

[PACKAGE NO CS-13]
GOVERNANCE, RISK, AND COMPLIANCE (GRC) CONSULTANT
FOR FLOOD MANAGEMENT IN NORTH JAVA PROJECT
TERMS OF REFERENCE (TOR)

A. PROJECT BACKGROUND

1. Flooding is one of the major hydrometeorological disasters in Indonesia, causing significant impacts on economic development, public welfare, and environmental sustainability. Flood risks continue to increase due to climate change, rapid urbanization, land use changes, environmental degradation, and land subsidence in several coastal areas. This situation is of particular concern along the North Coast of Java (Pantura), one of Indonesia's strategic economic corridors and a major hub for industry, trade, logistics, and food production. As a corridor that accommodates a large population, economic assets, and critical infrastructure, Pantura is increasingly vulnerable to riverine flooding, coastal flooding, sedimentation, watershed degradation, land subsidence, and the adverse impacts of climate change and sea level rise. These challenges threaten not only public safety but also economic activities, food security, regional connectivity, and sustainable development.
2. To address these challenges, the Government of Indonesia, with financing support from the Asian Development Bank (ADB), is implementing the Flood Management in North Java Project (FMNJP). The Project aims to enhance the climate resilience of communities and the economy in the Cimanuk–Cisanggarung and Jratunseluna River Basins through an integrated flood risk management approach. FMNJP combines structural and non-structural interventions, including strengthening flood forecasting and early warning systems, improving flood risk-informed planning, enhancing institutional capacity, and constructing and upgrading climate-resilient flood management infrastructure.
3. In line with the Project's Design and Monitoring Framework (DMF), the success of FMNJP will be measured not only by the delivery of outputs and physical implementation progress but also by the achievement of project outcomes, development benefits, development impacts, and the sustainability of project investments. Accordingly, a robust monitoring, evaluation, and learning system is required to generate reliable, timely, and evidence-based information to support decision-making, adaptive project management, and continuous improvement of project performance.
4. Under the Project implementation arrangements, the Ministry of National Development Planning/National Development Planning Agency (Bappenas), through the Directorate of Water Resources, serves as the Central Project Implementation Unit (CPIU) and is responsible for carrying out the independent monitoring and evaluation functions for FMNJP. These functions include monitoring project implementation progress,

evaluating project results and benefits, assessing project impacts and sustainability, providing strategic recommendations to project stakeholders, and facilitating knowledge management and learning to support future policy development and flood risk management investments.

5. In line with Presidential Regulation No. 39 of 2023 on National Development Risk Management (Manajemen Risiko Pembangunan Nasional – MRPN) and Bappenas' mandate in development monitoring, control, and evaluation, the implementation of FMNJP requires sound governance, systematic risk management, compliance with applicable requirements, and an effective monitoring and evaluation mechanism. Considering the complexity of FMNJP, which involves multiple ministries and agencies, local governments, river basin organizations, infrastructure investments, and institutional strengthening activities, it is necessary to establish and implement an integrated Governance, Risk, and Compliance (GRC) framework combined with a Monitoring, Evaluation, and Learning (MEL) system to strengthen transparency, accountability, risk management, performance measurement, and the effective and sustainable achievement of the Project objectives.
6. To support these functions, Bappenas, through the Directorate of Water Resources, intends to recruit a consulting firm to undertake the Governance, Risk, and Compliance (GRC)-Based Monitoring, Evaluation, and Learning (MEL) for the Flood Management in North Java Project (FMNJP). The consulting firm shall integrate and build upon the Monitoring and Evaluation (M&E) system developed under CS-21, ensuring continuity, non-duplication, and harmonized reporting across CPMU, CPIUs, and PIUs and will provide technical assistance in conducting independent monitoring and evaluation, assessing project outcomes and impacts, preparing strategic recommendations, and promoting knowledge management and learning to support improved project performance and evidence-based decision-making. The consulting firm will also support institutional capacity strengthening, knowledge transfer, and the preparation of an exit strategy to ensure the sustainability of the GRC-based MEL framework beyond the completion of FMNJP. Given the complexity and multi-agency nature of FMNJP, the assignment requires close coordination with CPMU, CPIUs, PIUs, safeguards consultants, construction supervision consultants, and contractors to ensure timely access to data required for GRC-based monitoring and evaluation.

B. LEGAL REFERENCES

7. The CPIU Bappenas Flood Management in North Java Project (FMNJP) is based on the following regulation, as follows:
 - a. Law No. 25/2004 on National Development Planning System;
 - b. Law No. 19/2019 on Water Resources;
 - c. Government Regulation No. 50/2018, amending Regulation No. 45/2013 on the Procedure for the Implementation of the State Revenue and Expenditure Budget;
 - d. Ministerial Regulation No. 9/2019 on Bappenas organization and procedures;

- e. Ministerial Decree No. 66/2023 on the establishment of the National strategic Coordination Team for Water Infrastructure Development Program;
- f. Ministerial Regulation No. 1/2023 on Procedures for Monitoring, Controlling, and Evaluating the Implementation of Development Plans;
- g. ADB Loan Agreements No. 4410-INO and No. 8463-INO (EF) for FMNJP;
- h. FMNJP Project Administration Manual (RRP INO 51157-001);
- i. Ministerial Decree No. 93/2023 on the establishment of Strategic Coordination for Sustainable Development in Northern Coastal Java.

C. PURPOSE OF THE ASSIGNMENT

8. The objective of CS-13 is to provide technical assistance and consulting services in carrying out the independent monitoring and evaluation responsibilities of the CPIU Bappenas for the Flood Management in North Java Project (FMNJP), while strengthening project governance, risk management, compliance, performance assessment, and knowledge management throughout project implementation.
9. Specifically, the assignment aims to:
 - a. Strengthen the governance of FMNJP through the development and implementation of a Governance, Risk, and Compliance (GRC) framework that supports informed decision-making, stakeholder coordination, implementation oversight, and project accountability.
 - b. Support the systematic management of project risks and compliance in accordance with the Government of Indonesia's regulations, the Loan Agreement, the Project Administration Manual (PAM), the Design and Monitoring Framework (DMF), and other applicable ADB requirements.
 - c. Develop and operationalize a Monitoring, Evaluation, and Learning (MEL) system to support project performance monitoring, measurement of outputs, outcomes, and development impacts, and the provision of reliable information for adaptive project management.
 - d. Conduct independent monitoring and evaluation of FMNJP implementation, including the assessment of implementation progress, project results, benefits, development impacts, and sustainability, and provide strategic recommendations to improve project performance.
 - e. Support knowledge management through the documentation and dissemination of good practices, lessons learned, and project learning to enhance the effectiveness of FMNJP implementation and facilitate the replication of relevant approaches in future development programs.
 - f. Support Bappenas in preparing strategic recommendations on the sustainability of project benefits, the institutionalization of project outcomes, and the development of an exit strategy to facilitate a sustainable transition following the completion of project financing.
 - g. Undertake special studies to provide strategic input on priority issues related to the implementation, performance, impacts, and sustainability of FMNJP, only

upon CPIU request and subject to available resources and approved scope.

10. Through this assignment, Bappenas is expected to strengthen its capacity to undertake independent monitoring and evaluation by establishing robust oversight mechanisms, project performance monitoring and assessment systems, and evidence-based strategic recommendations, with the GRC-based MEL. These outputs will support effective project governance and accountability, ensure compliance with ADB financing requirements, and contribute to the achievement of FMNJP's development objectives and the sustainability of its outcomes.

D. DURATION AND LOCATION OF THE SERVICES

11. The CS-13 FMNJP Consultant assignment will be based in Jakarta. As part of the assignment, the Consultant shall undertake field visits and coordination activities in the FMNJP implementation areas, including the Cimanuk–Cisanggarung River Basin Area, the Pemali–Juana River Basin Area, and other project-related locations as required. The consulting services shall be carried out over a period of 23 months, from December 2026 to October 2028, under a time-based contract.

E. SCOPE OF SERVICES

12. The scope of the GRC Consulting Services under the FMNJP covers integrated activities to strengthen program governance, risk management, and compliance. The Consultant shall carry out five components: (i) the development of a GRC-based monitoring and evaluation framework; (ii) the implementation of monitoring and evaluation activities; (iii) the development of lessons learned; (iv) the preparation of an exit strategy; and (v) the development of special studies. The Consultant shall also provide technical support to the CPIU of Bappenas throughout the assignment.

E.1 Task I: GRC-Based Monitoring and Evaluation Framework

13. This task establishes the Governance, Risk, and Compliance (GRC) framework and structure that will serve as the methodological basis for the FMNJP monitoring, evaluation, and learning system, translating governance, risk, and compliance requirements into the indicators, tools, and institutional arrangements. The detail scope for this task is as follows:
 - a. Review the FMNJP monitoring and evaluation framework developed under CS-21, including performance indicators, reporting mechanisms, data management systems, and the roles and responsibilities of the CPMU, CPIUs, and PIUs – as the basis for restructuring the M&E system in line with the GRC-based approach described above;
 - b. Identify and map program risks covering institutional, technical, procurement, financial, inter-agency coordination, social, environmental, climate and hydrometeorological, and governance aspects that may affect the achievement

of the program objectives, including an assessment of their likelihood and potential impact;

- c. Assess FMNJP's compliance with applicable national regulations, sector policies, and ADB requirements, including safeguards, fiduciary, procurement, financial management, gender, and social inclusion policies;
- d. Assess compliance with the Loan Agreement, Project Administration Manual (PAM), Design and Monitoring Framework (DMF), Annual Work Plan (AWP), Overall Work Plan (OWP), Procurement Plan, and other relevant ADB policies and procedures;
- e. Identify gaps between compliance requirements and actual implementation practices, and analyze their implications for program performance;
- f. Evaluate the effectiveness of the internal control system, reporting mechanisms, and program accountability arrangements;
- g. Define and coordinate with CPMU/CPIU on the Risk Appetite and Tolerance Statement as the reference basis for risk rating and escalation triggers;
- h. Develop and periodically update the program risk register and compliance register to support ongoing risk management and compliance monitoring;
- i. Develop an FMNJP compliance framework covering all program compliance obligations and an integrated compliance monitoring mechanism aligned with the program's monitoring and evaluation system;
- j. Develop an independent M&E visualization based on the Framework of GRC based M&E results and serve as an internal monitoring tool for CPIU Bappenas, by defining the dashboard structure, data sources, update frequency and mechanism, and user access arrangements;
- k. Develop a coordination timeline with relevant CPMU, CPIUs, PIUs, consultants, and other FMNJP stakeholders to obtain, in a timely manner and subject to data availability and applicable access or authorization requirements, safeguards, procurement, financial management, implementation, and other relevant data required for the GRC-based M&E activities.

E.2 Task II: Independent Monitoring and Evaluation

14. This task operationalizes the GRC-based M&E framework established under Task I, to provide continuous risk and compliance monitoring, program performance evaluation, and, at the conclusion of the assignment, a final assessment of program outcomes and available impact indicators. The detail scope for this task is as follows:
 - a. Conduct periodic monitoring and data collection on the implementation of FMNJP covering both physical and non-physical components, including:
 - i. program performance and implementation progress;
 - ii. environmental aspects;
 - iii. land acquisition and resettlement aspects;
 - iv. livelihood restoration aspects;
 - v. gender equality and social inclusion aspects;
 - vi. governance and institutional arrangements;

- vii. risk profile and risk treatment status;
 - viii. compliance status against the compliance register;
 - ix. Climate and disaster risk exposure; and
 - x. financial management and overall program implementation.
- b. Conduct field visits and verification of the program implementation activities involving contractors, consultants, and other relevant stakeholders, including verification against risk indicators and compliance checklist item as required by the program;
- c. Identify and report program implementation progress, implementation issues, constraints, and good practices based on actual field conditions;
- d. Conduct cross-checking, validation, and verification of program implementation data against actual field conditions to ensure data quality, consistency, and reliability;
- e. Analyze verified monitoring data to assess the achievements of program outputs and outcomes, including effectiveness, efficiency, relevance, and sustainability of program implementation;
- f. Assess the alignment of program implementation and achievements with national development priorities and planning frameworks, including the National Long-Term Development Plan (RPJPN), National Medium-Term Development Plan (RPJMN), and relevant sectoral development plans;
- g. Conduct gap and root cause analysis to identify strategic issues, enabling factors, constraints, and underlying causes of implementation deviations affecting program objectives and development targets
- h. Monitor the evolution of program risks, assess the effectiveness of mitigation measures that have been implemented, and identify emerging risks throughout program implementation, and escalate risks exceeding the agreed risk appetite and tolerance thresholds to the CPMU/CPIU/PIU;
- i. Monitor compliance status against the compliance register, update the register periodically, and report compliance gaps requiring corrective action;
- j. Develop recommendations for program modifications based on monitoring and evaluation findings, including recommendations on adjustments to activities, targets, implementation approaches, and delivery mechanisms, where necessary;
- k. Present program modification recommendations to relevant stakeholders and consolidate the outcomes of stakeholder consultations process, including the agreed follow-up actions;
- l. Maintain and populate the risk-rated M&E dashboard on a quarterly basis to support CPMU/CPIU decision-making and reporting to ADB;
- m. Monitor the follow-up action and implementation of agreed recommendations by relevant stakeholders;
- n. Conduct a final assessment of program outcomes and available impact indicator at the conclusion of the assignment, based on data available, drawing on the Results Framework/DMF indicator.

E.3 Task III: Development of Program Lessons Learned

15. This task consolidates the findings generated under Task II into structural lessons learned and policy recommendations, applying the GRC-based analytical framework to inform organizational learning within FMNJP and the design of future national development programs. The detail scope for this task is as follows:
 - a. Consolidate key findings, strategic issues, and recommendation actions from the program monitoring and evaluation activities;
 - b. Analyze key achievements, implementation challenges, affecting factors of program performance, and project risks that may influence the achievement of program objectives;
 - c. Apply a Governance, Risk, and Compliance (GRC)-based lesson learned analytical framework to categorize the lessons learned across governance, risk management, compliance, coordination, and accountability aspects;
 - d. Identify structural lessons on the design and effectiveness of the GRC-based risk and compliance mechanisms applied under FMNJP, for potential use in future national development programs;
 - e. Identify internal project lessons learned that can be utilized by the CPIU, NPIUs, PIUs, implementing units, and other relevant stakeholders to improve program implementation;
 - f. Facilitate stakeholder consultations or workshops to validate the identified lessons learned and ensure their relevance and applicability;
 - g. Prepare recommendations for program improvement to support the updating of the National Flood Risk Management System (NFRMS), the Nature-Based Solutions (NbS) Financing Roadmap, and flood risk management approaches for the North Coast of Java;
 - h. Develop knowledge products and dissemination materials, such as learning briefs, infographics, policy briefs, and other dissemination materials for ministries/agencies, local governments, and the public;
 - i. Develop policy recommendations based on lessons learned to support the formulation of flood risk management policies for the North Coast of Java under the RPJMN 2030–2034.

E.4 Task IV: Formulation of Exit Strategy

16. This task prepares FMNJP's transition beyond the completion of project financing, consolidating the results of Tasks I–III into an exit strategy that ensures the institutional continuity of the GRC-MEL framework and supports the Executing Agency's preparation of the Project Completion Report. The detail scope for this task is as follows:
 - a. Consolidate evidence and status on program implementation, based on the risk register, compliance register, monitoring and evaluation results, GRC-based lessons learned, progress reports, and stakeholder feedback, to support the preparation of the exit strategy;

- b. Assess the readiness and capacity of key stakeholders to maintain the program outputs, outcomes, and good practices after project completion, including governance arrangements, operational capacity, operation and maintenance readiness, financing needs, data and information systems management, knowledge transfer, and coordination mechanisms;
- c. Assess institutional readiness to sustain the GRC-based risk and compliance monitoring functions established under this assignment, including capacity for continued knowledge;
- d. Identify and assess risks that may affect the transition process and long-term sustainability of program benefits, including institutional, operational, financial, technical, coordination, safeguards, and data management risks;
- e. Design an institutional handover mechanism for the GRC-MEL system specifying the receiving institution, responsible personnel, and operating procedures for continued use after Consultant demobilization;
- f. Prepare institutional handover arrangements for continued tracking of the outcome and impact indicator to enable assessment beyond project completion;
- g. Develop alternative exit strategy options covering governance arrangements, operational guidelines, financing mechanisms, institutional roles and responsibilities, and post-project implementation follow-up action;
- h. Prepare a transition and sustainability action plan outlining key follow-up actions, responsible institutions, indicative implementation timelines, resource requirements, and handover arrangements;
- i. Provide recommendation on the preparation of the Project Completion Report (PCR), covering the structuring of outcome and impact findings, GRC-based risk and compliance closure status, and consolidated lessons learned;
- j. Facilitate consultations and validation workshops with the CPMU, CPIUs, PIUs, implementing agencies, local governments, river basin organizations, and other relevant stakeholders;
- k. Finalize the FMNJP Exit Strategy based on the outcomes of the technical analyses, stakeholder consultations, and agreed follow-up actions.

E.5 Task V: Special Studies

17. This task aims to provide analytical support on strategic issues relevant to the implementation and sustainability of the FMNJP. The Consultant may undertake thematic or issue-based studies, as requested by the CPIU Bappenas and subject to available resources and an approved scope, to support policy development and program implementation. Indicative themes may include, but not limited to, institutional coordination effectiveness, climate and disaster risk financing, post-project operations and maintenance financing sustainability, and gender and social inclusion outcomes. The scope, methodology, and outputs of each Special Study will be agreed upon during project implementation.

Table 3. Key Expert's Scope of Work and Qualification

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
1.	Monitoring and Evaluation / Team Leader	1	23	a. Lead and coordinate the implementation of governance, risk, compliance (GRC), and monitoring and evaluation activities throughout the program; b. Coordinate and ensure the development and implementation of the program monitoring and evaluation framework, including GRC assessment instruments such as the Risk Register, Compliance Register, and Governance Assessment Framework; c. Lead the assessment of program governance arrangements, risk profile, and compliance status to support effective program implementation; d. Coordinate the periodic monitoring of program implementation and performance. e. Oversee the collection, validation, and analysis of program progress and performance data; f. Conduct overall program evaluation covering effectiveness, efficiency, relevance, impact, and sustainability of program implementation; g. Assess the alignment of program implementation and achievements with national development priorities and policy	a. General Qualification: Master's degree (S2) in Development Studies, Public Policy, Economics, or Engineering, with at least 7 years of professional experience; b. Project-Related Experience: Has at least 5 years of professional experience in monitoring and evaluation; Has at least 3 years of professional experience in projects related to flood management, flood control, or water resources management of development projects in Indonesia, including civil works and consulting services; Has at least 3 years of professional experience serving as a Team Leader or Co-Team Leader for consulting assignments or development projects; Has at least 1 project of professional experience in Governance, Risk, and Compliance (GRC); c. International Experience: Has at least 3 years of professional experience in water resources projects financed by international

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
				objectives; h. Identify implementation gaps, strategic issues, enabling factors, and constraints affecting the achievement of program objectives and national development targets; i. Conduct root cause analysis of identified issues, gaps, constraints, and implementation deviations; j. Ensure periodic reviews of program governance, internal control systems, accountability mechanisms, and institutional coordination arrangements; k. Integrate the results of monitoring, evaluation, and GRC assessments into strategic recommendations for program adjustments, lessons learned, and the development of the program exit strategy.	development partners, such as JICA, ADB, the World Bank, or other international financing institutions. d. All qualifications and professional experience stated above shall be supported by relevant documentary evidence issued by authorized institutions, such as academic degree certificates, previous employment contracts, work experience certificates, reference letters, or other verifiable supporting documents.
2.	GRC Specialist	1	18	a. Conduct the identification, assessment, and mapping of the program governance, risks, and compliance requirements across all relevant aspects of program implementation. b. Develop and maintain the Program Governance Assessment Framework, Risk Register, and Compliance Register to support program monitoring and evaluation.	a. General Qualification: Bachelor's degree (S1) in Risk Management, Public Administration, Government Studies, Political Science, or Engineering, with at least 7 years of professional experience; b. Project-Related Experience: Has at least 3 years of professional experience in projects related to flood management, flood control, or water

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
				c. Assess the effectiveness of the program governance structure, institutional roles and responsibilities, coordination mechanisms, internal control systems, and accountability arrangements. d. Assess the likelihood, impact, and overall risk rating of identified program risks, and recommend appropriate risk mitigation measures and response strategies. e. Monitor the implementation and effectiveness of agreed risk mitigation measures, identify emerging risks, and recommend necessary corrective actions. f. Monitor compliance with the Loan Agreement, Project Administration Manual (PAM), Design and Monitoring Framework (DMF), Procurement Plan, Annual Work Plan (AWP), Overall Work Plan (OWP), and other relevant ADB policies, procedures, and applicable regulations. g. Identify institutional constraints, governance issues, compliance gaps, and coordination challenges affecting program implementation, and develop recommendations to strengthen governance, institutional capacity, risk management, and compliance. h. Prepare GRC lessons learned and support	resources management of development projects in Indonesia, including civil works and consulting services; Has at least 1 project of professional experience in Governance, Risk, and Compliance (GRC); c. International Experience: Has at least 3 years of professional experience in water resources projects financed by international development partners, such as JICA/JBIC/OECF, ADB, the World Bank, or other international financing institutions. d. All qualifications and professional experience stated above shall be supported by relevant documentary evidence issued by authorized institutions, such as academic degree certificates, previous employment contracts, work experience certificates, reference letters, or other verifiable supporting documents.

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
				the development of strategic recommendations, program sustainability, and the program exit strategy.	
3.	Senior Water Resources Specialist	1	18	a. Lead and coordinate the technical aspects of program monitoring and evaluation related to water resources, civil engineering, flood management, flood risk reduction, infrastructure performance, and operation and maintenance aspects. b. Assess the implementation progress and technical performance of flood management and water resources components, including structural and non-structural interventions, against the approved work plan, implementation schedule, program targets, and relevant technical requirements. c. Review and analyze technical data, design-related information, implementation records, field findings, hydrological and hydraulic information, flood events, asset condition, and other relevant evidence to support independent monitoring and evaluation. d. Conduct field verification and technical assessment of flood management infrastructure, water resources interventions, and related facilities to	a. General Qualification: Bachelor's degree (S1) in Civil Engineering, Water Resources Engineering, Hydraulic Engineering, or Water Resources Management, with at least 7 years of professional experience; b. Project-Related Experience: Has at least 3 years of professional experience in projects related to flood management, flood control, or water resources management; Has at least 1 project of professional experience in technical assessment, monitoring and evaluation, review of infrastructure implementation, flood risk reduction measures, and/or operation and maintenance of water resources infrastructure; Has at least 1 project of professional experience in preparing technical analysis, field verification reports, technical recommendations, or project performance assessments for development projects;

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
				identify implementation progress, site conditions, technical issues, constraints, and emerging risks. e. Assess the effectiveness of flood management interventions in contributing to flood risk reduction, improved water resources management, climate resilience, and achievement of program outputs and outcomes. f. Assess the readiness and adequacy of operation and maintenance arrangements, including asset management, institutional responsibilities, technical capacity, financing needs, and sustainability of completed or ongoing flood management infrastructure. g. Review the relevance and application of Nature-Based Solutions (NbS), climate-resilient approaches, and other flood risk management measures, where applicable, as part of the technical assessment. h. Identify technical gaps, implementation risks, root causes, enabling factors, and corrective actions related to water resources, flood risk, infrastructure, and O&M aspects. i. Provide technical inputs to the Risk Register, Compliance Register, M&E	c. International Experience: Has at least 3 years of professional experience in water resources projects financed by international development partners, such as JICA, ADB, the World Bank, or other international financing institutions. d. All qualifications and professional experience stated above shall be supported by relevant documentary evidence issued by authorized institutions, such as academic degree certificates, previous employment contracts, work experience certificates, reference letters, or other verifiable supporting documents.

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
				dashboard, quarterly monitoring reports, midterm evaluation, outcome and benefit analysis, lessons learned, special studies, and exit strategy. j. Prepare technical recommendations to support program adjustment, sustainability of infrastructure benefits, post-project transition, and policy/program improvement for flood risk management.	
4.	Environmental and Social Specialist	1	17	a. Develop and implement the monitoring and evaluation framework for environmental and social aspects of the program, including climate change adaptation, NbS, environmental safeguards, social safeguards, gender equality, and social inclusion; b. Conduct periodic monitoring of program implementation related to environmental and social aspects; c. Collect, validate, and analyze program progress and performance data related to environmental and social aspects; d. Review and verify the implementation of environmental and social safeguard requirements, including the Initial Environmental Examination (IEE), Environmental Management Plan (EMP), land acquisition and resettlement,	a. General Qualification: Bachelor's degree (S1) in Environmental Engineering, Environmental Science, or Environmental Management, with at least 7 years of professional experience; b. Project-Related Experience: Has at least 1 years of professional experience in projects related to flood management, flood control, or water resources management of development projects in Indonesia, including civil works and consulting services; Has at least 1 project of professional experience in environmental and social safeguard management, including the review of safeguard documents, livelihood restoration, and the assessment of

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
				livelihood restoration, gender action plan, and other applicable safeguard requirements in accordance with government regulations and ADB requirements; e. Identify implementation gaps, strategic issues, enabling factors, constraints, and risks affecting environmental and social performance, including climate resilience, NbS implementation, gender equality, and social inclusion; f. Conduct root cause analysis of identified environmental and social issues, implementation gaps, constraints, impacts, and risks; g. Assess the effectiveness of environmental and social safeguard implementation, grievance redress mechanisms, climate resilience, and NbS interventions and their contribution to the achievement of the program's outputs, outcomes, and national development objectives; h. Assess the contribution of environmental, climate resilience, and NbS interventions to the achievement of national development objectives; i. Provide recommendations on environmental and social aspects to	the impacts; Has at least 1 project of professional experience in climate resilience and NbS; Has at least 1 project of professional experience in gender equality and social inclusion; c. International Experience: Has at least 3 years of professional experience in water resources projects financed by international development partners, such as JICA, ADB, the World Bank, or other international financing institutions. d. All qualifications and professional experience stated above shall be supported by relevant documentary evidence issued by authorized institutions, such as academic degree certificates, previous employment contracts, work experience certificates, reference letters, or other verifiable supporting documents.

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
				support program adjustments, lessons learned, and the development of the program exit strategy.	
5.	Economic and Financial Management Specialist	1	17	a. Develop and implement the monitoring and evaluation framework for financial management and economic aspects of the program; b. Conduct periodic monitoring of budget utilization, disbursement progress, and financial performance of the program; c. Collect, validate, and analyze financial and economic data to assess program implementation progress and performance; d. Review budget utilization, disbursement performance, financial performance, and the effectiveness of the program's financial management, internal control, and accountability mechanisms; e. Identify implementation gaps, strategic issues, enabling factors, and constraints affecting financial management and the achievement of the program's expected economic benefits; f. Conduct root cause analysis of identified issues, implementation gaps, constraints, deviations, and risks related to financial management and economic performance;	a. General Qualification: Bachelor's degree (S1) in Economics, Development Economics, Financial Management, or Accounting, with at least 7 years of professional experience; b. Project-Related Experience: Has at least 1 years of professional experience in projects related to flood management, flood control, or water resources management of development projects in Indonesia, including civil works and consulting services; Has at least 1 project of professional experience in project financial management and economic analysis, including economic benefits, investment efficiency, and economic indicators such as the Economic Internal Rate of Return (EIRR) and Benefit-Cost Ratio (BCR); c. International Experience: Has at least 3 years of professional experience in water resources

No	Expert Position	Man	Month	Scope of Work	Minimum Qualification
				g. Assess the achievement of the program's expected economic benefits, including the assumptions of the Economic Internal Rate of Return (EIRR), Benefit-Cost Ratio (BCR), investment efficiency, value for money, and the sustainability of program benefits; h. Assess the contribution of financial performance and economic outcomes to the achievement of the program's outputs and outcomes; i. Provide recommendations on financial management and economic aspects to support program adjustments, lessons learned, and the development of the program exit strategy.	projects financed by international development partners, such as JICA, ADB, the World Bank, or other international financing institutions. d. All qualifications and professional experience stated above shall be supported by relevant documentary evidence issued by authorized institutions, such as academic degree certificates, previous employment contracts, work experience certificates, reference letters, or other verifiable supporting documents.

Table 4. Non-Key Expert's Scope of Work and Qualifications

No	Non-Key Expert Position	Man	Month	Scope of Work	Minimum Qualification
1.	Junior Water Resources Specialist	1	23	a. Collect, verify, and analyze technical data related to water resources development, flood management infrastructure, and program construction implementation; b. Assist in monitoring and evaluating the technical implementation of water resources, flood management, and construction activities; c. Support field verification, site verification, and technical assessments to validate construction progress, implementation status, and site conditions; d. Assist in reviewing construction progress, procurement implementation, contract implementation, implementation schedules, and physical progress against approved work plans and program targets; e. Support the review of technical documents, engineering deliverables, and implementation records related to program activities; f. Contribute to the assessment of technical outputs, outcomes, implementation performance, and operational readiness of completed infrastructure; g. Assist in preparing technical analyses,	a. General Qualification: Bachelor's degree (S1) in Civil Engineering, Hydraulic Engineering, or Water Resources Engineering, with at least 2 years of professional experience; b. Project-Related Experience: Has at least 1 year of professional experience in projects related to flood management, flood control, or water resources management; c. International Experience: Has at least 1 year of professional experience in water resources projects financed by international development partners, such as JICA, ADB, the World Bank, or other international financing institutions. d. All qualifications and professional experience stated above shall be supported by relevant documentary evidence issued by authorized institutions, such as academic degree certificates, previous employment contracts, work experience certificates, reference letters, or other verifiable supporting

No	Non-Key Expert Position	Man	Month	Scope of Work	Minimum Qualification
				findings, and recommendations to support program adjustments, lessons learned, and the development of the program exit strategy.	documents.
2.	Data Analyst and Visualization Specialist	2	23	a. Develop and maintain the program monitoring database, data integration system, and data management tools to support program monitoring, evaluation, and reporting; b. Conduct data validation, consolidation, and quality assurance to ensure the accuracy, consistency, and reliability of program data; c. Analyze program trends, performance, and risk indicators, and prepare analytical outputs and statistical summaries to support monitoring, evaluation activities, and evidence-based decision-making; d. Prepare data summaries, analytical outputs, and supporting materials for evidence-based reporting and decision-making; e. Prepare user-friendly visual formats and communication materials to effectively present program information, monitoring results, lesson learned, and program achievements to various stakeholders; f. Develop data visualization products,	a. General Qualification: Bachelor's degree (S1) in Statistics, Data Science, Computer Science, Information Systems, Mathematics, Informatics Engineering, or Industrial Engineering, with at least 2 years of professional experience; b. Project-Related Experience: Has at least 1 project of professional experience related to flood management, flood control, or water resources management; Has at least 1 project of professional experience in managing and analyzing data for development projects in Indonesia; Has at least 1 project of professional experience in developing data visualization products, infographics, and communication materials; c. International Experience: Has at least 1 year of professional experience in water resources projects financed by international

No	Non-Key Expert Position	Man	Month	Scope of Work	Minimum Qualification
				including charts, infographics, executive dashboards, and other visual presentation material based on program data and monitoring results; g. Support the data visualization preparation of data-driven reports, evidence-based reporting materials, and the presentation of strategic recommendations and the program exit strategy.	development partners, such as JICA, ADB, the World Bank, or other international financing institutions. d. All qualifications and professional experience stated above shall be supported by relevant documentary evidence issued by authorized institutions, such as academic degree certificates, previous employment contracts, work experience certificates, reference letters, or other verifiable supporting documents.
3.	GIS Specialist	2	18	a. Manage and analyze spatial data related to program implementation; b. Prepare thematic maps and spatial information products to support program monitoring and evaluation; c. Conduct spatial analyses of project locations, flood risks, and program achievements; d. Develop spatial visualizations and map-based analytical outputs to support evidence-based decision-making; e. Integrate spatial data and thematic maps into the preparation of strategic recommendations, lessons learned, and	a. General Qualification: Bachelor's degree (S1) in Geodetic Engineering, Geomatics Engineering, Geography, Civil Engineering, or Water Resources Engineering, with at least 2 years of professional experience; b. Project-Related Experience: Has at least 1 project of professional experience in projects related to flood management, flood control, or water resources management; Has at least 1 project of professional experience in spatial data management, GIS analysis, and thematic mapping for

No	Non-Key Expert Position	Man	Month	Scope of Work	Minimum Qualification
				the program exit strategy.	development projects in Indonesia; c. International Experience: Has at least 1 year of professional experience in water resources projects financed by international development partners, such as JICA, ADB, the World Bank, or other international financing institutions. d. All qualifications and professional experience stated above shall be supported by relevant documentary evidence issued by authorized institutions, such as academic degree certificates, previous employment contracts, work experience certificates, reference letters, or other verifiable supporting documents.

Table 5. Support Personnel's Scope of Work and Qualifications

No	Support Position	Man	Month	Scope of Work	Minimum Qualification
1.	Office Manager	1	23	Manage and coordinate office administration, logistics, and day-to-day operational activities.	a. Bachelor's degree; b. Minimum of 2 years of relevant work experience in the respective field of assignment.
2.	Administration	1	23	Manage administrative and financial aspects of the office operations.	a. Bachelor's degree; b. Minimum of 2 years of relevant work experience in the respective field of assignment..
3.	Driver	1	23	Support mobilization activities required for office operations.	a. Minimum a Senior High School graduate; b. Minimum of 2 years of relevant work experience in the respective field of assignment.
4.	Office Assistant	1	23	Provide administrative and operational support for the day-to-day functioning of the project office.	a. Minimum a Senior High School graduate; b. Minimum of 2 years of relevant work experience in the respective field of assignment.

F.3 Reporting Requirements and Time Schedule for Deliverables

Table 6. Deliverable Submission Schedule and Requirement

No	Deliverable	Timing of Submission	Content
1.	Inception Report	Month 1	a. Understanding of the assignment, objectives, and scope of services; b. Detailed work plan, activity schedule and deliverable schedule; c. Team mobilization and personnel allocation; d. Proposed Methodology and implementation approach; e. Coordination and reporting mechanism with CPIU Bappenas; f. Coordination mechanism with CPMU, NPIU, and PIU and Stakeholder engagement plan; g. Stakeholder engagement plan; h. Initial document review, preliminary issues, data requirements; i. Proposed quality assurance and internal review mechanism.
Task I – GRC Based Monitoring and Evaluation Framework			
2.	Review and Development of GRC-Based M&E Framework and Toolkit Report	Month 5	a. Review of existing FMNJP M&E framework, including CS-21 outputs, DMF, PAM, AWP, OWP, Procurement Plan, governance, risk management, compliance, reporting arrangements, and relevant project documents; b. Mapping of existing indicators, reporting mechanisms, data sources, institutional responsibilities, and data availability; c. Review and validation of the physical and financial progress baseline and M&E indicators established under CS-21, including identification of data gaps or required updates; d. Identification of gaps, overlaps, and improvement needs, including recommendation for strengthening the existing M&E and GRC arrangements; e. GRC-based M&E framework,

No	Deliverable	Timing of Submission	Content
			including methodology, indicators, and risk and compliance monitoring approach, consistent with DMF, PAM, Loan Agreement, ADB requirements, and national planning framework; f. Risk rating, escalation mechanism, risk appetite/tolerance approach, and initial risk of program risks and compliance obligations; g. Institutional roles and reporting flow for CPMU, CPIU, NPIUs, PIUs, and relevant stakeholders; h. Standard GRC-based M&E visualization tools with user guidance and reporting templates to operationalize the framework.
Task II – Implementation of Monitoring and Evaluation			
3.	Quarterly Report of Project Progress and Monitoring and Evaluation	Month 3, 6, 9, 15, 18, 21	a. Summary of quarterly implementation progress, covering physical and non-physical components and progress against output-level DMF indicators b. Update risk, compliance, safeguard, GESI, financial management, and governance status; c. Field verification and data validation results, where conducted during the reporting period d. Key issues, constraints, root causes, and good practices during the reporting period; e. Recommendations for program modification or corrective action, including responsible institution and indicative timeline; f. Updated follow-up action monitoring matrix (Annex), including status of actions agreed in the ADB Review Mission MoU, and M&E visualization tool.
4.	Project Midterm Evaluation Report	Month 12	a. Consolidated assessment of program progress at the midterm point against

No	Deliverable	Timing of Submission	Content
			DMF/RF targets and work plans, including an update of outcome indicator values against the Results Framework's midterm column, evaluated against relevance, effectiveness, efficiency, sustainability, and governance; Analysis of key risks, compliance gaps, implementation constraints, and institutional/project management effectiveness; b. Identification of strategic issues requiring management decision; c. Updated Follow-Up Action Monitoring Matrix (Annex), consolidating status of recommendations agreed to date
Task III – Development of Program Lessons Learned			
5.	Development of Lesson Learned Analytical Framework	Month 7	a. Proposed approach for identifying, categorizing, and validating lessons learned; b. GRC-based analytical categories, including governance, risk, compliance, coordination, accountability, and institutional performance; c. Criteria for identifying internal project lessons and broader program/policy lessons; d. Data sources and linkage with M&E findings; e. Consultation and validation approach; f. Proposed format for learning notes and consolidated lessons learned.
6.	Semester Learning Notes	Month 11 and 17	a. Key findings from the relevant semester; b. Emerging lessons from implementation, coordination, risk, compliance, safeguards, procurement, financial management, and governance aspects, as relevant; c. Good practices and enabling factors;

No	Deliverable	Timing of Submission	Content
			d. Issues, constraints, and preliminary recommendations; e. Stakeholder inputs or validation results, where applicable; f. Knowledge products and dissemination materials develop during the semester; g. Suggested follow-up actions for the next implementation period.
7.	Consolidated Lesson Learned and Program Improvement Report	Month 21	a. Consolidated lessons from the assignment period, including key achievements, challenges, risks, and enabling factors; b. Lessons for CPMU, CPIU, NPIUs, PIUs, and implementing agencies, including relevant stakeholder inputs; c. Policy and program issues identified from M&E and lesson learned; d. Recommendations for improving FMNJP implementation and future flood risk management programs; e. Inputs for NFRMS, NbS Financing Roadmap, and flood risk management approaches, as relevant; f. Linkage with future national development planning, including RPJMN 2030–2034, and relevant institutional, financing, coordination, data, and governance considerations; g. Proposed follow-up agenda for Bappenas and relevant stakeholders.
Task IV – Formulation of Exit Strategy			
8.	Post-Project Sustainability and Transition Risk Assessment Report	Month 19	a. Assessment of project readiness for post-project transition and sustainability of outputs, outcomes, systems, and good practices; b. Institutional capacity and readiness assessment of relevant stakeholders to support the transition and sustain project results; c. Review of O&M, financing,

No	Deliverable	Timing of Submission	Content
			coordination, data management, and knowledge transfer arrangements for the transition and post-project period; d. Identification and assessment of post-project sustainability and transition risks, including likelihood, impact, and priority rating; e. Proposed mitigation measures, responsible institutions, risk ownership, and escalation mechanism; f. Linkage with existing project risk and compliance registers, including monitoring and update arrangements for the transition and post-project period; g. Identification of sustainability gaps and recommendations for transition planning and preparation of the final exit strategy.
9.	Final Strategy Exit and Action Plan	Month 22	a. Consolidated evidence from M&E, risk and compliance registers, and lessons learned; b. Agreed exit strategy scenarios and alternatives and agreed transition approach, including feasibility, risks, and required resources; c. Governance, operational, financing, institutional, O&M, data, and coordination arrangements, as relevant; d. Institutional handover arrangement for GRC-MEL system and post-project coordination mechanism; e. Transition and sustainability action plan, including responsible institutions, indicative timeline, and monitoring arrangement; f. Annexes containing consultation and validation results, including relevant action matrix and supporting evidence.

No	Deliverable	Timing of Submission	Content
Task V – Special Study			
10.	Special Study Report	From Month 7 – 14 (based on further agreement)	a. Agreed study background, rationale, and objectives; b. Scope, key questions, and methodology; c. Data sources and stakeholder inputs; d. Analysis and findings; e. Policy, institutional, financing, technical, social, environmental, or implementation implications, as relevant; f. Recommended actions; g. Supporting annexes, where applicable.
11.	Final Report	Month 23	a. Summary of all services performed, including assessment of project outcomes and benefits; b. Status of all deliverables submitted and available outcome and benefit indicators; c. Summary of work plan implementation and consultant mobilization; d. Key findings, achievements, project outcomes and benefits, and remaining issues, including contributions to flood risk management, climate resilience, and institutional strengthening, as relevant; e. Consolidated recommendations and follow-up status, including unresolved issues, outstanding recommendations, risk and compliance status, and post-project monitoring needs; f. Summary of lessons learned, exit strategy support, and linkage with the DMF, national development priorities, RPJMN/RPJPN, and relevant sectoral plans; g. Handover of data, registers, templates, dashboard materials, and

No	Deliverable	Timing of Submission	Content
			knowledge products, including relevant outcome and benefit tracking materials; h. Final recommendations for CPIU Bappenas and relevant FMNJP stakeholders, including recommendations for continued outcome and benefit tracking after project completion.

F.4 Duty Trip, Meeting, and Workshop Requirement

18. The Consultant shall plan, organize, and facilitate field visits, surveys, technical meetings, workshops, and focus group discussions (FGDs) as necessary to support the implementation of the assignment. For all meetings, workshops, and FGDs, The Consultant shall prepare the agenda, presentation materials, discussion papers, attendance records, meeting minutes, documentation, participant evaluation (where applicable), and summary reports. Where required, these activities shall also serve as a mechanism for capacity building and transfer of knowledge to relevant Bappenas internal teams and government staff (ASN), particularly on the approaches, methods, tools, and findings developed under the assignment, to support the sustainability of institutional capacity after completion of the services. The Consultant shall ensure that these activities promote effective stakeholder engagement, knowledge sharing, and collaborative decision-making to strengthen the implementation of the GRC-based MEL implementation within the project.
 - a. Survey and data collection activities shall be conducted during the contract period, consisting of 3 (three) survey rounds per year (at the beginning, mid-year, and end of each year) covering the FMNJP implementation areas under PIU BBWS Cimanuk Cisanggarung and PIU BBWS Pemali Juana, as well as 2 (two) additional surveys to support the implementation of the special studies. The location(s) for each special study shall be determined in consultation with CPIU Bappenas;
 - b. Meeting coordination involving CPIU Bappenas, The Consultant, and relevant external stakeholders shall be conducted approximately 5 (five) times. These meetings shall support consultation, coordination, discussion of project implementation issues, validation of findings, and agreement on follow-up action.
 - c. Workshops shall be conducted approximately 2 (two) times, including to present and validate the findings and recommendations of the special studies and another to discuss, consult, and validate the proposed exit strategy.
 - d. Technical meetings between CPIU Bappenas and The Consultant shall be conducted approximately 12 (twelve) times during the contract period to facilitate coordination, review progress, discuss technical issues, validate interim findings, and decision-making on necessary follow-up actions.
 - e. The Consultant shall organize approximately 1 (one) capacity building event to disseminate lesson learned and strengthen stakeholder understanding of GRC-based MEL approach for post-project sustainability.
 - f. The Consultant shall facilitate approximately 2 (two) FGDs, conducted 1 (one) FGD in each in West Java and Central Java, to obtain stakeholder inputs, validate analytical findings, discuss implementation issues, and support the formulation of practical recommendations.
19. Detailed requirements and minimum specifications for each activity are provided in table below.

Table 7. Duty Trip, Meeting, and Workshop Description and Specification

No	Activity	Description	Specification
1.	Duty Trip (Cirebon / West Java and Semarang / Central Java)	Duty trip expenses required for The Consultant to travel for field visits, surveys, meetings, and other assignment-related activities. Duty trip may include travel from Jakarta to Central Java and West Java shall be coordinated with and approved by CPIU Bappenas. Costs covered shall include: • Round-trip transportation • Local transportation to and from airport/railway station/terminal/port • Hotel Accommodation • Daily Subsistence Allowance (DSA)	a. Round-trip transportation shall use the most economical and efficient route appropriate to the assignment • Air travel, where required, shall use economy-class tickets • Ground transportation may include train, bus, rented vehicle, taxi, or other suitable transportation modes b. Hotel accommodation, local transportation, and DSA shall follow the applicable Standar Biaya Masukan (SBM) rates and other relevant government regulations for the applicable fiscal year; c. Locations, schedules, and personnel shall be coordinated with and approved by CPIU Bappenas before implementation; d. Reimbursement shall be supported by valid proof of expenditure and relevant travel documentation.
2.	Survey Data Collection	Expenses required to support field data collection and survey activities conducted for project monitoring and evaluation activity. The activities may include preparation of survey instruments, collection and verification of	a. Each survey shall involve respondents. The number and selection of respondents shall be based on the survey methodology and approved by CPIU Bappenas; b. The Consultant shall ensure data quality, respondent confidentiality, proper

No	Activity	Description	Specification
		primary data, and supporting field documentation. The data collection and survey activities shall be conducted during the contract period, consisting of: 1. 3 (three) regular survey rounds per year, conducted at the beginning, middle, and end for each river basin. 2. 2 (two) additional survey activities to support the implementation of the Special Studies. The location or locations for each Special Study shall be determined in consultation with CPIU Bappenas. Costs covered shall include: • Drone rental • GPS rental • Respondent refreshment	documentation, and submission of cleaned and verified survey data; c. Respondent refreshments shall follow the approved cost estimate and applicable regulations.
.	Meeting Coordination	The Consultant shall organize approximately 5 (five) meetings involving CPIU Bappenas, the Consultant, and relevant external stakeholders, including CPMU, CPIUs, PIUs, relevant ministries/agencies, and other stakeholders as required. The meetings shall support stakeholder consultation and coordination, discussion of project implementation issues,	a. Approximately 20 participants b. Full day meeting, at Hotel in Jakarta

No	Activity	Description	Specification
		presentation and validation of findings, and agreement on necessary follow-up actions. The specific agenda, participants, and materials for each meeting shall be proposed by the Consultant and agreed upon with CPIU Bappenas. The Consultant shall prepare the meeting notes and a meeting record of agreed follow-up actions. The costs covered by The Consultant include: • Meeting package • Speakers fee	
4.	Workshop	The Consultant shall organize approximately 2 (two) workshops in accordance with the ToR, as follows: 1. Special Studies Workshop The workshop shall present and validate the findings, analysis, conclusions, and recommendations resulting from the special studies. It shall provide a forum for relevant stakeholders to review the findings, provide inputs, and agree on necessary follow-up actions. 2. Exit Strategy Workshop The workshop shall present, discuss, and validate the proposed FMNJP exit strategy,	a. Approximately 50 participants b. Full board meeting, at Hotel in Jakarta c. Approximately 6 resource persons for each workshop, consisting of approximately 3 Echelon II officials and 3 Echelon III officials

No	Activity	Description	Specification
		including exit readiness, sustainability arrangements, transition risks, institutional roles, operational continuity, financing considerations, and post-project follow-up actions. The specific agenda, participants, and materials for each meeting shall be proposed by the Consultant and agreed upon with CPIU Bappenas. The Consultant shall prepare the meeting notes and a meeting record of agreed follow-up actions. Costs covered by The Consultant include: • Meeting package • Speakers fee	
5.	Technical Meeting	The Consultant shall conduct approximately 12 (eleven) technical meetings with CPIU Bappenas during the contract period. The technical meetings shall primarily serve as internal working sessions between the CPIU Bappenas and the Consultant to review implementation progress, discuss methodologies and technical issues, review interim outputs, clarify data and information requirements, and agree on necessary follow-up actions. Technical meetings may be conducted in person, subject to agreement with CPIU	a. Approximately 27 participants b. Refreshment, such as meals and snacks, for technical meeting at The Consultant office (Jakarta)

No	Activity	Description	Specification
		Bappenas. The Consultant shall prepare the materials, meeting notes, and a record of agreed follow-up actions. Costs covered by The Consultant include: • Meals • Snacks	
6.	Capacity Building	The Consultant shall organize approximately 1 (one) capacity building event to disseminate the lesson learned generated from the implementation of FMNJP and strengthen stakeholders' understanding and capacity in applying the GRC-based MEL approach. The activity shall cover relevant good practices, implementation challenges, success factors, risk and compliance considerations, and practical application of lesson learned to support programs and post-project sustainability. The specific agenda, participants, and materials for each meeting shall be proposed by the Consultant and agreed upon with CPIU Bappenas. The Consultant shall prepare the meeting notes and a meeting record of agreed follow-up actions. Costs covered by The Consultant include: • Meeting package	a. Approximately 50 participants b. Full board meeting, at Hotel in West Java c. Approximately 5 resource persons, consisting of approximately 2 Echelon II officials and 3 Echelon III officials

No	Activity	Description	Specification
		• Speakers fees	
7.	Focus Group Discussion	The Consultant shall facilitate approximately 2 (two) FGDs, each in West Java and Central Java, to obtain stakeholder inputs, validate analytical findings, discuss project implementation issues, and support the formulation of practical recommendations. The topics of the FGDs shall be aligned with the relevant tasks and deliverables under the assignment. The specific agenda, participants, and materials for each meeting shall be proposed by the Consultant and agreed upon with CPIU Bappenas. The Consultant shall prepare the meeting notes and a meeting record of agreed follow-up actions. Cost covered by consulting team includes: • Meeting package • Speakers fee	a. Approximately 40 participants b. Half day meeting, at hotel in West Java and Central Java c. Approximately 2 resource persons at Echelon III level

F.5 Equipment Procurement

20. CPIU Bappenas will not separately provide the equipment and facilities required for the assignment. The Consultant shall be fully responsible for providing, arranging, renting, operating, and maintaining all equipment and facilities required for the duration of the assignment. Detailed specifications are provided in the table below.

Table 8. Equipment and Facilities Requirement

No	Component	Detail Specification
1.	Office Rent	Due to the limited availability of office space at Bappenas, office rental is required to accommodate the Project Implementation Team consisting of 12 personnel. Approval for the office rental from the Budget User Authority (KPA) of Bappenas is currently under process. Office Rental – House • Minimum total building area of 120 m². • Equipped with a front yard and a garage capable of accommodating at least two (2) vehicles. • The house shall be in a ready-to-use condition for office operations. • Located within a maximum radius of 5 km and/or a maximum travel time of 30 minutes from the Bappenas Office, Taman Suropati. Office Rental – Office Building • Minimum total floor area of 120 m². • The office building shall be in a ready-to-use condition for office operations. • Located within a maximum radius of 5 km and/or a maximum travel time of 30 minutes from the Bappenas Office, Taman Suropati.
2.	Office Operational and Consumable Costs	This budget is allocated for monthly office operational and consumable expenses, including electricity, water, household services, cleaning and security services, maintenance, office stationery, and other similar expenditures. This cost also includes installation expenses (excluding rental costs) and other minor office requirements with insignificant value.
3.	Transportation	Transportation rental shall have a minimum specification: • Minimum engine capacity of 1,400 cc. • Minimum seating capacity of seven (7) passengers • Minimum model year of 2023.

No	Component	Detail Specification
		Transportation operating costs shall include fuel, parking fees, toll charges, and other related operational expenses.
4.	Communication Cost	• Internet services, including monthly subscription fees, modem installation, and internet cabling and network installation. • Online meeting platform subscription • Cloud storage subscription • AI subscription • Phone credit
5.	Office Equipment Rental	The office equipment shall be sufficient and suitable to support the Consultant in carrying out the assignment properly with the specification: • Office furniture ○ Desks and chairs ○ Meeting tables ○ Filling cabinets • Laptop rental: Minimum Intel Core i5 processor, minimum 16 GB RAM / 256 GB SSD. • Desktop computer rental: Minimum Intel Core i5 processor, minimum 16 GB RAM / 256 GB SSD. • Multifunction printer with printing, scanning, and photocopying functions. • LCD projector • Digital camera • Air conditioner (AC) • Water dispenser
6.	Report Printing	Report and other technical notes/document should be submitted by following minimum requirements: • The report cover shall be printed with soft-cover lamination. • Each deliverable shall be submitted in 8 (eight) printed copies, consisting of 4 (four) copies in English and 4 (copies) copies in Bahasa. The distribution shall be as follows: 4 (four) copies to CPIU Bappenas, 2 (two) copies to ADB, and 2 (two) copies to CPMU, with each recipient receiving both English and Bahasa versions. • The report printing items stated shall cover the following deliverables: 1. Inception Report 2. Technical Reports, consist of:

No	Component	Detail Specification
		○ Review and Development of GRC-Based M&E Framework and Toolkit Report ○ Development of Lesson Learned Analytical Framework ○ Semester Learning Notes ○ Consolidated Lesson Learned and Program Improvement Report ○ Post-Project Sustainability and Transition Risk Assessment Report ○ Final Exit Strategy and Action Plan ○ Special Studies 3. Quarterly Reports of Project Progress and Monitoring and Evaluation 4. Project Midterm Evaluation Report 5. Final Report

G. CLIENT'S INPUT

21. CPIU Bappenas will provide the Consultant with relevant project information and available documents required for the implementation of the assignment. CPIU Bappenas will consider making available other data and reports necessary for executing the assignment as and if requested by the Consultant.

Table 9. Detailed Client Input

Input	Detail Document
Project Documents	• Loan Agreement • Project Administration Manual (PAM) • Readiness Criteria • Annual and Overall Work Plan and Budget • Procurement Plan
Existing Studies and Consultant Outputs	• Monitoring and Evaluation Framework developed under CS-21 • Baseline information and project indicators • Previous performance data and monitoring reports • Previous consultant reports (CS-21 and other relevant consulting services) • Progress reports • Relevant technical studies
Project Data	• Available project performance, procurement, financial, contract implementation, and monitoring data relevant to the assignment, to be facilitated by CPIU Bappenas through CPMU, CPIUs, PIUs, and

Input	Detail Document
	other implementing agencies, as applicable. • Tabular and spatial data
Regulations and Policies	• Applicable government regulations • Relevant Bappenas regulations • ADB procurement, environmental, safeguard policies and regulations
Stakeholder Information	• Organizational structure • Contact person of CPMU, CPIUs, PIUs, and other relevant stakeholders • Coordination mechanism

H. BASIS OF PAYMENT

22. The financing for the Governance, Risk, and Compliance (GRC) Consultant is sourced from loan under the Flood Management in North Java Project (FMNJP) at the Directorate of Water Resources, Ministry of National Development Planning/Bappenas, for Fiscal Years 2026-2028. The services shall be procured as consulting services provided by a consulting firm and implemented under a Time-Based Contract. Payments shall be made on a quarterly basis, subject to the acceptance of the relevant deliverables or agreed milestones as specified before, and in accordance with the Consultant's approved time inputs and supporting documentation.
23. To ensure the quality and consistency of the outputs, the Consultant shall submit the draft of each deliverable to the CPIU Bappenas at least fourteen (14) days prior to the respective submission deadline. This process provides sufficient time for review, discussion, and refinement before final submission, while also supporting knowledge transfer to relevant Bappenas internal teams and government staff (ASN), where applicable. All deliverables shall be prepared in accordance with the work plan agreed upon at the commencement of the assignment.
24. To ensure clarity, accountability, and accessibility of information, all reports submitted by the Consultant shall comply with the following requirements:
 - a. The Consultant shall submit the final revised version within ten (10) days after receiving comments from the CPIU Bappenas, with a maximum of two (2) rounds of substantive revisions for each deliverable.
 - b. All reports shall be prepared in both Indonesian and English. Reports shall be submitted in Microsoft Word (.docx) and PDF formats.
 - c. Each report shall include an executive summary highlighting the objectives, key findings, conclusions, and recommendations.
 - d. Reports shall be submitted in both hardcopy and softcopy through the designated cloud platform and shall be accompanied by quarterly/midterm progress report

describing the implementation of progress, key issues, and planned follow-up activities.

- e. All data, databases, working papers, analyses, and outputs produced under the assignment shall become the property of CPIU Bappenas, and shall be handed over in full upon completion of the Contract.
- f. The CPIU Bappenas may involve relevant stakeholders and/or development partners as technical reviewers of the deliverables without altering the Consultant's contractual responsibility for the quality of the outputs.