



Terms of Reference (ToR)

Position: Consultant Team for Transboundary Diagnostic Analysis (TDA)

Project Title: Management of Indonesian and Timor-Leste Transboundary Watersheds (MITLTW)

Component: Component 1 –TDA for Talau-Loes and Motamasin Watersheds

Duration: 4 months (October 1, 2026 – March 31, 2027)

Location: Indonesia, Kabupaten Malaka and Belu in Nusa Tenggara Timur (NTT) in the border villages with Bobonaro Municipality and Covalima Municipality in Timor-Leste representing upstream, midstream and downstream areas of the Talau Loes and Mota Masin watersheds

Implementing Agency: Conservation International

Executing Agency: The Ministry of Forestry, The Directorate General of Watershed Management and Forest Rehabilitation, Directorate of Watershed Management Planning and Monitoring

Co-Executing Agency: Innovation Tangguh Indonesia (InTI) - www.inovositangguhindonesia.org

1. Project Description

The Global Environment Facility-7 (GEF-7) Management of Indonesia and Timor-Leste Transboundary Watersheds (MITLTW) is a five-year project implemented in the border region between Indonesia and the Democratic Republic of Timor-Leste (RDTL). To simplify the pronunciation of the project name, the MITLTW Project is referred to as the TIWA Project (Timor Island's Watersheds).

The implementing agency (IA) for this project is Conservation International (CI). In the Democratic Republic of Timor-Leste, the executing agency (EA) is the Ministry of Agriculture, Livestock, Fisheries, and Forestry (MALFF) - Directorate General of Forestry, Coffee, and Industrial Crops. The Co-Executing Agency for RDTL is Conservation International Timor-Leste (CI TL). In Indonesia, the executing agency (EA) for this project is the Ministry of Forestry (MOF) - Directorate General of Watershed Management and Forest Rehabilitation, Directorate of Watershed Management Planning and Evaluation, while the co-executing agency is Inovasi Tangguh Indonesia (InTI).

The border between Indonesia and Timor-Leste has 8 watersheds, and this project targets 2 watersheds on the border between Indonesia and Timor-Leste, namely the Talau-Loes



Watershed and the Motamasin Watershed. The Talau-Loes Watershed stretches across Bobonaro in RDTL and Belu Regency in Indonesia. Meanwhile, the Motamasin Watershed is located in Kovalima in RDTL and Malaka Regency in Indonesia. The results of this project will serve as a model for similar transboundary watershed management in other watersheds on the border between Indonesia and Timor-Leste, as well as in other regions of Indonesia. In addition, the good practices and lessons learned from this project will be disseminated globally so that they can be replicated by other stakeholders interested in transboundary watershed management.

Project Objective

To ensure collaborative management of freshwater ecosystems and protect water, food, and livelihood security in the Talau-Loes and Motamasin watersheds straddling the border between Indonesia and Timor-Leste.

Project Components

Component 1 - Transboundary Diagnostic Analysis (TDA) and capacity built for the Joint Forestry Working Group (JFWG) and community task forces to share and use this and other data to better manage the Talau-Loes watersheds (261,328 ha) and Motamasin watersheds (9,378 ha).

Component 2 - Strategic Action Program (SAP) with JFWG decision making/management policies and structures set up, allowing for both countries at the national and regional level to endorse the SAP and then ultimately implement SAP sub-plans for the Talau-Loes (261,328 ha) and Motamasin (9,378 ha) basins.

Component 3 - SAP sub-plan livelihood improvements and water and food security practices tested with communities, and lessons shared for future application to the entire Talau-Loes/Motamasin drainage system (466,582 ha)

Component 4 - Monitoring and Evaluation

Complete information regarding the outcomes and outputs of the MITLTW Project can be found in the following link

https://docs.google.com/document/d/12g5Mm2J52E_gjud76JT3Ydx2zIz4LwMW/edit?usp=sharing&ouid=105496950527103545705&rtpof=true&sd=true

2. Background - The Need of Transboundary Diagnostic Analysis

The baseline data research for both watersheds Talau-Loes (261,328 ha) and Motamasin (9,378 ha) was conducted in 2021. University of Nusa Cendana (Undana) Indonesia and Universidade Nacional of Timor Lorosa'e (UNTL) in RDTL were the institutions responsible for completing the baseline. The research was done during COVID-19 pandemic; therefore, field visit was a challenge and most data was obtained through desk study.

The baseline report outlined the hydrological features, geology and soils features, climate/climate change context and climate related hazards, water use/security trends and threats, land use trends and threats, livelihoods and livelihood related risks faced by the community in both watersheds. In short, the baseline concluded both watersheds face mounting environmental challenges including deforestation, erosion, water scarcity, and socio-economic vulnerabilities. Meanwhile, these two watersheds are critical for supporting the livelihoods of the community living in the watersheds, biodiversity conservation, and climate resilience. The baseline also reported the measures that have been taken to address the issues in watersheds. However, both watersheds need additional and continuous measures to improve their conditions. Therefore, the MITLTW project would like to execute Transboundary Diagnostic Analysis to collect comprehensive information in both watersheds.

The TDA provides main problems and their problem roots identification in the Talau Loes and Motamasin Transboundary Watersheds based on the watersheds morphometric characteristic, biophysical and social economy data as the factual basis for the formulation of a Strategic Action Program (SAP). Therefore, the TDA should be part of a process of engagement of stakeholders through the initial TDA development steps and the subsequent development of alternative solutions during the formulation of the SAP.

The SAP is a negotiated policy document that should be endorsed at the highest level of all relevant sectors of government. It establishes clear priorities for action (for example, policy, legal, institutional reforms, or investments) to resolve the priority transboundary problems identified in the TDA.

3. Information Regarding Transboundary Diagnostic Analysis (TDA)

The TDA approach is a highly collaborative process that has proven to be a major strategic planning tool for GEF International Waters Projects over the last 20 years. It presents a practical and straightforward framework that is applicable to all water ecosystems and is easily adaptable by those working on the development of the TDA.

The TDA will inform strategic planning and policy dialogue by providing a comprehensive understanding of the environmental and governance context in the watersheds. It will also enable a shared understanding of transboundary issues between stakeholders from both countries, fostering their collaboration and joint problem-solving. Additionally, the TDA will play a critical role in building stakeholder engagement and ownership by ensuring inclusive participation, particularly from local communities including indigenous people, women, and other marginalized groups.

Full information regarding Transboundary Diagnostic Analysis (TDA) can be accessed through the following link: <https://iwlearn.net/manuals/tda-sap-methodology>.

The Purpose of TDA

The main technical role of a TDA is to identify, quantify, and set priorities for environmental problems that are transboundary in nature.

- In particular, the TDA aims to: Identify, quantify & set priorities for the transboundary problems based on the obtained watershed technical related data (watersheds morphometric characteristic and biophysical/environment data) and social economic data, and the cause and effect relationships of those types of data
- Gather and interpret information on the environmental impacts and socio-economic consequences of each identified problem
- Analyze the immediate, underlying, and root causes for each problem, and in particular identify specific practices, sources, locations, and human activity sectors from which environmental degradation arises or threatens to arise.

To enable the consultant team to achieve those aims, watershed characteristic study should also be organized. In Indonesia context, the government has an official guidance for the watershed characteristic assessment (*Kajian Karakteristik DAS*), i.e. Regulation of the Directorate General PDASPS P3/2013 on Guidance for Watershed Characteristic Identification. This study has been performed in the Motamasin watershed that lies in Indonesia and it is considered to be performed as well in Timor-Leste side, and also in both sides of Talau Loes Watershed. The Motamasin Watershed Characteristic Assessment was done by University of Nusa Cendana (UNDANA). As additional information, Talau Loes RPDAST (Integrated Watersheds Management Plan) for the Indonesia side has been developed in 2019, however the data needs to be updated, thus the Talau Loes TDA results will be used as well to support the Talau Loes RPDAST revision.



Key Underlying Principles of TDA

The following are some of the key underlying principles incorporated into the TDA approach: adaptive management, the ecosystem approach, sustainable development, poverty reduction, gender mainstreaming, climate variability and change, collaboration, stakeholder consultation and participation, stepwise consensus building, transparency, donor partnership, and government commitment.

Key Thematic Aspects

Some key thematic reports are likely to be undertaken during the TDA development process, in addition to reports on ecosystem status and pressures, etc. as required by the specifics of the problems to be addressed. These may include:

- Ecosystem status and pressure
- The analysis of ecosystem services
- The governance analysis
- The stakeholder analysis
- The socio-economic analysis

Regarding Stakeholder Analysis. InTI has hired a consultant to do stakeholder analysis and policy mapping in Indonesia and the reports will be shared with the selected TDA team. The selected TDA consultant team may analyze with different perspectives, conclude, and provide recommendations.

InTI has used the results of the stakeholder analysis to establish Joint Forestry Working Group (JFWG) in Indonesia. JFWG was established at the national, provincial and district levels. The planning is 15 representatives from all level will meet with members of Timor Leste JFWG and form a regional JFWG.

The policy mapping and analysis targeted relevant policies regarding (transboundary) watershed management in Indonesia. The main purpose was to look for relevant policies that may strengthen the SAP and to analyze policy gaps as basis for policy advocacy work implemented by the project.

TDA Report Format

TDA report should meet the following formats:

- Executive summary: relatively concise and jargon-free executive summary

- Body Report: Main text should be coherent and concise, easy to navigate and interpret, avoid too much text, too many figures and tables (either figures or tables) should be in separated annexes
- Language: Bilingual (Bahasa Indonesia for all reports; For the final report and the shortened final report will be in Bahasa Indonesia and InTI will translate the Bahasa Indonesia version using DeepL Application and the selected TDA consultant team should review it to ensure correctness of terminologies, conformity with the Indonesian version)
- Maps: it is important to include maps (either sketch, cartographic or GIS-derived) illustrating the geographic scale and scope of the priority transboundary problems, impacted areas and locations of immediate causes (hotspots, river diversion, urban development, etc.)
- Technical Reports: complex technical reports should be published separately or as annexes.
- Content List - Provide a content List and a glossary of all term employed, make sure the pages are numbered and the content list numbering correspond with the page numbering.
- Acknowledgement: include a full list of contributing specialists, and annexes containing lists of identified stakeholders
- Preliminary Recommendation for SAP: although TDA should be objective and should not try to develop solutions for the analyzed problems, it is acceptable to present a list of preliminary recommendation for the SAP.
- TDA for Decision Makers: a shortened version of the full TDA should be produced supported with a long executive summary, supporting visuals and graphics summarizing the key issues facing the waters system and the participating countries.

Length of the TDA report: It should be between 80 and 150 pages (plus annexes)

4. Scope of Work

Prior to the TDA process, some preparation (onsite or online) meetings will be organized. These meetings will be attended by the selected consultant team, members of JFWG, executing agencies, and co-executing agencies. During the TDA process some meetings may be organized to discuss the progress of the TDA process.

The key steps in the TDA development process are:

- Reconfirming the mapped/identified stakeholders (and their roles) and ensuring their inclusion in the development work of the TDA



- Collection and analysis of data/information including reference to global/regional needs (e.g. SDGs) for data and indicators to support the SAP utilizing lessons and guidance from GEF projects and other sources (GEF Transboundary Waters Assessment Program/TWAP, floods/droughts projects)
- Identification & prioritization of the transboundary problems and the potential climate change and variability to impact these problems.
- Determination of the environmental and socio-economic impacts (including on ecosystems, their services and values as a starting point)
- Analysis of the immediate, underlying, and root causes
- Development of thematic reports (e.g. stakeholder, gender, and governance analyses, ecosystem status and pressures, etc.)
- Identification of leverage points
- Drafting the TDA

The key steps of the key thematic aspects

Step 1: Identification of the key areas. The Co-Executing Agencies and the selected consultant team will identify the key areas for thematic reports based on the prioritized transboundary problems, their impacts and causes. Several meetings may be conducted for this purpose.

Step 2: Report development and review.

A final meeting will be organized and the selected consultant should present the final draft of the TDA to relevant stakeholders, before finalizing the TDA report including the key thematic reports.

5. Contract Arrangement, Deliverables, and Terms of Payment

InTI will recruit one consultant team for the above-mentioned work. The successful consultant team will sign a contract between the consultant team and InTI. The consultant team will submit one inception report, preliminary report, one 1st draft report, one 2nd draft report, and one TDA final report, including the shortened version for Decision Makers.

The main output of this consultancy work is one final TDA Report **that follows** the outline provided in the Guideline **in the above link** (also mentioned in this ToR). However, before the submission of the final TDA Report, there are some deliverables that should be completed by the selected consultant team. The table below presents the overall deliverables and their connection to the payment terms.



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No	Deliverables	Budget commitment (%)	Conditions
1	Signed Contracts (2 contracts as explained above)	5 % out of the total budget	The contracts are agreed by all parties
2	One Inception Report describing how the consultant team will do the TDA	15% out of the total budget	InTI agrees on the report
3	One Preliminary Report on Data Collection/Field Work (after data collection process is completed)	15% out of the total budget	A simple report describing the data collection process, the places visited, numbers of men and women involved in the process, challenges met during the data collection, kinds of data that have been collected, and what required data are not available yet (if any). InTI agrees on the report.
4	One 1st Draft Report	15% out of the total budget	The report is approved by JFWG, Community Task Force and relevant stakeholders ; InTI agrees on the report
5	One 2nd Draft Report	15% out of the total budget	The report is approved by JFWG, Community Task Force and relevant stakeholders including EA (Ministry of Environment); InTI agrees on the report
6	One Final Report	35% out of the total budget	The final report has incorporated inputs from

			JFWG, community task force and relevant stakeholders. Both Co-EA and EA agree on the report
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Note: InTI is obliged to deduct taxes in accordance with applicable laws. All written deliverables are in Bahasa Indonesia. InTI will translate the final report, including the shortened report for Decision Maker stakeholders using DeepL application, the selected consultant team will review the English versions to ensure the conformity with the Indonesian version, correctness of terminologies used, etc.

6. Timeline

Month/Week	Activities	Description
September 2026	Contract Signing	The selected consultant team will sign a contract between InTI and consultant team
September 2026	Preparation Meeting	Attended by the selected consultant team, EA, Co-EA, and other relevant stakeholders. Budget holder for the meeting: InTI. Potentially online meetings.
October 2026	Inception Report Preparation	Includes context, methodology, limitations, proposed TDA tools, detailed workplan and timeline, person in charge for each activity
October 2026	Submission of Inception Report	Some online meetings will be organized to discuss the content of the report. Could be onsite meeting as well. Budget holder for the meeting: InTI.
November - December 2026	Baseline Data Collection and submission of Preliminary Report	Collection of data based on the guideline mentioned above
January 2027	TDA 1st Draft Report Preparation	The TDA report should be written in Indonesia. Please refer to the outline/format provided in the guideline
January 2027	Submission of the 1st Draft Report	Some online meetings will be organized; the selected consultant team will present the findings and receive inputs

February 2027	Preparation of the 2nd Draft Report	
February 2027	Submission of the 2nd Draft Report	Some online meetings will be organized
Early March 2027	Stakeholder Validation Workshop	The consultant team presents the result of TDA; government representatives at all levels, in particular JFWG, community task forces, review and validate/approve the TDA draft report. Budget holder for the workshop: InTI
Mid-March 2027	Final TDA Report Preparation and Submission	

7. Locations of Fieldwork

Indonesia – Nusa tenggara Timur (NTT) at the borders area between Indonesia and Timor-Leste and should represent the upstream, midstream and downstream areas on the Talau-Loes and Mota Masin watersheds

- Kabupaten Malaka (Motamasin Watersheds) at the border with Covalima district in Timor-Leste
- Kabupaten Belu (Talau-Loes Watersheds) at the border with Bobonaro district in Timor-Leste

8. Qualification and Experience of the Consultant Team

We are looking for a consultant team with the following qualifications:

Education: The main consultants hold degrees in Environmental Science, Natural Resource Management, Hydrology, Geology, Natural Science, Economic, Social Science, Humanities, International Relations

Experience:

- Relevant experience in watershed assessment and management, and TDA/SAP process
- Familiarity with GEF IW: LEARN's TDA framework is a plus point



- Familiarity with the Regulation of the Directorate General PDASPS P3/2013 on Guidance for Watershed Characteristic Identification is a plus point
- Proven experience in conducting stakeholder consultations and participatory rural assessment
- Multilingual (Local languages used in both watersheds, Bahasa Indonesia, English) is preferable

9. How to Apply

Candidates should submit an application package in Indonesian (or English) by 11 September 2026. Application should be emailed to infointi@inovasitangguhindonesia.org

Subject of the email: “**Application – TDA Consultant – MITLTW**”

Applications received beyond the cut off of business day will not be considered.

The application package must include:

- Letter of interest
- One **brief** technical proposal explaining how the team will do the requested work, including the proposed methodology, types of data that will be collected, workplan, and role and responsibility of each main consultant.
- A financial proposal consisting only proposed fee for the consultant team. The other TDA costs no more than IDR 490,000,000 will be managed by InTI.
- At least two samples of previous similar work (e.g., reports or publications)
- Updated CV of each main consultant, highlighting relevant experience, and contacts of minimum two professional references

Note: Only shortlisted potential consultant teams will be notified.

10. Evaluation Criteria & Timeframe

The following table describes the evaluation criteria:

Criteria	Weight (%)
Relevant qualifications and education	20 %
Technical experience in similar assignments	30 %
Understanding of local/regional context	20%
Proposed methodology and workplan	30 %



Starting on the day this TOR is advertised until 11 September 2026, the evaluator team provides the opportunity for consultant team candidates to ask questions, clarifications, etc. through email infointi@inovasitangguhindonesia.org. The recruiting team will evaluate each proposal submitted until 18 September 2026. During this time, the evaluator team may contact potential consultant team candidates for clarification.

The evaluation team will organize interviews to assess each potential consultant team on 21 - 25 September 2026. The final notice will be given formally to the selected consultant team by the end of September 2026.