



Konservasi Indonesia is a national foundation established to support sustainable development in the country. We are the main partner of Conservation International in Indonesia.

We envision a healthy and prosperous Indonesia where biodiversity is valued and preserved. With offices and project sites across Indonesia, we promote a sustainable landscape-seascape approach and establish partnerships with multiple stakeholders across sectors and jurisdictions to deliver lasting impacts for people and nature in Indonesia.

*As we are constantly expanding, we are currently looking **Consultant (group/company)** to fill the following Terms below:*

CONSULTANT (Group/ Company)

Policy, Legal, and Institutional Analysis for Landscape Transition Financing in the Tapanuli Landscape

Code: PS-F4RL (Policy Support-Finance for Resilient Landscapes)

Request for Proposals

Title: Policy, Legal, and Institutional Analysis for Landscape Transition Financing in the Tapanuli Landscape

RFP No: 012/IV/7/2026

Date of Issuance: (07 April 2026)

1. Background

Landscape context

North Sumatra is rich in biodiversity and forests that sustain millions of people and provide habitat for endangered species like the Tapanuli orangutan. The landscapes of North Sumatra also support the production of globally traded goods such as palm oil, coffee, cocoa and rubber. It is critical that government, companies and communities work together to protect and restore natural areas while also helping farmers improve their agricultural practices, boost yields, adapt to climate change and access markets.

Konservasi Indonesia's landscape strategy focuses on protecting and restoring high-value forests to improve ecological function and resilience, while also supporting farmers to adopt regenerative management practices that increase productivity, enhance resilience and improve farmer and community livelihoods. We work collaboratively with local government, supply chain actors, producers and communities to support the transition from expand-and-extract land-use economic models to a high-value, climate-resilient economy. By integrating forest protection with advanced agroforestry and yield intensification, we aim to provide a scalable implementation framework that aligns with and advances Indonesia's FOLU Net Sink 2030 goals, provincial sustainability mandates, corporate supply chain commitments, and international ESG investment standards.

2. Project Overview

Finance for Resilient Landscapes is a collaboration led by Proforest, Conservation International (CI) and The Nature Conservancy (TNC), with philanthropic support from HSBC. The programme is a global effort to accelerate financial flows to support resilient nature-positive commodity production landscapes. This will be delivered at the landscape level through pilots in mature production landscapes with established landscape or jurisdictional approaches. The Tapanuli Landscape of North Sumatra (encompassing Tapanuli Selatan, Tapanuli Tengah, Tapanuli Utara, and Mandailing Natal) is one of the selected landscapes, where

Conservation International and Konservasi Indonesia (KI) will be developing and piloting a landscape level financial model that supports government led, nature positive transitions in palm oil. By building on the strong foundation created through the ongoing Tapanuli landscape initiative – where many companies have made significant investments – and linking them to the global finance sector, we can drive progress that is both scalable and sustained over time.

Within the Tapanuli landscape, we will identify financing needs and match them with financing mechanisms that help companies and local actors access the type of capital they need to implement and scale landscape transitions - which deliver both production and nature conservation outcomes. In order to define those financial mechanisms, the approach will start with a detailed analysis to understand the value chains of priority economic sectors, policy context, financing needs, types of funding instruments already being used or that could be adapted, and the conservation, community, and economic needs and goals they address. It aims to shift from piecemeal, project-based fundraising towards a more integrated and long-term approach that addresses root drivers of degradation and creates sustainable funding streams for people and nature.

Analyses will inform specific policy, finance, and market mechanisms needed to scale the following **key landscape transitions**:

1. Protect and manage areas of high conservation value:
 - 1) *Secure native forests* that are not protected through support for community land tenure and land-use zoning that improve forest protection.
 - 2) *Improve management* of native forests that are already protected through active management and monitoring and community engagement.
 - 3) *Assisted Natural Regeneration (ANR)* of degraded protected areas of high ecological importance (e.g. improved enforcement of protected zones to help natural regrowth of vegetation or rewetting of degraded protected peatlands).
2. Diversify agriculture systems to increase tree species and carbon stocks:
 - 1) *Enrichment of high tree cover monocultures* by integrating native species into industrial estates (rubber, acacia, eucalyptus) to meet international sustainability certifications and enhance ecological resilience.
 - 2) *Adding tree cover and value to medium and low tree cover systems* including through planting high-value fruit and timber trees, grafting, better varieties, and pruning. This increases biomass while providing farmers with secondary revenue streams, reducing the economic pressure to encroach on protected forests.
3. Intensify monoculture systems to increase productivity (i.e. yield/ha):
 - 1) *Farm Renovation* - Replanting areas with older oil palms (e.g. >20 years) to increase yield and improve pest/disease resistance.
 - 2) *Farm Management* – Improve management and productivity of existing oil palm plantations with support for farmers to implement Good Agriculture Practices (GAP) including actions to increase ground cover that support biodiversity and reduce fertilizer inputs.

3. Terms of Reference, Deliverables and Deliverables Schedule

Timeline

It is estimated that the Consultation will have a period from **1 May to 30 September 2026** for a series of activities to conduct Policy, Legal, and Institutional Analysis for Landscape Transition Financing in the Tapanuli Landscape (see Attachment 2).

Location

This assignment will be conducted at both national and subnational levels. At the national level, activities will primarily take place in Jakarta and surrounding areas. At the subnational level, the work will focus on provincial and district levels, mainly in Medan (the capital of North Sumatra Province) and across the Tapanuli landscape, including Tapanuli Selatan, Tapanuli Utara, Tapanuli Tengah, and Mandailing Natal.

Deliverables

The consultant will produce the following deliverables: 1. Inception Report; 2. Policy and regulatory assessment report and presentation materials; 3. Landscape readiness/legal compliance report and presentation materials; 4. Finance and institutional feasibility report and presentation materials; 5. Stakeholder Consultation Summary & Validation Report; 6. Final integrated report and final presentation. For further details and the schedule for each deliverable, please see Attachment 2.

Technical Direction

Consultants will receive technical directions from experts at KI to ensure all tasks, results, and quality run on time. We expect the consultants to maintain an open and transparent line of communication to share updates on progress and challenges.

4. Submission Details

- a. Deadline. Proposals must be received no later than **22 April 2026** (23:59 WIB, GMT+7). Late submissions will not be accepted. Proposals must be submitted via email to procurementKI@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 procurementKI@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. KI 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 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 documents by amendment which will be posted to the KI website and/or communicated via email.

5. Minimum Requirements

Essential Qualifications (Group or Company-Level Requirements)

The consulting group or company must demonstrate:

- Proven experience conducting regulatory, institutional, and policy analyses in Indonesia, particularly in the environment policy, land-use law, climate finance, or natural resource governance sectors.
- Proven experience delivering high-quality feasibility studies, policy frameworks, or financing assessments for government or international organizations.
- Proven experience conducting regulatory, institutional, and policy analyses in Indonesia, particularly in the environment, marine, or natural resource governance sectors.
- Proven experience collaborating with national and sub-national governments.
- Demonstrate understanding of Indonesian legal frameworks, including forestry, land use, plantations, environmental law, and carbon markets.

- Strong technical expertise in sustainable financing mechanisms, including conservation finance, blended finance, non-state revenue pathways, and ecosystem service–based financing.
- Ability to engage with and facilitate consultations across ministries (MoA, Bappenas, MoEF, MoHA), sub-national governments, civil society, private sectors, and communities.
- Strong knowledge of carbon pricing (NEK), sustainable commodity certifications (ISPO, RSPO, SVLK, FSC), financial mechanisms, carbon markets, and MRV systems ,
- Capacity to produce bilingual (English and Bahasa Indonesia) analytical reports, policy briefs, and presentations.
- Experience managing multidisciplinary teams across policy, finance, law, and conservation.

Key Personnel Requirements

Terrestrial Ecosystems / Landscapes Policy, Conservation, and Governance Expertise:

- At least one key personnel should have 10 years of professional experience in terrestrial ecosystems or landscapes policy, governance, or conservation management in Indonesia.
- Demonstrated expertise in policy and legal frameworks, institutional arrangements, and national-to-subnational governance mechanisms.
- Proven experience in supporting Indonesian ministries (e.g., Bappenas, MoA, MoEF) and other relevant government agencies in policy development, program implementation, or governance initiatives related to terrestrial ecosystems and landscape management.

Regulatory & Institutional Analysis:

- At least one key personnel should have a minimum of 8 years of experience conducting regulatory reviews and institutional analyses related to environmental management, conservation, public-private partnerships (PPP), cooperation mechanisms, or public administration.
- Demonstrated capability to assess mandates, administrative pathways, standard operating procedures (SOPs), and institutional readiness.

Sustainable Finance & Conservation Finance:

- At least one key personnel should have a minimum of 7 years of experience in sustainable finance, conservation finance, ecosystem service valuation, or blended finance.
- Proven experience in assessing financial feasibility, identifying potential revenue mechanisms, and designing financing models for resilient landscapes.

Desirable Qualifications:

- Proposed key personnel preferably hold degree in terrestrial ecosystem or landscape policy, environmental law, public administration, political science, economics, or related fields.
- Strong knowledge of conservation and landscape finance initiatives in Indonesia, including examples of investment models and enabling policy or institutional arrangements (e.g., landscape or jurisdictional initiatives in North Sumatra or other regions).
- Experience working with international conservation organizations, development partners, or multilateral agencies.

- Familiarity with the jurisdictional landscape approach/initiative, including experience developing financing models for resilient landscapes and engaging with relevant stakeholders across government, private sector, and civil society.

6. Proposal Documents to Include

- Signed cover page on bidder's letterhead with the bidder's contact information.
- Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
- Technical Proposal.
 - Corporate Capabilities, Experience, Past Performance, and 3 client references. Please include descriptions of similar projects or assignments and at least three client references.
 - Qualifications of Key Personnel. Please attach CVs that demonstrate how the team proposed meets the minimum requirements listed in section 5 (Minimum Requirements).
 - 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 (see Attachment 2).
- Financial Proposal. Offerors shall use the cost proposal template (Attachment 3).

7. 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:

Component	Criteria	% of score
Proposal quality	How well does the proposal respond to objectives laid out in this ToR and illustrate service provider ability to communicate clearly	25%
Methodology	Quality of the proposed approach	25%
Process	Quality of the proposed process, including consultation with KI, clarity on any KI resources required, approach to engaging relevant stakeholders, and approach to identifying critical questions for detailed analysis	25%
Track record	The extent to which the service provider presents the required level of expertise and knowledge at team member and company level	25%

8. Proposal Timeline

RFP Issued	07 April 2026
Clarifications submitted to KI	07 – 14 April 2026
Clarifications provided to known bidders	15 – 21 April 2026
Complete proposals due to KI	22 April 2026
Final selection	27 April 2026

9. Resulting Award KI anticipates entering into an agreement with the selected bidder by **1 May 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.

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. 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.

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 KI's Code of Ethics. 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.

12. Attachments:

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

Attachment 2: Terms of Reference

Attachment 3: Cost Proposal Template

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

RFP No. **012/IV/7/2026**

UEI Number (if applicable):

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. KI's Code of Ethics 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 violations of the Code of Ethics should be reported to KI via its Ethics Hotline at www.ci.ethicspoint.com.

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.

1. With respect to KI's Code of Ethics, we certify:

- 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.

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

- 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.
- We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of the 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.

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

- 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
- 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.
- We are/were not involved in writing or recommending the terms of reference for this solicitation document.
- We have not engaged in any collusion or price fixing with other offerors.



- 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.
- We have taken no action, nor will we take any action to limit or restrict access from other companies, organizations or individuals to participate in the competitive bidding process launched by KI.
- 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.
- 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).
- 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".

Name: _____

Signature: _____

Title: _____

Date: _____

Attachment 2: Terms of Reference

Term of Reference

Policy, Legal, and Institutional Analysis for Landscape Transition Financing in the Tapanuli Landscape

Time	: 1 May to 30 September 2026 (5 months)
Working Location	: The assignment will be conducted at the national level (Jakarta and surrounding areas) and the sub-national level, including Medan (the capital of North Sumatera Province) and Tapanuli Landscapes (Tapanuli Selatan, Tapanuli Tengah, Tapanuli Utara, and Mandailing Natal)
Counterparts	: Senior Policy Manager (Justitia Avila Veda), Regenerative Landscapes and Agriculture Manager (Anwar Ario Kertopati), Senior Technical and Strategy Advisor (Anurag Ramachandra), Nature Finance Manager

1. Background

Landscape context

North Sumatra is rich in biodiversity and forests that sustain millions of people and provide habitat for endangered species like the Tapanuli orangutan. The landscapes of North Sumatra also support the production of globally traded goods such as palm oil, coffee, cocoa and rubber. It is critical that government, companies and communities work together to protect and restore natural areas while also helping farmers improve their agricultural practices, boost yields, adapt to climate change and access markets.

Konservasi Indonesia's landscape strategy focuses on protecting and restoring high-value forests to improve ecological function and resilience, while also supporting farmers to adopt regenerative management practices that increase productivity, enhance resilience and improve farmer and community livelihoods. We work collaboratively with local government, supply chain actors, producers and communities to support the transition from expand-and-extract land-use economic models to a high-value, climate-resilient economy. By integrating forest protection with advanced agroforestry and yield intensification, we aim to provide a scalable implementation framework that aligns with and advances Indonesia's FOLU Net Sink 2030 goals, provincial sustainability mandates, corporate supply chain commitments, and international ESG investment standards.

Program approach

Finance for Resilient Landscapes is a collaboration led by Proforest, Conservation International (CI) and The Nature Conservancy (TNC), with philanthropic support from HSBC. The program is a global effort to accelerate financial flows to support resilient nature-positive commodity production landscapes. This will be delivered at the landscape level through pilots in mature production landscapes with established landscape or jurisdictional approaches. The Tapanuli Landscape of North Sumatra (encompassing Tapanuli Selatan, Tapanuli Tengah, Tapanuli Utara and Mandailing Natal) is one of the selected landscapes, where Conservation International and Konservasi Indonesia (KI) will be developing and piloting a landscape level financial model that supports government led, nature positive transitions in palm oil. By building on the strong foundation created through the ongoing Tapanuli landscape initiative – where many companies have made significant investments – and linking them to the global finance sector, we can drive progress that is both scalable and sustained over time.

Within the Tapanuli landscape, we will identify financing needs and match them with financing mechanisms that help companies and local actors access the type of capital they need to implement and scale landscape transitions - which deliver both production and nature conservation outcomes. In order to define those financial mechanisms, the approach will start with a detailed analysis to understand the value chains of priority economic sectors, policy context, financing needs, types of funding instruments already being used or that could be adapted, and the conservation, community, and economic needs and goals they address. It aims to shift from piecemeal, project-based fundraising towards a more integrated and long-term approach that addresses root drivers of degradation and creates sustainable funding streams for people and nature.

Analyses will inform specific policy, finance, and market mechanisms needed to scale the following **key landscape transitions**:

1. Protect and manage areas of high conservation value:
 1. *Secure native forests* that are not protected through support for community land tenure and land-use zoning that improve forest protection.
 2. *Improve management* of native forests that are already protected through active management and monitoring and community engagement.
 3. *Assisted Natural Regeneration (ANR)* of degraded protected areas of high ecological importance (e.g. improved enforcement of protected zones to help natural regrowth of vegetation or rewetting of degraded protected peatlands).
2. Diversify agriculture systems to increase tree species and carbon stocks:
 1. *Enrichment of high tree cover monocultures* by integrating native species into industrial estates (rubber, acacia, eucalyptus) to meet international sustainability certifications and enhance ecological resilience.
 2. *Adding tree cover and value to medium and low tree cover systems* including through planting high-value fruit and timber trees, grafting, better varieties, and pruning. This increases biomass while providing farmers with secondary revenue streams, reducing the economic pressure to encroach on protected forests.
3. Intensify monoculture systems to increase productivity (i.e. yield/ha):
 1. *Farm Renovation* - Replanting areas with older oil palms (e.g. >20 years) to increase yield and improve pest/disease resistance.
 2. *Farm Management* – Improve management and productivity of existing oil palm plantations with support for farmers to implement Good Agriculture Practices (GAP) including actions to increase ground cover that support biodiversity and reduce fertilizer inputs.

2. Consultancy Objectives

The focus of this first phase of work is to collect/organize data to test assumptions and assess feasibility to inform pilot design and ensure 1) landscape transitions can deliver positive benefits for people and nature at scale, and 2) potential pilot finance mechanisms are actionable in the short term.

Specifically, this ToR aims to:

- Map and analyze the policy, legal and regulatory requirements and institutional frameworks for receiving, channeling or providing finance for key actors (e.g. farmers, farmer associations, companies, agroforestry permit holders, FMUs, insurance providers, local collectors/traders, agri

input distributors, village-owned enterprises, Merah Putih cooperatives, etc.) involved in implementing nature-positive landscape transitions in the Tapanuli landscape.

- Assess regulatory, institutional and governance issues that influence financing for conservation and restoration (e.g., community land tenure, land-use zoning that strengthens forest protection, enforcement of conservation areas, community engagement around conservation area management, and rewetting of degraded protected peatlands).

The analysis will identify policy strengths and incentives for advancing and/or financing key landscape transitions as well as identify policy gaps, regulatory barriers, and opportunities to strengthen enabling conditions for finance, while ensuring legal compliance and alignment with national and subnational policies. The findings will support the design and implementation of pilot financing mechanisms and provide recommendations to strengthen the policy framework, enabling replication of the model in other landscapes.

3. Methodology and Scope of Work

Methodology

To address the objectives of this consultancy, the assessment will use a mixed-method approach, including desk review, policy and legal analysis, interviews with key stakeholders, and field verification. Data will be collected from relevant policies, regulations, reports, existing studies, and stakeholder interviews, and then analyzed to identify key gaps, opportunities, and enabling conditions. The findings will be discussed and validated through a stakeholder consultation workshop and compiled into a final report, including a policy brief and actionable recommendations.

Scope of work

In implementing the methodology, the consultant (group/company) will undertake the following components of work, covering analytical, regulatory, institutional, and stakeholder consultation activities, which will include, but are not limited to, the following:

No	Scope/key activity	Description/tasks
1	Inception and planning	<ul style="list-style-type: none"> • Prepare methodology, detailed workplan, and stakeholder mapping (to be documented in Inception Report – Word) • Align approach, analytical framework, deliverables, and timeline with KI • Present to KI only for approval and alignment
2	Policy and regulatory analysis	<ul style="list-style-type: none"> • Desk review of national & subnational policies, laws, and regulations • Assess gaps, inconsistencies, and enabling mechanisms for financing (to be documented in Policy and Regulatory Assessment Report – Word & PowerPoint) • Present to KI key findings that will be shared with stakeholders as context for consultation and validation
3	Landscape readiness/legal compliance	<ul style="list-style-type: none"> • Analyze land-use legality, spatial planning, permits, forest status • Assess feasibility, risk, and bankability for landscape interventions • Validate with field interviews (to be documented in Landscape Readiness/Legal Compliance Report – Word) • Present to KI key findings that will be shared with stakeholders as context for consultation and validation
4	Finance and institutional feasibility	<ul style="list-style-type: none"> • Assess sustainable finance instruments, fiscal incentives, public schemes • Analyze institutional mandates, governance, coordination, and capacity

No	Scope/key activity	Description/tasks
		<ul style="list-style-type: none"> Conduct interviews with government agencies, financial institutions, companies, and associations (to be documented in Finance and Institutional Feasibility Report – Word) Present to KI key findings that will be shared with stakeholders as context for consultation and validation
5	Stakeholder consultation and validation	<ul style="list-style-type: none"> Conduct workshops and/or targeted meetings with national, provincial, and district stakeholders (e.g. Bappenas, MoA, MoEF, MoHA, District/Regency Secretariat, Bappelitbangda/Bappeda/Bapperida, Plantation and Livestock Agency, Community and Village Empowerment Agency, BPKPAD, BDPKPS, financial institutions, insurance providers industries, associations, landscape programs, and NGOs/CSOs) Present key findings to stakeholders during workshops and/or targeted meetings Validate analysis and gather stakeholder insights on challenges, opportunities, and potential solutions Document consultation outputs and integrate feedback into the analysis (to be documented in Stakeholder Consultation Summary and Validation Report – Word)
6	Synthesis and recommendations	<ul style="list-style-type: none"> Synthesize and integrate findings from policy, landscape, and finance assessments, incorporating inputs and suggestions from stakeholders. Develop risk-gap-opportunity framework and policy brief Provide actionable recommendations for replication (to be documented in Final Integrated Report – Word & PowerPoint) Present to KI for final review Selected key recommendations may also be summarized for stakeholders in dissemination events

The table below outlines key areas/focus, key questions, data needs, and methods for mapping and analyzing the policy, legal, and institutional framework:

No	Key areas/ focus	Key questions	Data needs	Source/method
1	Policy and legal frameworks	<ul style="list-style-type: none"> How are national targets translated into actionable programs and budgets at provincial and district levels to support landscape financing in Tapanuli landscape? How do national and subnational laws, policies, and sectoral regulations affect feasibility and bankability? 	<ul style="list-style-type: none"> National policy frameworks (FOLU Net Sink 2030, RPJMN, NDC, PRs, GRs) Subnational planning documents (RPJMD, RAD-GRK, RTRW, RPPLH) Sectoral strategies/regulations (forestry, agriculture, plantations) Sustainability and certification 	<ul style="list-style-type: none"> Desk review of legal & policy documents Regulatory gap analysis Key informant interviews with government at national and subnational level

No	Key areas/ focus	Key questions	Data needs	Source/method
		<ul style="list-style-type: none"> • What regulatory gaps or inconsistencies hinder access to finance? • What policy incentives drive financial institutions to invest in forest protection, agroforestry, and sustainable production? • What examples of such investments exist in the Tapanuli Landscape or North Sumatra, and what policy or institutional factors enabled them? 	frameworks (ISPO, RSPO, FSC, SLVK) <ul style="list-style-type: none"> • Conservation and restoration frameworks (REDD+, Payment for Ecosystem Services/PES, HCV-HCS approaches, jurisdictional landscape initiatives) • Institutional mandates and policy roles of relevant agencies (e.g., Ministry of Environment and Forestry, Bappenas) 	
2	Landscape readiness/legal compliance	<ul style="list-style-type: none"> • How do land tenure, legality, and compliance requirements (spatial planning, forest status, permits, certification) affect feasibility and risk for landscape investments? • How do these factors influence bankability of forest protection, restoration, agroforestry, and sustainable commodity production? 	<ul style="list-style-type: none"> • Spatial plans & zoning maps (RTRW, APL, land-use classification) • Forest Estate regulations & maps • Environmental and land-use licensing frameworks (permits, procedures) • Land tenure & legality data (village/community records) • Certification and sustainability compliance requirements relevant to commodity supply chains 	<ul style="list-style-type: none"> • Spatial & land-use data review • Permit and licensing review • Field interviews with communities, farmers, and local stakeholders
3	Financing and incentives framework	<ul style="list-style-type: none"> • How do sustainable financing regulations, fiscal incentives, subsidies, and public financing schemes 	<ul style="list-style-type: none"> • Sustainable finance guidelines from OJK and financial services authority 	<ul style="list-style-type: none"> • Review of financial regulations and programs

No	Key areas/ focus	Key questions	Data needs	Source/method
		influence willingness of banks and non-banks to invest in Tapanuli landscape? <ul style="list-style-type: none"> How do these instruments support or limit investment in forest protection, restoration, agroforestry, and smallholder intensification? 	<ul style="list-style-type: none"> Financial regulations and green finance policies Public financing programs, subsidies, credit facilities Uptake of green finance products Existing green finance or sustainable investment instruments applied in Indonesia 	<ul style="list-style-type: none"> Interviews with banks, non-bank financial institutions, and development finance actors
4	Institutional and governance alignment	<ul style="list-style-type: none"> How do institutional mandates, coordination, and governance structures affect access to finance and implementation of landscape transitions? What institutional gaps constrain effective financing and program delivery in Tapanuli landscape? 	<ul style="list-style-type: none"> Institutional mandates and organizational structures of relevant agencies Government capacity assessments and program mandates Coordination protocols and multi-stakeholder platforms for landscape governance Roles of national and subnational institutions involved in conservation and restoration (e.g., Peatland and Mangrove Restoration Agency, provincial and district governments) 	<ul style="list-style-type: none"> Document review Governance and institutional assessments Key informant interviews with government agencies, landscape actors, and financial institutions

4. Deliverables and Workplan Timeline

The duration of the consultancy is expected to be five months, from May to September 2026. All deliverables will be submitted as reports (MS Word) and presentation materials (PowerPoint). All documents will be prepared in both Bahasa Indonesia and English, with the details of the deliverables outlined below:

No	Deliverable	Details	Timeline
1	Inception report	Methodology, workplan, timeline, analytical framework, and stakeholder map	15 May 2026

No	Deliverable	Details	Timeline
2	Policy and regulatory assessment report and presentation materials	Policy alignment matrix, legal and policy analysis, enabling mechanisms	15 June 2026
3	Landscape readiness/legal compliance report and presentation materials	Land-use compliance, spatial/legal constraints, feasibility and risk assessment, field validation findings	15 June 2026
4	Financing and institutional feasibility report and presentation materials	Financing mechanisms, institutional capacity, governance analysis, interviews summary	30 June 2026
5	Stakeholder consultation and validation workshop and report	Workshop presentation and Word report including documentation of consultations, workshop outputs, validation of findings, and synthesis of stakeholder inputs and actionable recommendations.	31 July 2026
6	Final integrated report and final presentation	Consolidated findings, suggestions and inputs from stakeholders, risk-gap-opportunity analysis, policy brief and actionable policy recommendations	31 August 2026

5. Skills/Requirements of Consultant:

Essential Qualifications (Group or Company-Level Requirements)

The consulting group or company must demonstrate:

- Proven experience conducting regulatory, institutional, and policy analyses in Indonesia, particularly in the environment policy, land-use law, climate finance, or natural resource governance sectors.
- Proven experience delivering high-quality feasibility studies, policy frameworks, or financing assessments for government or international organizations.
- Proven experience conducting regulatory, institutional, and policy analyses in Indonesia, particularly in the environment, marine, or natural resource governance sectors.
- Proven experience collaborating with national and sub-national governments.
- Demonstrate understanding of Indonesian legal frameworks, including forestry, land use, plantations, environmental law, and carbon markets.
- Strong technical expertise in sustainable financing mechanisms, including conservation finance, blended finance, non-state revenue pathways, and ecosystem service-based financing.
- Ability to engage with and facilitate consultations across ministries (MoA, Bappenas, MoEF, MoHA), sub-national governments, civil society, private sectors, and communities.
- Strong knowledge of carbon pricing (NEK), sustainable commodity certifications (ISPO, RSPO, SVLK, FSC), financial mechanisms, carbon markets, and MRV systems ,
- Capacity to produce bilingual (English and Bahasa Indonesia) analytical reports, policy briefs, and presentations.
- Experience managing multidisciplinary teams across policy, finance, law, and conservation.

Key Personnel Requirements

Terrestrial Ecosystems / Landscapes Policy, Conservation, and Governance Expertise:

- At least one key personnel should have 10 years of professional experience in terrestrial ecosystems or landscapes policy, governance, or conservation management in Indonesia.
- Demonstrated expertise in policy and legal frameworks, institutional arrangements, and national-to-subnational governance mechanisms.
- Proven experience in supporting Indonesian ministries (e.g., Bappenas, MoA, MoEF) and other relevant government agencies in policy development, program implementation, or governance initiatives related to terrestrial ecosystems and landscape management.

Regulatory & Institutional Analysis:

- At least one key personnel should have a minimum of 8 years of experience conducting regulatory reviews and institutional analyses related to environmental management, conservation, public-private partnerships (PPP), cooperation mechanisms, or public administration.
- Demonstrated capability to assess mandates, administrative pathways, standard operating procedures (SOPs), and institutional readiness.

Sustainable Finance & Conservation Finance:

- At least one key personnel should have a minimum of 7 years of experience in sustainable finance, conservation finance, ecosystem service valuation, or blended finance.
- Proven experience in assessing financial feasibility, identifying potential revenue mechanisms, and designing financing models for resilient landscapes.

Desirable Qualifications:

- Proposed key personnel preferably hold degree in terrestrial ecosystem or landscape policy, environmental law, public administration, political science, economics, or related fields.
- Strong knowledge of conservation and landscape finance initiatives in Indonesia, including examples of investment models and enabling policy or institutional arrangements (e.g., landscape or jurisdictional initiatives in North Sumatra or other regions).
- Experience working with international conservation organizations, development partners, or multilateral agencies.
- Familiarity with the jurisdictional landscape approach/initiative, including experience developing financing models for resilient landscapes and engaging with relevant stakeholders across government, private sector, and civil society.

6. Service Contract and Payment Term

The service contract will run from 1 May to 30 September 2026. Payments will be milestone-based following a 30% – 40% – 30% scheme, based on the submission and acceptance of the following outputs:

Payment Term	Deliverable
<ul style="list-style-type: none"> • 1st Payment – 30% 	<ol style="list-style-type: none"> 1. Inception report 2. Policy and regulatory assessment report and presentation materials



<ul style="list-style-type: none">• 2nd Payment – 40%	<ol style="list-style-type: none">3. Landscape readiness/legal compliance report and presentation materials4. Financing and institutional feasibility report and presentation materials5. Stakeholder consultation and validation workshop and report
<ul style="list-style-type: none">• Final Payment – 30%	<ol style="list-style-type: none">6. Final integrated report and final presentation

7. Proposal Requirements

The requirements are as follows:

- a. Written proposal in English length not to exceed 8 pages, not including consultant CVs, illustrations of relevant prior work, budget, and other annexes
- b. Content to include:
 - o Clear and specific approach to addressing the requirements of this ToR, organized according to the content detailed in the scope of work
 - o Description of the company's or organization's qualifications, including CVs of not more than 4 principal team members
 - o In Annex or separate attachment, illustration of not more than 3 relevant prior works, and not more than 3 client references
 - o Budget, broken down according to team member rate and number of days, travel, or other cost requirement.
- c. Proposals must not exceed a budget of IDR 300,000,000.
- d. Proposals are to be submitted in Word or PDF form to procurementKI@konservasi-id.org.

8. Proposal Evaluation

Component	Criteria	% of score
Proposal quality	How well does the proposal respond to objectives laid out in this ToR and illustrate service provider ability to communicate clearly	25%
Methodology	Quality of the proposed approach	25%
Process	Quality of the proposed process, including consultation with KI, clarity on any KI resources required, approach to engaging relevant stakeholders, and approach to identifying critical questions for detailed analysis	25%
Track record	The extent to which the service provider presents the required level of expertise and knowledge at team member and company level	25%

9. Confidentiality

All information obtained under this Terms of Reference is confidential and may only be shared with third parties for: (a) reporting to Konservasi Indonesia/Conservation International, donors, and the Indonesian Government; (b) supporting program implementation and sharing relevant survey or study results with stakeholders; and (c) any other purpose approved in consultation with the supervisor.



Annex 1: List of acronyms and abbreviations

No.	Acronym	Full Form (English)	Glossary (Bahasa Indonesia)
1.	AML	Anti-Money Laundering	Anti Pencucian Uang; kebijakan dan prosedur untuk mencegah pencucian uang dalam sistem keuangan
2.	APL	Area of Potential Leakage	Area yang berpotensi mengalami kebocoran emisi atau deforestasi akibat perpindahan aktivitas dari area intervensi program ke wilayah lain.
3.	APL	Other Land Use Area (OLUA)	Area Peruntukan Lain yaitu kawasan di luar kawasan hutan negara yang diperuntukkan bagi penggunaan lain seperti pertanian, perkebunan, permukiman, dan kegiatan pembangunan lainnya.
4.	Bappeda	Regional Development Planning Agency	Badan Perencanaan Pembangunan Daerah
5.	Bappelitbangda	Regional Development Planning, Research and Development Agency	Badan Perencanaan Pembangunan, Penelitian dan Pengembangan Daerah
6.	Bapperida	Regional Development Planning, Research and Innovation Agency	Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah
7.	Bappenas	Ministry of National Development Planning / National Development Planning Agency	Kementerian Perencanaan Pembangunan Nasional
8.	BPKPAD	Regional Financial and Asset Management Agency	Badan Pengelolaan Keuangan dan Aset Daerah
9.	BPDPKS	Palm Oil Plantation Fund Management Agency	Badan Pengelola Dana Perkebunan Kelapa Sawit
10.	CSO	Civil Society Organization	Organisasi masyarakat sipil yang beroperasi di luar pemerintah dan sektor bisnis
11.	FOLU Net Sink 2030	Forest and Other Land Use Net Sink 2030	Target Indonesia agar sektor kehutanan dan penggunaan lahan menjadi penyerap emisi bersih pada 2030



No.	Acronym	Full Form (English)	Glossary (Bahasa Indonesia)
12.	FSC	Forest Stewardship Council	Skema sertifikasi internasional untuk pengelolaan hutan yang bertanggung jawab
13.	FPIC	Free, Prior and Informed Consent	Prinsip persetujuan masyarakat secara bebas, didahulukan, dan diinformasikan
14.	GHG	Greenhouse Gas	Gas rumah kaca yang menyebabkan pemanasan global
15.	GRs	Government Regulations	Peraturan Pemerintah
16.	ISPO	Indonesian Sustainable Palm Oil	Sistem sertifikasi keberlanjutan kelapa sawit nasional Indonesia
17.	KUR	People's Business Credit	Kredit Usaha Rakyat; skema pembiayaan bersubsidi bagi UMKM dan petani
18.	KYC	Know Your Customer	Prosedur identifikasi nasabah untuk mencegah kejahatan keuangan
19.	MoA	Ministry of Agriculture	Kementerian Pertanian
20.	MoEF	Ministry of Environment and Forestry	Kementerian Lingkungan Hidup dan Kehutanan
21.	MoHA	Ministry of Home Affairs	Kementerian Dalam Negeri
22.	MRV	Measurement, Reporting and Verification	Sistem pengukuran, pelaporan, dan verifikasi untuk memantau emisi atau kinerja program
23.	NDC	Nationally Determined Contribution	Komitmen nasional pengurangan emisi dalam kerangka United Nations Framework Convention on Climate Change
24.	NGO	Non-Governmental Organization	Organisasi non-pemerintah yang bergerak di bidang sosial, lingkungan, atau pembangunan
25.	No.	Number	Nomor
26.	OJK	Financial Services Authority	Otoritas Jasa Keuangan, lembaga yang mengatur dan mengawasi sektor jasa keuangan di Indonesia
27.	PES	Payment for Ecosystem Services	Mekanisme insentif finansial untuk menjaga atau meningkatkan jasa ekosistem
28.	PRs	Presidential Regulations	Peraturan Presiden



No.	Acronym	Full Form (English)	Glossary (Bahasa Indonesia)
29.	RAD-GRK	Regional Action Plan for Greenhouse Gas Emission Reduction	Rencana Aksi Daerah Penurunan Emisi Gas Rumah Kaca
30.	RPJMD	Regional Medium-Term Development Plan	Rencana Pembangunan Jangka Menengah Daerah
31.	RPPLH	Environmental Protection and Management Plan	Rencana Perlindungan dan Pengelolaan Lingkungan Hidup
32.	RSPO	Roundtable on Sustainable Palm Oil	Standar sertifikasi global untuk produksi kelapa sawit berkelanjutan
33.	RTRW	Regional Spatial Plan	Rencana Tata Ruang Wilayah
34.	SDG Financing	Sustainable Development Goal Financing	Pembiayaan untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan
35.	SLVK / SVLK	Timber Legality Verification System	Sistem Verifikasi Legalitas Kayu untuk memastikan kayu berasal dari sumber legal
36.	SME	Small and Medium Enterprises	Usaha Kecil dan Menengah (UKM)

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 CI 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 price offered. All cost information must be expressed in IDR.

If selected, the 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 the Offeror is eligible to apply for refunds on taxes paid, the Offeror shall do so. Any tax savings should be reflected in the total cost.

Cost Breakdown by Deliverable

Deliverable	Price (Lump Sum, All Inclusive)
Inception report	
Phase 1 progress report	
Phase 2 progress report	
Phase 3 draft Guideline	
Final Guideline	

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
Consultant 1				
Consultant 2				
Sub-total Personnel				
Travel Costs (if applicable)				
Other related Costs (please specify)				
Total Cost of Financial Proposal				