Management Plan (IMP) and sustainable financing mechanisms within the Batang Toru Forest Ecosystem (BTFE).

The BLUD to be established will manage integrated financing for conservation, restoration, and sustainable livelihoods. Therefore, the process requires accurate economic assessments and comprehensive analysis of sustainable financing pathways to ensure effective protection and integrated management of the Batang Toru Forest Ecosystem.

III. Objectives

In line with the objectives outlined above, the consultant will collaborate with the Government of North Sumatra, key stakeholders, and Konservasi Indonesia to deliver the following outputs:

- Identification and agreed upon institutional model of BLUD to be established by the Provincial Government of North Sumatra to become a professional management body

for fund management for sustainable financing in integrated protection and management of BTFE

- Availability of legal requirement documents for BLUD institutions established based on applicable regulations
- The availability of key documents that serve as guidelines for the BLUD institution in its Strategic Plan (Renstra), Governance Framework (Pola Tata Kelola/PTK), Minimum Service Standards (SPM), Standard Operating Procedures (SOP), and a results-based performance framework aligned with sustainable financing objectives.

Term of Reference, Deriverables, and deliverables schedule (This may include here or as an attachment to the RFP, particulary if the terms of reference (See Attachment 2))

IV. Submission Details

a. Deadline. Proposals must be received no later than January 2nd, 2026, at 16:00 Jakarta Time. Late submissions will not be accepted. Proposals must be submitted via email to: zfadhli@konservasi-id.org cc to jimansyah@konservasi-id.org, ewidyastuti@konservasi-id.org, grantcontract@konservasi-id.org. All proposals must be submitted in accordance with the guidelines listed in this RFP.

b. Validity of bid 120 days from the submission deadline.

c. Clarification. Questions may be submitted to zfadhli@konservasi-id.org cc to jimansyah@konservasi-id.org, ewidyastuti@konservasi-id.org, grantcontract@konservasi-id.org by the spesific date and time in the schedule below. The subject line of the email must include the RFP number and title of the RFP. KI will respond in writing to clarifications by the date specified in the schedule below. Responses to questions that may be of common interest to all bidders will be posted to the KI website and/or communicated via email.

d. Amendments. At any time prior to the deadline for submission of proposals, KI may, for any reason, modify the RFP will be posted on the KI website and/or communicated via email.

V. Qualification and Experience

The successful applicant must demonstrate strong professional competency and hold relevant economic credential with extensive relevant experience, specifically, the applicant should meet the following requirement:

A. **Institution, Organization, or Team Composition**:

- Team Leader
- Team members with proven experience in conservation, investment and sustainable financing for conservation, biodiversity conservation, ecosystem restoration, and community empowerment, including facilitation of community-level discussions.

B. Team Leader and Experts:

- Demonstrated knowledge and experience in conservation, investment and sustainable financing for conservation, biodiversity conservation, ecosystem restoration, and community empowerment, including facilitation of community-level discussions.
- Proven ability and skills in presenting data and analysis.
- Strong communication and organizational skills.
- Experience working in the Batang Toru landscape.
- Expertise in developing agroforestry systems and community-based crop cultivation.
- Knowledge and experience in community-based restoration activities.
- Fluency in Bahasa Indonesia and proficiency in English, both spoken and written.

VI. Submission Guidelines and Proposal Format

Proposal Document to include

- Signed cover page on bidder's letterhead with contact information.
- Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1).
- Proposals must be submitted in English or Indonesian.
- Each proposal must include the following components:

- **Technical Proposal**
  Corporate Capabilities, Experience, and Past Performance
  - Description of similar projects or assignments.
  - At least 3 client references.

  Qualifications of Key Personnel
  - CVs demonstrating compliance with minimum requirements (see Section V).

  Technical Approach, Methodology, and Detailed Work Plan
  - Detailed description of how requirements in Terms of Reference will be met (see Section 3 or Attachment 2).
  - Include any specific requirements and page limits if applicable.

- **Financial Proposal**
  Completed cost proposal template (Attachment 3).

- All proposals must be submitted online Deadline: Proposals must be submitted no later than 24 December 2025 at 16:00 WIB.
- Submission Method: Proposals must be submitted online to e-mail to: zfadhli@konservasi-id.org cc to jimansyah@konservasi-id.org, ewidyastuti@konservasi-id.org, grantcontract@konservasi-id.org

VII. Evaluation Criteria

In evaluating proposals, KI will seek the best value for money considering the merits

of the technical and costs proposals. Proposals will be evaluated using the following criteria:

Evaluation Criteria	Score
The proposed methodology, framework, and work plan are aligned with the assigned tasks and the expected implementation of activities.	15%
The presentation is clear, systematically organized by activities, logically structured in planning, and demonstrates realism, effectiveness, and efficiency.	20%
Performance and prior work experience meet the minimum qualification requirements.	25%
The team and personnel possess the capacity and specialized technical expertise necessary to support the effective execution of the work.	20%
The proposed costs are realistic and reasonable, reflecting a strong understanding of the requirements for fulfilling the assigned tasks.	20%
Total	

VIII. Timeline

RFP Issued	17 December 2025
Clarifications submitted to KI	22 December 2025
Clarifications provided to Known Bidders	24 December 2025
Complete proposals due to KI	02 January 2026
Final Selection	12 January 2026

IX. Resulting Award

KI anticipates entering into an agreement with the selected bidder by 19 January 2026. Any resulting agreement will be subject to the terms and conditions of KI's Services Agreement. A model form of agreement can be provided upon request.

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

X. 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. KI 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. KI's evaluation results are confidential, and applicant scoring will not be shared among bidders.

XI. 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 KI's Code of Ethics [for GCF-funded projects only, add: "and the Green Climate Fund's Policy on Prohibited Practices"]. Konservasi Indonesia's reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion, and Teamwork. KI's Code of Ethics (the "Code") provides guidance to KI employees, service providers, experts, interns, and volunteers in living KI'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 KI via its Ethics Hotline at www.ci.ethicspoint.com.

XII. Attachments

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

Attachment 2: Terms of Reference

Attachment 3: Cost Proposal Template

Lampiran 1: Representasi Transparansi, Integritas, Tanggung Jawab Lingkungan dan Sosial
RFP No. XXXXXXX
UEI Number (if applicable): XXX-XXX-XXX

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KI 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 KI's Code of Ethics, we certify:

a. We understand and accept that KI, 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 Labour 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 KI 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 KI.

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

Term of Reference		
Study Title	:	Technical Consultant for Establishment of Management unit of Sustainable Finance (BLUD) protected and Integrated Management for Batang Toru Forest Ecosystem (BTFE)
Period	:	Januari 2026 – 30 Juni 2026
Charging Code	:	1003027 /P&G-BTFE/A1/40306
Konservasi Indonesia's team for the Study	:	Zul Fadhli, Doni Latuperisa, Wira Ary Ardana

I. Background and Justification

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The governance of BTFE is complex and characterized by limited coordination. Consequently, portions of the forest have become fragmented, reducing habitat for endangered wildlife and degrading vital ecosystem services. Establishing a long-term presence and fostering strong relationships with key stakeholders is therefore imperative.

Konservasi Indonesia (KI) has facilitated multi-stakeholder collaboration to enhance the protection and integrated management of BTFE. These collaborative efforts have resulted in several notable achievements, including:

e) Advocacy with the Provincial Government of North Sumatra, resulting in the establishment of the Batang Toru Forest Ecosystem (BTFE) Integrated Protection Working Group (POKJA), which brings together diverse stakeholders from government, the private sector, NGOs, and academia.

[2] South Tapanuli District in Figure, 2023,Page 52; Kabupaten Tapanuli Selatan Dalam Angka 2023 - Badan Pusat Statistik Kabupaten Tapanuli Selatan

f) Facilitation of POKJA in developing the Integrated Management Plan (IMP). This plan was formulated with contributions from local communities, forest management authorities, NGOs, producers, and other stakeholders. It serves as a strategic blueprint for achieving long-term outcomes in conservation, restoration, and sustainable management within BTFE.
g) Facilitation of a study on sustainable financing mechanisms, which identified potential pathways to support the implementation of the IMP.
h) Support for an integrated communication strategy aimed at delivering desired outcomes through well-planned and effective messaging related to BTFE.

Specifically, the sustainable financing mechanism is designed to reduce the dependency of conservation activities on a single funding source. Ideally, such financing should also provide economic incentives, enhance cost management efficiency, support the development of alternative livelihoods for local communities, and allocate resources for conservation initiatives.

The Provincial Government of North Sumatra, in collaboration with stakeholders organized under the Working Group for Integrated Protection and Management of the Batang Toru Forest Ecosystem (BTFE), is planning to establish an intermediary institution for sustainable financing in the form of a Regional Public Service Agency (BLUD). This institution aims to strengthen financing, service delivery, and accountability for the integrated management of the Batang Toru Forest Ecosystem, encompassing conservation, rehabilitation, environmental services, and sustainable livelihoods.

To establish this institution, comprehensive technical assistance is required to fulfill legal, technical, financial, and governance requirements, ensuring that the BLUD can be formally designated and operate in compliance with regulations and best practices. This includes the integration of key instruments such as the Strategic Plan (Renstra), Governance Framework (Pola Tata Kelola/PTK), Minimum Service Standards (SPM), Standard Operating Procedures (SOP), and a results-based performance framework.

II. Project Overview

The project aims to support the establishment and formal designation of a Regional Public Service Agency (BLUD), ensuring its readiness to operate as an integrated management entity to facilitate the implementation of the Batang Toru Integrated Management Plan (IMP) and sustainable financing mechanisms within the Batang Toru Forest Ecosystem (BTFE).

The BLUD to be established will manage integrated financing for conservation, restoration, and sustainable livelihoods. Therefore, the process requires accurate economic assessments and comprehensive analysis of sustainable financing pathways to ensure effective protection and integrated management of the Batang Toru Forest Ecosystem.

III. Objectives

In line with the objectives outlined above, the consultant will collaborate with the Government of North Sumatra, key stakeholders, and Konservasi Indonesia to deliver the following outputs:

- Identified and agreed upon institutional model of BLUD to be established by the Provincial Government of North Sumatra to become a professional management body for fund management for sustainable financing in integrated protection and management of BTFE
- Availability of legal requirement documents for BLUD institutions established based on applicable regulations
- The availability of key documents that serve as guidelines for the BLUD institution in its Strategic Plan (Renstra), Governance Framework (Pola Tata Kelola/PTK), Minimum Service Standards (SPM), Standard Operating Procedures (SOP), and a results-based performance framework aligned with sustainable financing objectives.

IV. **Tasks and Deliverables**

This technical advisory will comprise 3 (three) main activities:
Workplan and framework:

- **Develop a comprehensive work plan and framework, including the approach, methodology, detailed schedule, capacity-building requirements, and data needs.**

- **Technical review of Institutional Design & legal aspects required for BLUD Establishment.**
  - Technical review for the preparation of the most suitable BLUD institutional model for managing sustainable funds for integrated BTFE protection and management
  - Define roles, responsibilities, and authority of BLUD management
  - Facilitate the preparation of drafts for policy endorsement and other legal documents required for the establishment of BLUD in accordance with Permendagri No.79 of 2018 concerning BLUD
- **Preparation of Core Documents for BLUD**
  - Develop Foundational Documents required for the BLUD's establishment, including the Strategic Plan (Renstra), Governance Framework (Pola Tata Kelola/PTK), Minimum Service Standards (SPM), Standard Operating Procedures (SOP), and a results-based performance framework. aligned with sustainable financing objectives.

The details are presented in the following table:

No	Activities	Deriverable	Period Deliverable	Weight
1.	Workplan and Framework	– Develop a comprehensive work plan and framework, including the approach, methodology, detailed schedule, capacity-building requirements, and data needs. – Attach records of internal discussions and meetings conducted with relevant stakeholders.	30 Jan 2026	20%
2	Technical review of Institutional Design & legal aspects required for BLUD Establishment.	• BLUD institutional model for managing sustainable funds for integrated BTFE protection and management • Define roles, responsibilities, and authority of BLUD management • Facilitate the preparation of drafts for policy endorsement and other legal documents required meetings conducted with relevant stakeholders. • Attach records of internal discussions an	30 March 2026	40%

No	Activities	Deriverable	Period Deliverable	Weight
3	Develop of core documents for BLUD	• Develop Foundational Documents required for the BLUD's establishment, including the Strategic Plan (Renstra), Governance Framework (Pola Tata Kelola/PTK), Minimum Service Standards (SPM), Standard Operating Procedures (SOP), and a results-based performance framework. aligned with sustainable financing objectives.	30 June2026	40%

V. **Technical Guidance**

The primary point of contact for any inquiries related to the contract is the Sustainable Finance Manager. The selected consultants will receive technical guidance from subject matter experts at YKI, the Sustainable Finance team, the Investment team, YKI's field team in the Sundaland Eco Region, as well as YKI Program Managers and Directors. This coordination ensures that all tasks, deliverables, and quality standards are achieved in a timely manner.

VI. Timeline

The consultant will carry out the assignment over a six-month period, from January 2026 to June 2026.

VII. Consultant Requirements and Qualifications

The consultant may be an institution, organization, or team consisting of 3–5 individual consultants, with one designated lead consultant and supporting members. The consultant will be responsible for delivering all agreed-upon outputs.

The team leader must have extensive relationships and experience working with local governments in planning, protection, and management of aquatic conservation areas, particularly in organizing collaborative meetings and coordinating with diverse audiences. The required qualifications include:

- **Educational Background:** A master's degree in public policy, Government Administration,Law, or other relevant fields.

- **Language Skills:** Fluency in both written and spoken English and Indonesian is mandatory.
- **Proven Experience:** A strong track record in facilitating the development of public policy documents or government policy documents using clear and robust methodologies. Demonstrated experience in engaging, collaborating, and facilitating diverse stakeholders from multi-sectoral groups at national and/or local levels.
- **Analytical and Communication Skills:** Excellent analytical and communication abilities.
- **Additional Competencies:** Ability to deliver high-quality results within tight deadlines and experience working in multicultural environments is considered an asset.

VIII. Evaluation Criteria

- Technical Planning: Including approach, methodology, work plan, and timeline (50%).
- Portfolio and Qualifications of Key Personnel: (25%).
- Proposed Budget: (25%).

IX. Cost

The total cost of this activity will be charged to the implementation of the BTFE Protection, Restoration, and Wildlife Corridors Project managed by Konservasi Indonesia:

- Consultancy service fees will be charged to the P&G BTFE donor under Charging Code: 1003027 /P&G-BTFE/A1/40306, the fee will be subject to income tax in accordance with applicable Indonesian regulations.
- No reimbursement of expenses will be provided.

X. Payment Terms

The consultant is expected to submit invoices based on deliverables due as detailed in Section IV: Tasks and Deliverables. Payment will be processed upon submission of the invoice for each delivery.

Proposal Submission Guidelines and Format

- Proposals must be submitted in English or Indonesian.
- All proposals must include:
    - Institutional profile and legal status.
    - Relevant references demonstrating technical qualifications and international experience.
    - CVs of key personnel who will provide the consultancy services described in these Terms of Reference.
    - Detailed budget.
    - A work plan outlining the methods and approaches to be used for each task, data collection/analysis tools, and an activity schedule.
- Deadline: Proposals must be submitted no later than 24 December 2025 at 16:00 WIB.
- Submission Method: Proposals must be submitted online to email : zfadhli@konservasi-id.org cc to jimansyah@konservasi-id.org, ewidyastuti@konservasi-id.org, grantcontract@konservasi-id.org

Attachment 3: Cost Proposal Template

No.	Budget Item	Quantity	Unit	Frequency	Unit	Unit Rate	Sub totals
I	**Expert team professional fees**						
1.1	Team Leader & Public Policy Specialist		Person		man-days		
1.2	Legal Expert		Person		man-days		
1.3	Government Administration Expert		Person		man-days		
II	**Data collection personnel fees**						
2.1	Local Facilitator/Project Assistant		Person		man-days		
3	**Operational costs**						
3.1	Meeting with Stakeholders		Time		lump sum		
3.2	***Travel***						
3.2.1	Transport - flight expert team from Consultant Base- BTFE		Time		Person/unit		
3.2.2	Land transport - intercity expert team		Time		day		
3.2.3	FGD facilitator		Time		person/day		
3.3	***Accommodation***						
3.3.1	Expert team		Time		Person night		
3.4	***Meals/Perdiem***						-

No.	Budget Item	Quantity	Unit	Frequency	Unit	Unit Rate	Sub totals
3.4.1	Expert team		Time		person/day		
3.4.2	FGD Facilitator		Time		person/day		
4	**Tax - PPh 23 (2%)**						
	Total Budget						