TERM OF REFERENCE	
Programme	**Multistakeholder Forestry Programme Phase 5 (MFP5)**
Activity Title	**Development of Guidelines, Tools, and Training for Preparing of Export Benchmark Prices (HPE) for Forestry Products**
Issuance Date	**11 June 2026**
Proposals Closing Date	**9 July 2026**

1. Background

Export Benchmark Prices, or *Harga Patokan Ekspor* (HPE), are used by the Government of Indonesia as part of the export governance system for selected commodities subject to export duties. Under the current Minister of Trade regulation, forestry commodities covered by HPE include timber and pine resin. The HPE process is based on written proposals and coordination with relevant ministries, government agencies, and technical bodies. Because of this, proposals prepared by the technical ministry need to be clear, well supported by data, and easy to review.

At the moment, the Ministry of Forestry is developing a more consistent way to prepare HPE proposals for forestry products. The challenge is not only collecting price data. The Ministry also needs a clear workflow, agreed roles across units, better documentation of data sources, and simple tools that can help staff collect process, compare, and explain price information. This is especially important for forestry products because timber and pine resin can vary by product type, unit of measurement, specifications, and market condition. The Ministry also needs to be able see how prices move over time, not only look at on period at a time.

To address these needs, the Ministry of Forestry, with support from MFP5 as a partner, will develop practical guidelines, working tools, and training for preparing HPE proposals for forestry products. The work will focus on making the process easier to follow, more consistent, and better supported by data. The assignment will not redesign the national HPE system or change the existing regulatory framework. It will help the Ministry prepare better proposals within the current rules and guidelines.

2. Objective

The main objective of this assignment is to develop practical and operational reference materials that can be used directly by the Ministry of Forestry in preparing HPE proposals for forestry products. More specifically, the assignment will help the Ministry to:

- develop guidelines for preparing HPE proposals for forestry products;
- develop working tools to support data collection, price analysis, and recommendation writing;
- ensure that the tools allow users to track price changes and trends over time;
- identify and organise the data sources that can be used to support HPE proposals;
- support the use of the guideline and tools through consultation, validation, and training.

3. Scope of Work

The service provider will carry out the assignment in close coordination with the Ministry of Forestry and MFP5. The work should remain practical and focused on helping the Ministry prepare HPE proposals in a more consistent, well documented, and easy to use way. The assignment will not redesign the national HPE system or create a new regulatory framework.

The scope of work will cover the following:

a. Review the current process and needs
   This includes reviewing relevant regulations and documents, mapping the current workflow, identifying the units involved, and clarifying the main needs and bottlenecks in preparing HPE proposals.
b. Assess data sources and analytical needs
   This includes identifying possible data sources, such as market prices, export price information, industry data, official statistics, and other relevant references. The assessment should explain how each source can be used, its limitations, and how it should be documented.
c. Develop the guidelines and working tools
   This includes preparing practical guidelines for HPE proposal preparation and developing editable tools for data collection, data processing, analytical notes, internal review, and reading price trends across periods. The tools should be easy to use and should not require special software or external technical support.
d. Consult and validate with users
   This includes focused discussions, targeted consultations, and review sessions with relevant Ministry units and stakeholders to make sure the guidelines and tools reflect actual user needs.
e. Train users and finalize the package
   This includes preparing training materials, delivering at least one training session for key Ministry users, revising the outputs based on feedback, and submitting the final package in editable formats.

4. Expected Output

The outputs should be useful for daily work and not only for reporting purposes. All documents and tools must be submitted in editable format.

The expected outputs are:

a. Inception report and work plan
   Including task understanding, methodology, timeline, initial review plan, and proposed structure for the guidelines and tools.
b. Process, needs, and data source review note
   Covering current workflow, key issues, user needs, and potential data sources for HPE preparation, including their strengths, limits, and documentation needs.
c. Draft guidelines and draft tools
   Including the draft HPE preparation guidelines, editable working tools, and basic features to track price movements and trends over time.
d. Consultation and training package
   Including presentation materials, summary of FGD and consultation inputs, training materials, and delivery of at least one training session.
e. Final package

Including final guidelines, final tools, final training materials, and a short final report summarising the work completed, feedback received, and revisions made.

5. Eligibility of Applicants

This assignment is open to different type of service providers. The Ministry and MFP5 will consider the quality of the proposed approach, the experience of the team, and the ability to deliver practical outputs.

Eligible applicants may include:

- legally registered consulting firms;
- research institutions, universities, or non-profit organizations;
- individual consultants;
- consortiums or joint ventures.

International applicants may apply, provided they demonstrate the capacity to operate effectively in Indonesia, including an understanding of the policy context and access to relevant local resources.

All applicants must have the capacity to sign a contract, manage the work, avoid conflict of interest, and deliver the assignment within the agreed time frame.

6. Qualifications of Service Provider

The service provider should have the right mix of technical understanding, writing ability, facilitation skills, and practical experience.

The service provider should demonstrate experience in:

- developing guidelines, SOPs, technical manuals, or policy instruments;
- working in trade, forestry, natural resource economics, commodity markets, or economic policy analysis;
- facilitating FGDs, stakeholder consultations, or policy validation processes;
- developing simple user-friendly, data-based tools that can show trends over time;
- preparing and delivering training materials;
- writing clear and practical documents in Bahasa Indonesia (clear and operational);
- working with government institutions is an advantage.

For firms, institutions, consortiums, or joint ventures, a team leader or lead expert should be designated. For individual consultants, the consultant may involve other experts or team members as needed. In this case, the individual consultant will remain responsible for the quality and timely delivery of all outputs.

7. Duration

The assignment is expected to be completed within 8 to 10 weeks from contract signing. The work should move quickly, but still allow enough time for consultation, revision, and training. The indicative timeline is as follow:

- Week 1: Kick-off meeting, document review, and work plan finalization
- Weeks 2 to 4: Process mapping, needs assessment, data source review, and initial consultations
- Weeks 5 to 6: Drafting of guidelines and tools
- Week 7: Internal review, FGD, and stakeholder consultations
- Week 8: Revisions of draft outputs, preparation of training materials, and delivery of training.

- weeks 9 to 10 (if needed): Final revisions and submission of final outputs

8. Budget

Total budget: Up to GBP 20,000 as a ceiling, not as a target. Applicants are expected to propose a budget that is reasonable for the approach, team structure, activities, and outputs proposed.

The contract amount will be a combination of output-based and reimbursable costs. Milestone payments will be linked to the satisfactory completion and acceptance of agreed deliverables, while reimbursable costs will be for actual expenses incurred relating to travels, logistics and other direct costs, if applicable.

The contract amount shall be inclusive of any applicable taxes. Depending on the location of the successful applicant, the contract may be issued by either Palladium (UK) or PT Palladium International Indonesia. Any resulting tax implications will be in accordance with the applicable laws, regulations, and contractual terms governing the relevant jurisdictions.

9. Deliverable and payment structure

Payment will be made in three milestones. Each payment will be made after the relevant deliverables are submitted and accepted by the Ministry of Forestry and MFP5.

Payment & payment presentation	***Deliverables***	***Acceptance criteria***
Milestone 1: **30%**	Inception report, including task understanding, methodology, work plan, timeline, initial review of the HPE process, user needs, data needs, and key issues. Initial framework for the guidelines and tools	The inception report shows clear understanding of the assignment, the HPE context, the current process, Ministry needs, and the main issues to be addressed. The proposed work plan is realistic. The initial framework for the guidelines and tools is clear enough to guide the next stage.
Milestone 2: **40%**	1. Draft guidelines. 2. Draft tools in editable format. 3. Short note on data sources. 4. Presentation materials for internal discussions and consultations. 5. Summary of FGD and consultation results.	The draft guidelines cover commodity scope, workflow, roles of units, data principles, review process, and documentation. The draft tools can be used for data collection, data processing, basic analysis, and reading price trends across periods. The note on data sources explains possible sources, their use, strengths, and limits. FGD and consultation results are documented and reflected in the draft outputs.

Payment & payment presentation	***Deliverables***	***Acceptance criteria***
Milestone 3: **30%**	1. Final guidelines. 2. Final tools in editable format. 3. Final training materials. 4. At least one training session. 5. Short final report summarizing activities, feedback received, and revisions made.	The final guidelines are clear, practical, and ready for further adoption as an internal document or SOP. The final tools are functional, easy to use, and include features for reading trends across periods. Training materials are submitted in editable format. At least one training session has been delivered and supported by evidence of implementation. All major feedback from the Ministry and MFP5 has been addressed.

10. Proposal Instructions

Interested applicants are invited to submit a technical proposal and financial proposal.

The proposal should focus on the applicant's understanding of the assignment, proposed approach, relevant experience, and ability to deliver practical outputs for the Ministry of Forestry.

Interested applicants are invited to submit:

- Technical proposal (PDF format)
- Financial proposal (excel format with unprotected formula)
- Supporting legal documentations for due diligence.

All the above documents must be submitted electronically via email to:

Yulian.christanti@thepalladiumgroup.com and Mirantika.rani@thepalladiumgroup.com

Email subject line: HPE - [Technical/Financial Proposal] - [Organisation Name]

The total size of email attachments must not exceed 5 GB. If the total size file exceeds 5GB, the submission should be split into multiple emails. Each email should must be clearly labelled in both the subject line and the email body (e.g., “1/3 - Technical Proposal”).

TECHNICAL PROPOSAL

Technical proposal should be concise, practical, and clearly demonstrate how the service provider will perform the activities outline in the Scope of Work and plan to complete the required deliverables

The technical proposal should not exceed **15 pages**, excluding cover page, table of contents, CVs, and annexes. Annexes should not exceed **10** pages and should be limited to CVs or bios of consultant or key personnel, relevant project references, or Gantt chart, consortium arrangements, and sample outputs where relevant.

Within the 15-page limit, the technical proposal should include:

The technical proposal should include the following:

1. Understanding of the Assignment (maximum 2 pages). Applicants should briefly describe their understanding of the assignment, key challenges in preparing HPE proposals for forestry products, and important considerations for developing practical guidelines and tools.
2. Proposed Approach and Methodology (maximum 5 pages). Applicants should describe proposed approach and work methodology, approach to reviewing the current process and identifying user needs, approach to assessing data sources, approach to developing the guidelines and tools, consultation and validation process, training approach.
3. Work Plan and Timeline (maximum 2 pages). Applicants should provide proposed activities, timeline, key milestones, and team inputs.
4. Team Composition and Key Personnel (maximum 2 pages). Applicants should provide team structure, roles and responsibilities, and level of effort of key personnel.
5. Relevant Experience (maximum 4 pages). Applicants should provide up to five examples of similar assignments completed within the last five years, brief description of each assignment, client name, scope of work, duration, and key results achieved.

FINANCIAL PROPOSAL

The financial proposal must be consistent with the proposed methodology, workplan, and deliverables. The total proposed budget should be presented in GBP and must not to exceed GBP 20,000. This amount represents a ceiling, not a target, and inclusive of any applicable taxes.

The financial proposal must be prepared in accordance with the budget template provided in the Annex of TOR.

PROPOSAL EVALUATION APPROACH

All proposals will be assessed using a pass/fail evaluation methodology.

Under this approach, proposals will be reviewed against a defined set of eligibility criteria, technical requirements, and submission conditions. Each criterion will be assessed on a binary basis—either **“Pass”** (meeting the requirement in full) or **“Fail”** (not meeting the requirement or providing insufficient information). Only proposals that achieve a **“Pass” rating across all mandatory criteria** will be considered responsive and eligible for further consideration.

The preparation and submission of the proposals shall be solely the responsibility of the prospective service provider, and Palladium will not reimburse any costs incurred in preparing the proposals. **Palladium will not provide individual feedback, debriefs, or explanations regarding the outcome of proposal evaluations**. By submitting a proposal, applicants acknowledge and accept this condition. No feedback will be provided to organizations regarding their proposal submissions.