

TERMS OF REFERENCE

OPERATIONALIZATION OF BLUEPRINT ON SUSTAINABLE LIVELIHOODS FOR MASAKODA, YEN, YEC, AND OGONEY CLANS IN TELUK BINTUNI REGENCY

(MARCH – OCTOBER 2025)

BACKGROUND

The PERMATA Project is dedicated to enhancing the rights and livelihoods of indigenous peoples and local communities in Indonesia. Funded by the Norwegian Agency for Development Cooperation (NORAD), the project focuses on six regencies: Malinau (Kalimantan Utara), Kapuas Hulu (Kalimantan Barat), Merauke (Papua Selatan), Jayapura (Papua), Teluk Bintuni (Papua Barat), and Tambrauw (Papua Barat Daya).

Led by the Samdhana Institute, the project works in collaboration with a consortium of organizations: Badan Registrasi Wilayah Adat (BRWA), Urban and Regional Development Institute (URDI), Kitong Bisa Foundation (KBF), Rainforest Foundation Norway (RFN), PEREMPUAN AMAN, and Kaoem Telapak. Together, they support the development of Papua and Papua Barat while aligning with Indonesia's commitment to the Paris Agreement, the Local Community & Indigenous Peoples (LCIP) initiative, and the CBD (8J) Direct Funding Mechanism. The project specifically targets indigenous peoples and local communities living in and around forest areas, alongside local governments and civil society organizations.

In early 2024, the PERMATA Project assisted the Masakoda, Yen, Yec, and Ogoney clans in creating a blueprint for sustainable livelihoods. These clans were granted recognition for their customary lands and forests in Teluk Bintuni Regency. The blueprint outlines a path to strengthen their economy by embracing strategies that honor both the environment and local cultures. It highlights the unique challenges and opportunities these communities face and serves as a guiding reference for others interested in building sustainable livelihoods in Teluk Bintuni.

Building upon the blueprint, the PERMATA Project facilitated operational planning for its execution. The first phase, conducted between August and September 2024, included market research on nutmeg, pineapple, and buah merah products, as well as workshops to develop a focused operational plan and encourage collaboration with partners.

The second phase, running from October 2024 to January 2025, took steps to establish a market hub for these products, conduct market testing, and provide training on producing pineapple syrup. By December 2024, the market hub was up and running, serving as the central point for marketing and selling products from the Yen, Yec, Masakoda, and Ogoney clans (Moskona tribe).

Looking ahead, the third phase of the initiative is set to begin in March 2025 and will continue through October 2025. This phase will build on the successes of the previous stages, further strengthening the foundation for sustainable livelihoods in these communities.

PURPOSE

For the third phase of the initiative, Samdhana will engage **a consultant to support the implementation of blueprint for livelihoods development in Bintuni. The ultimate goal of this purpose is to enhance community livelihoods of people in Bintuni**, specifically people of four clans: Yen, Yec, Masakoda, and Ogoney. To enhance the community livelihood, **the consultant will optimize the market hub in Bintuni as the center of economic activities of communities, diversify community products, and enhance community's financial management skills.** The enhancement of community livelihoods will be seen from the increase of community income from the sales of commodities and their derivative products.

WORK AREA AND DURATION

The activities will be conducted in Teluk Bintuni Regency for 8 months (March – October 2024). The specific areas to focus on are Kota Bintuni, Merdey District, Masyeta District, and the surrounding areas.

DETAIL TASKS AND KEY ACTIVITIES

- **Strengthening the market hub**

Making the market hub capable of managing local commodities effectively and efficiently

Key activities:

- Designing and implementing SOPs for inventory management, quality assurance, and distribution.
- Optimizing storage facility and processing procedures in the market hub.
- Ensuring the integration of new products (*buah merah*) into the distribution chain.
- Training in producing nutmeg derivative products (syrup and sweets).

- **Commodity Supply Chain Optimization**

Building an efficient and sustainable supply chain system for key commodities (nutmeg, pineapple, *buah merah*).

Key activities:

- Mapping the resources and distribution routes.
- Setting up the digital system for inventory and logistic tracking.
- Training in the sustainable supply chain for the staff at the market hub and sub-hub coordinators.
- Training in pineapple planting patterns and development of demonstration plots for pineapple.

- **Promotion and Sales Development**

Strengthening the competitiveness of community products in local and national markets.

Key activities:

- Perfecting branding strategies for community products, including *buah merah*.
- Holding promotional events and trade shows.
- Expanding sales channels through e-commerce; cooperating with national retailers.
- Training in making derivative products from *buah merah*, such as oil (*minyak buah merah*) and juice.

- **Financial Literacy Improvement**

Instilling transparent and accountable financial practices at the market hub level, and in the community.

Key activities:

- Developing training modules on financial literacy.
- Conducting workshops for market hub staff/personnel, and communities.
- Facilitating financial assistance programs for market hub manager, personnel, and communities.

- **Monitoring and Evaluation**

It is designed to measure the effectiveness of activity implementation, evaluate indicator achievements, and ensure that initiatives are running according to established objectives.

Key activities:

- Measuring the effectiveness and efficiency of implementing initiatives according to schedule and targets.
- Identifying obstacles that hinder the achievement of success indicators.
- Providing recommendations for improving strategies and operations in the future.

Monitoring and evaluation activities are expected to be conducted monthly, as every month there are some

activities conducted at the levels of the market hub and/or sub hub. The selected candidate will observe the input, process, output, outcome, and impact of the intervention/activities conducted. They will collect qualitative and quantitative data and make analyses based on that.

SPECIFIC ACTIVITIES, DELIVERABLES, TIMELINE

Activities

1. Develop detailed implementation plan (including the initial condition of community income from commodity sales).
2. Develop documents that will function as a reference in carrying out business at market hub level and sub hub level.
3. Finalize SOPs and system in the market hub; identify the capacity of personnel in the market hub and in sub hub.
4. Conduct training to optimize production capacity and storage of raw materials.
5. Conduct training in the production of derivative products from nutmeg, buah merah/red fruit, pineapple (to be processed into syrup, sweets, or others).
6. Conduct training on pineapple planting patterns.
7. Conduct training on inventory digital systems for personnel in market hub and sub hub.
8. Conduct training on financial literacy for personnel in market hub and sub hub.
9. Conduct direct selling in the market hub, or in other places.
10. Conduct promotion and campaign on products, including in social media (Shopee and/or others), events (trade shows, meeting with buyers, bazaar, etc), in restaurants/cafes/hotels or other commercial entities, and WhatsApp Groups.
11. Monitor the performance of sub hub and adjustment of promotion strategy, direct selling, in the market hub and other locations.
12. Identify the locations for horticultural demonstration plot, develop demonstration plot, conduct training and technical assistance related to the development of demonstration plots.
13. Conduct mapping of distribution network with the target to reach 20 local/regional outlets.
14. Build partnerships with distributors/retailers to expand the network.
15. Launch new products (*buah merah* juice, *buah merah* oil, nutmeg syrup, nutmeg sweets)
16. Make adjustments to strategies in selling, production, etc, based on sales results.
17. Conduct mentoring for sub hub personnel and sub hub activities.
18. Develop final report which shows the increase of income for community in Bintuni, specifically people from four clans (Yen, Yec, Masakoda, Ogoney).

Deliverables

1. Detailed implementation plan, which includes the initial condition of community income from commodity sales).
2. Reference document to carry out business at market hub level and sub hub level.
3. SOPs and the system to manage the market hub is complete; personnel in market hub and sub hub level identified. These personnel will work on this initiative.
4. All training activities are conducted, and the participants obtain the skills from those training activities.
5. Direct selling, promotional events and campaigns are conducted, and they generate income.
6. Monitoring activities are regularly conducted.
7. The map of distribution network is complete, partnership with distributors/retailers is built.
8. New products are launched and promoted.
9. Mentoring activities for sub hub personnel and sub hub activities are regularly conducted.
10. The final report with detailed information on all activities is submitted timely. This report should include details on activities in the market hub, selling activities, promotion/campaign activities, product diversification, results of training, and improvement of community income as the result of the third phase of the initiative.

Tentative Timeline

No	Activities	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1	Develop detailed implementation plan (including the initial condition of community income from commodity sales).								
2	Develop documents that will function as a reference in carrying out business at market hub level and sub hub level.								
3	Finalize SOPs and system in the market hub; identify the capacity of personnel in the market hub and in sub hub.								
4	Conduct training to optimize production capacity and storage of raw materials.								
5	Conduct training in the production of derivative products from nutmeg, buah merah/red fruit, pineapple (to be processed into syrup, sweets, or others).								
6	Conduct training on pineapple planting patterns.								
7	Conduct training on inventory digital systems for personnel in market hub and sub hub.								
8	Conduct training on financial literacy for personnel in market hub and sub hub.								
9	Conduct direct selling in the market hub, or in other places.								
10	Conduct promotion and campaign on products, including in social media (Shopee and/or others), events (trade shows, meeting with buyers, bazaar, etc), in restaurants/cafes/hotels or other commercial entities, and WhatsApp Groups.								
11	Monitor the performance of sub hub and adjustment of promotion strategy, direct selling, in the market hub and other locations.								
12	Identify the locations for horticultural demonstration plot, develop demonstration plot, conduct training and technical assistance related to the development of demonstration plots.								
13	Conduct mapping of the distribution network with the target to reach 20 local/regional outlets.								
14	Build partnerships with distributors/retailers to expand the network.								
15	Launch new products (buah merah juice, buah merah oil, nutmeg syrup, nutmeg sweets)								
16	Make adjustments to strategies in selling, production, etc, based on sales results.								
17	Conduct mentoring for sub hub personnel and sub hub activities.								
18	Develop the final report which shows the increase in income for the community in Bintuni, specifically people from four clans (Yen, Yec, Masakoda, Ogoney).								

REPORTING AND CONTRACT DURATION

The selected consulting firm will report to Samdhana Institute. The contract duration will be for 8 (eight) months, from March – October 2025. The consulting firm is expected to accomplish deliverables aforementioned within the contract period. Further plans of action will be discussed with Samdhana Institute.

QUALIFICATIONS AND PROFESSIONAL EXPERIENCE

The consulting firm is expected to have the following qualifications:

1. Have at least five years of experience in working with communities, focusing on: providing technical training and soft skills training; assisting the community in implementing programs in the field; conducting market research and social mapping; and developing a sustainable business plan for communities.
2. Have ability to transform ideas into comprehensive and detailed work plans.
3. Have good track record in organizing events with communities, or in accompanying communities in implementing work plans.
4. The team should include and/or have the following resources:
 - **Project Coordinator.** He/she will lead the overall coordination of the program and ensure the implementation according to the established strategic plan.
 - Bachelor's degree in social science with additional education or certification in project management, economic development and development studies.
 - Experienced in working on community development, project management, and/or program management.
 - Experienced in handling middle-scale or even large-scale projects, especially the ones located in remote areas and/or involving indigenous peoples/communities.
 - Have good personal and leadership skills and strong communication competency.
 - Have deep understanding on sustainable development and participatory approaches.
 - **Business Specialist.** He/she will assist communities in developing business capacity, including the creation of value-added products.
 - Degree in economics with the concentration on regional economic development.
 - Experienced in community development, program design, and project evaluation, focusing on community economic development and micro business development.
 - Experienced in managing community development di remote areas in Indonesia.
 - Experienced in monitoring and evaluating CSR programs related to economic empowerment for communities.
 - Strong knowledge in participative approaches, ability in managing projects and developing micro business.
 - **Market Development Specialist.** He/she will develop marketing strategies for community products. He/she will also facilitate partnerships with distributors, retailers, and e-commerce platforms.
 - Degree in economics (management or accounting).
 - Experienced in market research, economic development, product development, and market and business analyses, especially in the context of community economy and local product.
 - Experienced in conducting market research, including trend analysis, consumer preference, and strategic market for community products.
 - Have deep understanding and knowledge on market analysis, ability in managing projects.

- **Field Personnel** (maximum 6 people). They will be working at the market hub and at the community level. The job descriptions for field personnel include:
 - Assist the community in daily operational activities, including inventory management and product distribution.
 - Assist the implementation of training at community level.
 - Manage documentation of activities, including lists of training participants and production results.
 - Manage the administration of the market hub, including preparing financial/administrative reports of the market hub.
 - Support technical implementation in the field, such as providing logistics for training and managing demonstration plots.
 - Assist training participants in direct practice such as making derivative products.
 - Prepare materials and equipment for training and field activities.

Field Personnel are expected to be recruited from Bintuni and surrounding areas. Their education background might vary from D3 to high school graduate. Note: when it is necessary to recruit field personnel from the communities (villages), educational background might not be quite relevant.

WORKING RELATIONSHIP

The consulting firm shall work with several parties, including local governments, NGOs, the private sectors, and indigenous communities, to ensure the successful implementation of sustainable livelihood programs. The following are the parties to work with:

- **Samdhana Institute**
 - Act as the main funding supporter to ensure the program sustainability.
 - Lead cross-partner consolidation to align program strategy and implementation.
 - Serve as the lead institution in strategic planning and overall program coordination.
- **Panah Papua**
 - Involve communities in program planning, implementation, and evaluation.
 - Ensure program sustainability at the local level through organizing and empowering indigenous communities.
 - Support demonstration plot management and training for derivative products of pineapple, nutmeg, and *buah merah*.
- **Local Government Institutions**

District Level Government:

 - Provide administrative support and facilitate program implementation in its area.
 - Provide access to relevant local resources to support program activities.

Government Regency:

 - Support infrastructure and logistics needed for program implementation.
 - Integrate this program with regional development policies related to sustainable livelihoods and empowerment of indigenous communities.

- **Management Entity at Clan Level**

- Coordinate the collection of raw materials from clan members to be distributed to the market hub.
- Ensure the quality of raw materials meets standards for the production of value-added products.
- Manage product distribution at the local level and support operational sustainability through financial transparency and accountability.

- **Community Champions**

- In charge of mobilizing the grassroots to ensure full involvement of all community members.
- Assisting the direct implementation of program activities at the community level.
- Serving as a liaison between the community and external partners to support program sustainability.

PAYMENT

If the proposal is accepted, the payment schedule is as follows:

No	Deliverables	Condition	Payment
1	Upon contract signing.		25%
2	<ul style="list-style-type: none"> • Detailed implementation plan. • Sop of the market hub. 	Upon approval from Samdhana.	25%
3	<ul style="list-style-type: none"> • Report on training of nutmeg derivative products (syrup, sweets). • Report on training to optimize production capacity and storage of raw materials. • Report on direct selling. 	Upon approval from Samdhana.	20%
4	<ul style="list-style-type: none"> • Report on direct selling • Report on promotion and campaign on products, including in social media (Shopee and/or others), events (trade shows, meeting with buyers, bazaar, etc), in restaurants/cafes/hotels or other commercial entities, and WhatsApp Groups. • Report on training in inventory digital systems. 	Upon approval from Samdhana.	15%
5	<ul style="list-style-type: none"> • Report on direct selling. • Report on Financial Literacy. • Report on training on pineapple planting patterns (incl. the location of planting patterns) • Report on launch of new products (buah merah oil, nutmeg syrup, nutmeg sweets) 	Upon approval from Samdhana.	10%
6	Final report	Upon approval from Samdhana.	5%

OTHERS

- Samdhana holds copyrights for all datasets, deliverables, and reports. The documents (including the information produced during data collection) may not be reproduced/ distributed or published without written permission from Samdhana.
- The consultant shall provide the quotation for the overall service fee requested in this TOR.
- The price given shall include tax application since Samdhana will deduct the amount based on Indonesia Government Tax Regulations
- The most efficient traveling arrangement and its cost will be covered by Samdhana.
- Annex: Financial Proposal
- Start date: Immediately

PROPOSAL

Programmatic Proposal

The proposal submitted shall provide the following:

1. Description of methodology and/or technical approach.
2. Project implementation plan proposal, showing timeline for each activity.
3. Proposed price each personnel and deliverable.
4. CV of each personnel.
5. List of similar projects carried out within the last 3 years.

Financial Proposal

Financial proposals shall be submitted in accordance with the table provided. Please find the table in the attachment.

QUOTATION PROCEDURES SUBMISSION

- Company/Organization Profile, details personnel CV's,
- Excel sheet: Financial Proposal and contact details for two experiences
- **Closing date is on 14 March 2025.** Please indicate the position in the email subject line and type your proposal title with the following format: **[Name of your company]_[Operationalization of blue print on livelihoods in Bintuni]**
- Submission to: hrd@samdhana.org

ACTIVITY BUDGET

Cost Center/Description	Qty	Unit	Unit Cost	Freq	Unit	Line Total
A. Direct Cost						
Project Coordinator - Community Development Specialist	1	Person	Rp1	1	Mandays	Rp1
Community Business Specialist	1	Person	Rp1	1	Mandays	Rp1
Market Development Specialist	1	Person	Rp1	1	Mandays	Rp1
Field Personnel 1	1	Person	Rp1	8	months	Rp8
Field Personnel 2	1	Person	Rp1	8	months	Rp8
Field Personnel 3	1	Person	Rp1	8	months	Rp8
Field Personnel 4	1	Person	Rp1	8	months	Rp8
Field Personnel 5	1	Person	Rp1	8	months	Rp8
Field Personnel 6	1	Person	Rp1	8	months	Rp8
Total Direct Cost						Rp51
B. Programmatic Cost						
Objective 1: Strengthening the Market Hub						
1. Designing and implementing SOP for inventory, quality assurance, and distribution.	1	bulk	Rp1	X	X	Rp1
2. Optimizing the storage and processing facilities in the market hub.	1	bulk	Rp1	X	X	Rp1
3. Ensuring the integration of new products (<i>buah merah</i>) into the distribution chain.	1	bulk	Rp1	X	X	Rp1
4. Conducting training on derivative products (syrup and sweets).	1	bulk	Rp1	X	X	Rp1
5. Capital injection to increase money circulation in the market hub.	1	bulk	Rp1	X	X	Rp1
Objective 2: Commodity Supply Chain Optimization						
1. Conducting mapping on resources and distribution routes.	1	bulk	Rp1	X	X	Rp1

2. Developing digital system for inventory and logistic tracking.	1	bulk	Rp1	X	X	Rp1
3. Training in sustainable supply chain for the staff at the market hub and personnel in sub hub.	1	batch	Rp1	X	X	Rp1
4. Training in pineapple planting patterns and development of demonstration plot for pineapple.	1	batch	Rp1	X	X	Rp1
5. Developing demonstration plot and training in cropping pattern for horticulture products.	1	batch	Rp1	X	X	Rp1
Objective 3: Promotion and Sales Development						
1. Perfecting branding strategies for community products, including buah merah.	1	pack	Rp1	X	X	Rp1
2. Holding promotional events and trade shows.	1	pack	Rp1	X	X	Rp1
3. Expanding sales channels through e-commerce; cooperating with national retailers.	1	pack	Rp1	X	X	Rp1
Objective 4: Financial Literacy Improvement						
1. Developing training modules on financial literacy.	1	pack	Rp1	X	X	Rp1
2. Conducting workshops for market hub staff/personnel, and communities	1	batch	Rp1	X	X	Rp1
3. Facilitating financial assistance programs for market hub manager, personnel, and communities.	1	batch	Rp1	X	X	Rp1
4. Training in production of <i>buah merah</i> juice and <i>buah merah</i> oil.	1	batch	Rp1	X	X	Rp1
Supporting Activities						
1. Developing Detail Implementation Plan (DIP)	1	pack	Rp1	X	X	Rp1
2. Assessment on community readiness (at sub hub level)	1	bulk	Rp1	X	X	Rp1
3. Training in digital inventory system at sub hub level.	1	batch	Rp1	X	X	Rp1
4. Monitoring performance at sub hub level; adjustment in promotion strategy.	1	pack	Rp1	X	X	Rp1
5. Mentoring for financial management at sub hub level.	1	batch	Rp1	X	X	Rp1
6. Evaluation and finalization of the final report.	1	pack	Rp1	X	X	Rp1

7. Dissemination and handover	1	pack	Rp1	X	X	Rp1
Total Programmatic Cost						Rp24
C. Travel Cost and Lodging						
Airfare	3	persons	Rp1	8	flights	Rp24
Local transportation	1	unit	Rp1	24	trip	Rp24
Lodging	3	rooms	Rp1	56	nights	Rp168
Perdiem	3	persons	Rp1	56	days	Rp168
Total Travel Cost and Lodging						Rp384
D. Office Expenses						
Small Equipment	1	bulk	Rp1	X	X	Rp1
Stationeries	8	months	Rp1	X	X	Rp8
Total Office Expense						Rp9
Grand Total						Rp468

The consultant shall fill the above table. Please fill the columns in green with the proposed budget.

