



Perkumpulan Inovasi Tangguh Indonesia
Jl. Panuluh 377 A Condongcatur Depok Sleman
DI. Yogyakarta, Indonesia, Tel: +62 274 552126

Terms of Reference
Consultation on Stakeholder Analysis
to Support
Transboundary Watershed Management Project
Indonesia and Timor Leste
July - September 2025

I. Project Information

The Management of Transboundary Watersheds between Indonesia and Timor Leste (MITLTW) is a five-year project implemented in the border areas of Indonesia and Timor Leste (TL). In Indonesia, the project's Executing Agency (EA) is the Ministry of Forestry (MoF), while the Co-Executing Agency is Inovasi Tangguh Indonesia (InTI). In Timor Leste, the executing agency (EA) is the Ministry of Agriculture, Livestock, Fisheries and Forestry of the Democratic Republic of Timor Leste (Directorate General of Forestry, Coffee and Industrial Crops). The Co-Executing Agency for Timor Leste is Conservation International Timor Leste (CI TL). During the MITLTW project kick-off workshop in May 2025, the project was officially renamed the Timor Island Watersheds (TIWA) Project.

Previous mapping results (around 2010s) found that the border of Indonesia and Timor Leste had 10 watersheds. However, the latest mapping (around 2020s) conducted by the Directorate of PEPDAS of the Indonesian Ministry of Forestry verified to be 8 cross-border watersheds only based on a mapping scale of 1:50,000. This TIWA project targets 2 watersheds on the border of Indonesia and Timor Leste, namely the Talao-Loes watershed and the Mota Masin watershed. For the Indonesian region, the Talao-Loes watershed is in Belu Regency and the Mota Masin watershed is in Malaka Regency. The results of this project will serve as a model for similar transboundary watershed management in other watersheds on the border of Indonesia and Timor Leste, as well as in other parts of Indonesia. In addition, good practices and lessons learned from this project will be disseminated globally for replication by other stakeholders interested in transboundary watershed management.

The Memorandum of Understanding (MoU) between the Republic of Indonesia and the Democratic Republic of Timor Leste was signed in 2015 and renewed in 2020. To implement the MoU, an *Implementation Arrangement (IA)* was signed by both countries in 2017. Currently, both countries are in the process of reviewing the MoU and IA, which form the basis for the implementation of this project.



II. *Project Objective and Outcomes*

Project Objective

To ensure collaborative and sustainable management of watershed ecosystems and protect water, food and livelihood security in the Talao-Loes and Mota Masin watershed areas that straddle the border between Indonesia and Timor-Leste.

Project Outcomes

Component 1: Transboundary Diagnostic Analysis (TDA) and capacity building for the Joint Forestry Working Group (JFWG) and community taskforce teams to share and utilize TDA and other data to better manage the Talao-Loes/Mota Masin watershed; Talao-Loes (260,489 ha) and Mota Masin (9,236 ha) areas.

- 1.1 The Transboundary Diagnostic Analysis (TDA) provides the basis for planning, monitoring activities and strengthening future results, to improve ecosystem management and water and food security in the Talao-Loes and Mota Masin watersheds and the 458,221 people who depend on them.
- 1.2 Capacity building of the Joint Forest Working Group (JFWG) to support the exchange of TDA data and information with communities and government agencies at local and national levels.

Component 2: A Strategic Action Plan (SAP) accompanied by the establishment of a JFWG structure with a JFWG management/decision-making policy, enabling both national and regional countries to approve the SAP and then implement the SAP action plan for the Talao-Loes and Mota Masin watersheds.

- 2.1 A Strategic Action Plan (SAP) was developed based on the TDA to direct the management of the Talao-Loes and Mota Masin transboundary watersheds. The SAP aims to improve food, water and livelihood management and security for an area of at least 269,725 hectares.
- 2.2 The SAP was approved by both countries, and both countries improved food and water management and security in both watersheds, and facilitated expansion to the entire 465,601 ha Talao-Loes/Mota Masin watershed.

Component 3:

- 3.1 Enhanced field testing of agricultural, soil and water management practices to help refine and improve SAP sub-plan recommendations.
- 3.2 The JFWG delivered project results, shared them with IW: Learn, and plan ahead to expand transboundary watershed management across the entire 465,601-hectare Talao-Loes/Mota Masin watershed system.

Component 4

4.1 *Monitoring* and evaluation activities implemented to assess overall project progress and outcomes and facilitate adaptive management

III. Information on Establishment of Joint Forestry Working Group (JFWG)

Output 1.1.1 also includes the establishment of a Joint Forestry Working Group (JFWG) whose members are stakeholders at national, provincial, district and sub-district levels. The JFWG will play a very important role throughout the MITLTW project as it will:

1. Communicate with other stakeholders at all levels, including communities in both watersheds about the TDA results.
2. Develop a Strategic Action Plan (SAP) based on the TDA results and ensure the TDA is aligned with government strategies and plans.
3. In accordance with its authority, ensure that the SAP can be implemented
4. Oversee the implementation of SAP pilot activities
5. Play a role in the monitoring and evaluation of this MITLTW project.
6. Communicating lessons learned from SAP implementation
7. Communicating and discussing with JFWG Timor Leste to improve the management of transboundary watersheds between the two countries.

The MITLTW project hopes that the SAP produced will cover all aspects because watershed management cannot only focus on a few aspects, for example only infrastructure. The SAP produced must be aligned or can be harmonized with the strategies and plans of the government in both watersheds. The implementation of activities in the SAP covering all aspects is interconnected which will ultimately improve watershed management and achieve the project objectives. For this reason, the JFWG which plays an important role in the preparation of SAP must consist of stakeholders who are in a position to have the authority, roles and responsibilities that will ensure SAP is implemented. A committed JFWG not only plays a major role in improving watershed management management but also the sustainability of post-project watershed management.

In addition to the establishment of the JFWG, output 1.1.1 also requires the establishment of community task forces in both watersheds. The community task force consists of stakeholders at the community level itself and could also include stakeholders at other levels. The InTI team is currently conducting stakeholder mapping in 4 villages in the Mota Masin watershed and 4 villages in the Talao-Loes watershed.

As a basis for the establishment of the JFWG, one of the things that will be done is stakeholder mapping. The mapping will include stakeholders at the national, provincial, district levels, down to the level of communities living in both watersheds. In addition to being the basis for the formation of the JFWG, the results of the mapping will also contribute to the Stakeholder Engagement Plan that will be developed by InTI.

IV. Information about the Consultation

InTI will facilitate the establishment of a JFWG for the Indonesian region. For this purpose, InTI will recruit a Consultant to conduct stakeholder mapping and analysis at the national, provincial and district levels in the Indonesian region. It is imperative that this stakeholder mapping analysis process has a GEDSI perspective.

Consultation Objectives

InTI obtained the results of a stakeholder mapping analysis that covers an analysis on each identified stakeholder's power and influence to enable InTI to determine who could potentially be included as members of the JFWG. In addition, InTI would also like to obtain a SWOT (strengths, weaknesses, opportunities and threats) analysis of each of these potential stakeholders in relation to this project and how they can play a real role in the JFWG.

Expected Outcomes of the Selected Consultant

InTI expects the results of the consultancy to outline the following:

1. Long list of stakeholders relevant to the JFWG based on initial mapping
2. Shortlist of stakeholders who will be potential members of the JFWG
3. The capacity of each shortlisted stakeholder in the project. This includes how they can play a role in the project/as members of the JFWG, their resources, and their authority
4. Limitations of each shortlisted stakeholder in its relation with TIWA project or as a JFWG member
5. Policies already in place that will support the stakeholder's role and limit the stakeholder in their position on the JFWG; and new policies needed to support the stakeholder's role.
6. The results of the shortlisted stakeholder capacity gap assessment and the capacity building required for each stakeholder to fulfill their roles as JFWG members.
7. Proposed structure, roles, and responsibilities based on stakeholder mapping analysis.
8. Proposed coordination mechanism between JFWG members consisting of various stakeholders across both countries (Indonesia and Timor Leste) based on stakeholder mapping analysis.



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9. Proposed coordination mechanism between the cross-country JFWG and the community task force in each watershed based on the stakeholder mapping analysis.
10. Other matters to be determined through further discussions between InTI and the selected consultant.

The selected consultant will present the report in a mini-workshop that will be attended by InTI as well as representatives of the Ministry of Forestry as the project's Executing Agency. It is likely that after this consultation, the selected consultant will also facilitate a JFWG formation workshop which will be organized under different terms of reference.

In addition to the purpose of forming the JFWG, the report from the consultant will also contribute to the Stakeholder Engagement Plan (SEP) document that will be developed by InTI for the project. The format of the SEP document will be shared with the selected consultant. It is possible that the report will also contribute to the revision of the Implementation Arrangement that is being worked on by the Executing Agencies/ministries of both countries.

Timing of the Consultation

The recruitment process will end on July 23, 2025 and consultation will take place as soon as possible after the recruitment process is completed. The final report in Bahasa Indonesia will be received by InTI in the 2nd week of September.

V. How to Apply

InTI prefers consultant candidates who have experience in stakeholder and policy mapping, working in policy advocacy, and working in the field of community development and empowerment.

Consultant candidates will submit a current CV (English or Indonesian) and a mini-proposal in Bahasa Indonesia to InTI. The content of the mini-proposal should at least consist of:

1. Methodology to be used
2. List of stakeholders to be analyzed
3. List of stakeholders that need to be interviewed
4. Policies or regulations to be reviewed
5. Key questions to be asked
6. Implementation time
7. Consultancy budget (excluding consultant services and results presentation workshop)



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CVs and mini proposals should be sent via email to infointi@inovasitangguhindonesia.org no later than **July 15, 2025**. InTI will only contact *shortlisted candidates*.