

REGIONAL TRADE FOR DEVELOPMENT RCEP IMPLEMENTATION SUPPORT PROGRAM (RISP)

TERMS OF REFERENCE FOR THE

Implementation Consultant for

Strengthening MSME Capacity for Food Supply Chain Integration in Indonesia

I. Summary

Title	Implementation Consultant for Strengthening MSME Capacity for Food Supply Chain Integration in Indonesia
Start Date	December 2025
Completion Date	June 2026
Reports to:	RT4D Manager: Ahmad Indra Tirmiko, Regional Manager, ahmad.tirmiko@regionaltrade4dev.org
Interacts With	RT4D: Anh Tran, Systems Manager (MEL and Communications); Yooke Damopolii, GEDSI Manager. Project Proponent: Deputy Minister for Micro Enterprises, Ministry of Micro, Small, and Medium Enterprises (MoMSMEs) PIC Name: Rezha Arlanda Berliansyah Email: rezhaarlanda@umkm.go.id / arlanda.rezha@gmail.com
Requires Approval from:	RT4D: RT4D Regional Manager, Ahmad Tirmiko Indra; Adrian Gilbert, Facility Director. Project Proponent: Deputy Minister for Micro Enterprises, Ministry of Micro, Small, and Medium Enterprises (MoMSMEs) PIC Name: Rezha Arlanda Berliansyah Email: rezhaarlanda@umkm.go.id / arlanda.rezha@gmail.com
Timetable for Tender Process	Request for Proposals: 10/11/2025 Closing Date for Queries: 21/11/2025 Deadline for Submissions: 30/11/2025
Submission Instructions	The provider should submit Technical and Financial submissions in alignment with requirements outlined in Annex A and B of this ToR. The Submissions or any questions should be sent to the RT4D Manager at ahmad.tirmiko@regionaltrade4dev.org and risp@regionaltrade4dev.org by 30 November 2025.

Scope of Work Summary:

The project “*Strengthening MSME Capacity for Food Supply Chain Integration in Indonesia*” is an RCEP¹ Implementation Support Program (RISP) Project in close collaboration with the RT4D Facility and the Ministry of MSMEs Indonesia as project proponent, supporting Indonesia’s national priority to improve children’s nutrition and reduce stunting, while also enhancing the local economy by strengthening the role of Micro, Small, and Medium Enterprises (MSMEs) in the food

¹ [Regional Comprehensive Economic Partnership](#)

supply chain, particularly through the *Makan Bergizi Gratis* (Free Nutritious Meals – MBG) program of the National Nutrition Agency (BGN)².

The project focuses on strengthening **both upstream and downstream segments** of the supply chain. At the **upstream level**, it engages agricultural and food producers and suppliers, while at the **downstream level**, Nutritional Fulfillment Service Units (SPPG) deliver MBG and Waste Management Organizations convert waste into high-value products. Across these streams, MSMEs benefit from improved access to markets and trade, finance, business formalization, certification, enterprise development, product processing, and opportunities for partnerships, business matching, or supply chain collaboration. These activities will be tailored to the specific needs of each MSME. The project also prioritizes women-owned enterprises, persons with disabilities (PWDs), and other marginalized groups, guided by the principles of gender equality, disability, and social inclusion (GEDSI)³.

Through this ToR, the RT4D Facility seeks a firm/organisation (the Consultant) to support the delivery of project activities between December 2025 and June 2026. The selected Consultant will be responsible for the completion of the following outputs in close consultation and with the approval from the RT4D Facility and the Project Proponent.

1. **Inception Phase – Targeting MSMEs;** The targeting process ensures strategic alignment of MSMEs within the MBG supply chain. It encompasses ecosystem mapping, defining eligibility and inclusivity criteria, conducting outreach and MSME’s registration, and shortlisting participants. This structured approach is designed to be replicable and scalable for future program cycles.
2. **Identification of Capacity Needs and Placement** – In this phase, shortlisted MSMEs are profiled and assessed through a Training Needs Assessment (TNA) to identify gaps in knowledge, skills, and resources. Based on these insights, they are placed into tailored program tracks—upstream, downstream, or cross-cutting—ensuring alignment with MBG program requirements.
3. **Training and Mentoring** – Series of these activities (online and on-site sessions) equips MSMEs across upstream, downstream, and cross-cutting areas with practical knowledge, skills, and exposure to strengthen business performance and readiness for integration into the MBG supply chain. It includes face-to-face and online training, as well as hybrid mentoring on key topics.
4. **Linkage and Benchmarking** – These activities connect MSMEs with financial resources and market opportunities to support business growth and supply chain integration. It includes facilitating access to loans or grants, arranging business matching events with potential buyers, fostering partnerships and supply chain linkages, and providing guidance on market entry or expansion. Benchmarking and exposure to regional/international best practices help MSMEs understand market requirements, enhance competitiveness, and secure sustainable sales channels.
5. **Knowledge Capture and Guideline Development** – Lessons from implementation will be systematically documented through monitoring, participatory reflection sessions, and a digital visual dashboard tracking MSMEs by gender, disability, supply chain segment,

² BGN: Badan Gizi Nasional / National Nutrition Agency, is the agency responsible for organizing the provision of national nutrition and responsible for “Makan Bergizi Gratis (MBG) – Free Nutritious Meals” program, <https://www.bgn.go.id/>

³ GEDSI (Gender Equality, Disability, and Social Inclusion): An inclusive development principle that ensures women, persons with disabilities, and vulnerable groups have equal access to economic, social, and developmental opportunities.

and location. Insights will feed into project reports and inform the Regional Guideline on MSME Empowerment, consolidating tested models, case studies, and practical frameworks. Structured reflection with stakeholders ensures lessons reflect field realities and support replication. Main output of this activity will generate and develop context-driven guidelines to guide the transition-to-scale program (Regional Guideline on MSME empowerment).

- 6. Project Reporting and Knowledge Dissemination** - This activity captures project progress, lessons learned, and replicable practices while supporting policy guidance and knowledge sharing. Key outputs include the Final Project Completion Report, Policy Briefs or Recommendation, and a short project achievement video (production of text script and content only). All deliverables will be disseminated digitally to relevant stakeholders, including policymakers and RCEP, ensuring that evidence, recommendations, and best practices support replication, policy formulation, and sustained MSME impact.

The Consultant will be managed by RT4D in close consultation with the Ministry of Micro and Small Medium Enterprises (MoMSMEs), Indonesia as the project proponent. The consultant will follow RT4D standards branding and RT4D project templates and be subject to comments, amendments, and approval from the RT4D Facility Team, the Project Proponent, and Australia's Department of Foreign Affairs and Trade (DFAT) via RT4D. The event logistics/management costs are not included in this scope and will be separately procured by the Facility.

II. Project Background

The background of this project stems from the awareness that MSMEs in Indonesia play a pivotal role in the national economy. Indonesia's MSMEs form the backbone of the economy, contributing more than 60% to GDP⁴; and employing most of the workforce⁵. Yet, despite their significance, many remain confined to local, fragmented markets with limited access to trade opportunities and regional integration. Moreover, the majority of these MSMEs—around 60–65%—are women-owned⁶ and often face unique challenges, including limited access to finance and technology, as well as additional social and domestic responsibilities that increase operational burdens. As such, the success of MSME strengthening is closely linked to women's empowerment and the inclusion of vulnerable groups.

This project seeks to bridge that gap by linking MSME capacity strengthening to the national development agenda, particularly through the MBG Program initiated by the BGN. MBG is not merely a food provision initiative but also a strategic platform to integrate MSMEs into broader food supply chains, from upstream to downstream. At the upstream level, farmers and food suppliers are engaged to enhance production capacity and distribution networks, while downstream, the SPPG and waste management organizations drive efficiency, sustainability, and circular innovation by transforming waste into high-value products.

Building upon previous initiatives, this project continues the pilot phase previously conducted by the Deputy for Micro Enterprises at the Ministry of MSMEs in collaboration with BGN, which tested an approach to engage MSMEs in supplying raw materials for MBG while recognizing SPPG units through the “MSME-Friendly SPPG” program. Moving forward, the project will target not only suppliers and producers but also farmers and aggregators; SPPG units; and the Waste Management Organization, aiming to strengthen MSME capacities across the supply chain from upstream to downstream more comprehensively. Furthermore, this continuation is implemented through a structured selection and needs-mapping process rather than relying solely on recommendations.

By embedding MSMEs across the upstream-to-downstream spectrum within the MBG ecosystem, the project not only strengthens the national food supply chain but also enables MSMEs to enhance their capacity, quality, and competitiveness. Given that the majority of participating MSMEs are women-owned and include persons with disabilities as well as other vulnerable groups, this project is inherently grounded in GEDSI principles, ensuring that the resulting economic transformation is both inclusive and equitable. These domestic gains are crucial stepping stones that position MSMEs to seize opportunities beyond national borders, linking their growth to wider frameworks of regional and global economic cooperation.

In this context, the integration of MSMEs aligns with Indonesia's commitment to regional economic cooperation. Within the framework of the RCEP, Chapter 14 on Small and Medium Enterprises underscores the importance of MSME participation in global value chains, while also encouraging cross-country collaboration to expand their access to markets, technology, and cross-border business networks. At the regional level, this project offers a replicable model of inclusive supply chain integration, it provides lessons and reference for other RCEP members seeking to enhance MSME participation in cross-border agri-food markets. The approach demonstrates how upstream

⁴ Coordinating Ministry for Economic Affairs of the Republic of Indonesia. (2022, April 20). *Government encourages MSMEs to move up the ladder to increase contribution to Indonesia's exports*
<https://www.ekon.go.id/publikasi/detail/6152/pemerintah-dorong-umkm-naik-kelas-tingkatkan-kontribusi-terhadap-ekspor-indonesia>.

⁵ Ibid: *MSMEs absorb more than 97% of the workforce*.

⁶ Ministry of Cooperatives and SMEs. (2024). *Approximately 60–65% of MSMEs in Indonesia are women-owned* [Key fact]. Retrieved from <https://mum.id/news/kolaborasi-mum-dalam-pemberdayaan-perempuan-lewat-pnm-mekaar>.

and downstream actors can be linked in a single ecosystem that simultaneously addresses nutrition and economic inclusion. The project strengthens existing efforts by generating evidence on financing models, certification pathways, and circular economy solutions that can be scaled regionally, reinforcing policy coherence and supporting RCEP's goals for inclusive and sustainable economic growth. This is accomplished through baseline and post-training assessments, training on trade compliance, and facilitating MSME participation in international trade clusters and associations. Additionally, benchmarking with best practices from Australia and New Zealand is used to enrich and adapt the model in alignment with ongoing regional efforts.

III. Objectives, Beneficiaries and Outcomes

Project Name	Strengthening MSME Capacity for Food Supply Chain Integration in Indonesia
Project Objectives	1) Objective 1: To empower and facilitate MSMEs to effectively integrate into Indonesia's food supply chains. This involves strengthening their capabilities to meet established product standards and overcome common challenges like limited access to capital, managerial skills, with upstream MSMEs demonstrating improved managerial capacity, including stronger understanding of product safety, and downstream MSMEs (kitchen partners and waste processors) improving managerial capacity, including food safety and MBG waste processing practices. Indicator 1.a: # of upstream MSMEs demonstrating improved managerial capacity 2) Objective 2: To promote inclusive market and trade by facilitating MSME participation in food supply chains. This objective focuses on expanding MSMEs' access to both domestic and regional markets while strengthening their participation in cross-border trade. It ensures that their products comply with quality, safety, and certification standards, enabling them to reach local consumers and benefit from international trade opportunities, including export markets under agreements like the RCEP. Support also includes capacity building, access to technical expertise, digital tools, and managerial guidance. Supply chain partnerships established between upstream MSMEs and SPPG kitchens or other markets, partnerships established between waste-processing MSMEs and SPPG kitchens, and kitchen partner MSMEs gaining broader market access through integration with SPPG and other trade networks. Indicator 2.a: # of partnership made within participated MSMEs 3) Objective 3: To develop a replicable pilot model for MSME integration and gather input for policymakers. This initiative will establish a best-practice framework that demonstrates how to successfully link MSMEs with formal food supply chains, as well as create a scalable model that can be adopted and implemented in other regions across the country and in RCEP member countries. The pilot will cover waste-processing MSMEs (circular economy), kitchen partners, and upstream MSMEs (farmers, local producers, food processors, and aggregators), and documenting best practices in managerial capacity building, product safety, and supply chain partnerships to enable replication in other regions and support MBG-related policy development.
Beneficiaries	1. Primary Beneficiary: This project targets key beneficiary groups in West Java operating in the food, beverage, and agricultural sectors.

Support will be provided across two levels of the supply chain: **18 MSMEs upstream and 4 MSMEs downstream**. The focus is on upstream MSMEs, which are generally smaller, more vulnerable, and critical in securing raw material supply. Meanwhile, the 4 downstream MSMEs will train staff—up to 3 people per MSME—reaching a total of 12 additional individuals, thereby extending capacity-building impact to the operational level.

a. MSMEs in West Java, Indonesia

MSMEs in the **food, beverage, and agricultural sectors** will be supported across two levels of the MBG supply chain:

- i. **Upstream Beneficiaries:** This includes **MSMEs** who are primarily responsible for sourcing and processing raw materials for the MBG program, including both those already participating in MBG and those with the potential to join the program. These businesses include:
 - Farmers and Local Producers – supplying essential agricultural products such as rice, chili, shallot, garlic, vegetables, and milk.
 - Food Processing Suppliers – a priority focus, particularly MSMEs producing ready-to-cook items (e.g., nuggets, chicken katsu) and staple ingredients such as tofu, cooking oil, flour, and rice.
 - Supporting Product Suppliers – MSMEs providing complementary goods such as dish soap and other essentials for the MBG ecosystem.
 - Aggregators – responsible for collecting and consolidating ingredients from farmers and suppliers to ensure consistent quality and volume for downstream meal providers.
- ii. **Downstream Beneficiaries:** These groups are directly involved in the final delivery and waste management aspects of the program. They include:
 - **SPPG units and their kitchen partners in West Java.** The MBG kitchen partners capture catering and food service MSMEs, which foundations often collaborate with to manage kitchens and produce ready-to-eat products (e.g., catering services, food service providers, and processed product innovations). Each unit involves MSMEs according to Indonesian regulations.
 - **Primary beneficiaries:** Owner and/or managers per unit, who will receive capacity building on managerial, financial, and partnership development aspects to strengthen their capabilities and expand their access to both domestic and international trade.
 - **Secondary beneficiaries:** Potential technical staff within the SPPG unit, who will benefit indirectly through enhanced operational systems and improved employment sustainability.
 - **Waste Management Organizations** that process organic waste (into compost and maggots) or non-organic waste (into products like handcraft, furniture), thereby reducing landfill burden and creating new market opportunities, each fall under the MSMEs category according to Indonesian regulations.
 - **Primary beneficiaries:** Owner and/or manager per organization, targeted for training on business development, financial management, and market linkages to strengthen their capabilities and expand their access to both domestic and international trade.
 - **Secondary beneficiaries:** Potential technical staff within the organization, expected to benefit from strengthened operational standards and better occupational practices.

b. Policymakers

Effective project implementation and long-term impact require close coordination with key government stakeholders. The project will generate critical evidence

	and insights to inform future policy development and/or project design, particularly regarding the involvement of MSMEs in the MBG program. a. National Nutrition Agency (BGN): The project's findings will help refine MBG program guidelines involving MSMEs, establishing clear standards for MSME selection and positioning them as key pillars in future implementation. b. Ministry of MSMEs: Project input will inform policies and training requirements to support MSME growth in national programs, including MBG. c. Ministry of Women's Empowerment and Child Protection: Evaluation results will guide future projects and policies promoting economic participation and independence of women entrepreneurs in the MBG program. d. Other policymakers: Success also relies on collaboration with additional institutions: • Provincial Ministry of MSMEs & Integrated Service Center for Cooperatives and MSMEs (PLUT): Strengthen local MSME support, guide participant selection, and improve coordination for training, market access, and integration into MBG. • Ministry of Health: Use project data to improve national nutrition programs and ensure students' and pregnant women's nutritional needs are met. • Social Security Administration for Employment (BPJS Ketenagakerjaan): Refine social protection mechanisms and provide inclusive health insurance access for MSME beneficiaries. e. Secondary beneficiary: Key market supporters (BJB⁷, LPEI⁸, Link UMKM BRI Incubator⁹, PINSAR¹⁰, ASPPUK¹¹, and others): Gain insights to optimize financing, incubation, gender-sensitive support, export readiness, and supply chain integration for MSMEs. 2. Secondary Beneficiary: RCEP Stakeholders • As a pilot initiative, this model will encourage MSME involvement in supply chains. While not all RCEP member countries may run a program identical to the MBG, this project's findings will produce general, replicable guidelines for supporting MSME supply chains that they can adopt and apply.
Project Activities and Outputs	Activity 1: Inception Phase – Targeting MSMEs, with the following outputs and tasks: 1) Output 1.1: Inception report 2) Output 1.2: Ecosystem Mapping: 3) Output 1.3: Outreach and registration; ○ Task 1.3.1. Eligibility and Inclusion Criteria 4) Output 1.4: Baseline Assessment 5) Output 1.5: Selection Process and Reporting ○ Task 1.5.1: Prioritization Filter and Shortlisting

⁷ Bank Jawa Barat, a member of the HIMBARA group and distributor of government-subsidized microcredit programs (KUR).

⁸ Lembaga Pembiayaan Ekspor Indonesia / Indonesia Eximbank, providing export-oriented financing, guarantees, and advisory services.

⁹ An MSME incubator program by BRI Research Institute (BRIncubator) supporting MSME empowerment.

¹⁰ Perhimpunan Insan Perunggasan Rakyat Indonesia / Indonesian Poultry Farmers Association.

¹¹ Asosiasi Pendamping Perempuan Usaha Kecil / Association for Women in Small Business Assistance.

	Activity 2: Identification of Capacity Needs and Placement 1) Output 2.1. Profiling and Training Needs Assessment (TNA), which includes: ○ Upstream MSMEs (Farmers or Local Producers, Local Suppliers, and Aggregators) ○ Downstream MSMEs (SPPG Units and Waste Management Organizations) ○ Cross-Cutting (Upstream and Downstream MSMEs) 2) Output 2.2. Placement, competency gaps identification Activity 3: Training and Mentoring 1) Output 3.1. Training Module Development 2) Output 3.2. Training Session ○ Task 3.2.1 Learning Methodology 3) Output 3.3. Mentoring Sessions ○ Task 3.3.1. Learning Methodology ○ Task 3.2.2. Learning Approaches - Application in Training ○ Task 3.3.2. Learning Approaches - Application in Mentoring 4) Output 3.4. (Training Sessions) – Learning Implementation - 1 (one) In-person and 2 online sessions 5) Output 3.5. (Mentoring Sessions) – Learning Implementation ○ Task 3.4 GEDSI Considerations in Implementation Activity 4: Linkages and Benchmarking 1) Output 4.1. Stakeholders Identification for Linkages and Benchmarking ○ Task 4.1. Learning Methodology 2) Output 4.2. Online Linkage Sessions – Upstream and Downstream MSMEs ○ Task 4.2.1. Learning Approaches 3) Output 4.3. One full-day in-person – Business Matching Session 4) Output 4.4. Online Benchmarking Sessions ○ Task 4.4.1 Learning Approaches 5) Output 4.5. Linkages and Benchmarking Summary Report – (GEDSI Considerations in Implementation) Activity 5: Knowledge Capture and Guideline Development 1) Output 5.1. Regional Guideline development 2) Output 5.2. interactive digital dashboard 3) Output 5.3. Online participatory reflection sessions Activity 6: Project Reporting and Knowledge Dissemination 1) Output 6.1. Project Progress Report (PPR) 2) Output 6.2. Development and Finalisation of Evidence-based Policy Brief 3) Output 6.3. A Brief Project Achievement Video production ○ Task 6.3.1 Drafting, finalising text script for video production ○ Task 6.3.2 Video production development 4) Output 6.4. Project Completion Report
Project Outcomes	Ultimate Outcome: MSME Growth (in 24-month after project) Participated MSMEs demonstrate measurable growth through increased income, stronger participation in formal food supply chains, and improved inclusion of MSMEs owned or operated by women, persons with disabilities, and other vulnerable groups, particularly within the MBG initiative. The following outcomes for the project follows the objectives mentioned:

Objective 1: To empower and **facilitate MSMEs** to effectively integrate into Indonesia's food supply chains.

- **Outcome 1.1:** MSME Capacity Strengthened: By enhancing technical, operational, financial, and business management skills, MSMEs are better positioned to improve operational efficiency and financial performance, creating conditions for income growth.
- **Outcome 1.2:** MSME Integration into MBG Supply Chain: Placement and active participation of MSMEs within the MBG value chain facilitate reliable market access, improved production planning, and sustainable business operations.
- **Outcome 1.3 & 2.1:** Trade and Market Readiness: Engagement in market linkage activities, benchmarking, and partnership development increases access to local, regional, and international markets, enabling business expansion and long-term competitiveness.

Objective 2: To promote **inclusive market and trade** by facilitating MSME participation in food supply chains.

- **Outcome 2.2:** Integration of GEDSI principles into capacity-building programmes ensures that training, mentoring, and market facilitation are responsive to the needs and barriers of vulnerable groups, thereby creating equal business opportunities.

Objective 3: To develop a **replicable pilot model** for MSME integration and gather input for policymakers.

- **Outcome 3.1:** Knowledge Capture and Policy Contribution: Systematic documentation of lessons learned, tools, and policy recommendations supports replication, strengthens enabling systems, and ensures the sustainability of MSME development interventions.

The ultimate outcome is expected to materialize and be measurable over a 12–24-month period, beyond the initial six-month project implementation phase. Early monitoring and evaluation during the project's first six months will track outputs and short-term outcomes, providing evidence to inform adaptive management and ensure that the foundations for medium- to long-term growth are in place.

IV. Project Activities, Outputs and Timelines

The RT4D Facility is seeking a firm/organisation (the Consultant) to support the delivery of project activities between December 2025 and June 2026. The selected Consultant will be responsible for the scope of services outlined in the sections below.

A. Project Activities and Outputs

Activity 1 – Inception Phase – Targeting MSMEs

The Inception Phase ensures alignment on the methodology, approach and detailed timeline for the delivery of all project activities. The Consultant will be responsible for the development of an Inception Report (as an Output 1) of this activity, Using RT4D template, concise version max of 15-20 pages with Annexes) for the approval of RT4D and MoMSMEs, which should comply with the following:

- Concise approach and detailed methodology for the completion of all project activities (Activity 1 – 6), with specific emphasis and elaboration on approach to activity 1 - Targeting MSMEs which includes the following output/task:
 - **Output 1.2: Ecosystem Mapping:** This process involves the systematic identification of existing and potential MSME actors engaged along the MBG value chain, spanning both upstream and downstream components. Upstream actors include local food producers or farmers, local food suppliers, and aggregators/wholesalers like Gigasmart¹², who play a critical role in ensuring a reliable supply of raw food materials. Downstream, key stakeholders encompass food processing units such as SPPG, responsible for meal preparation and processing, as well as waste management organizations, which ensure responsible disposal and valorisation of organic and non-organic food waste through circular economy practices.
 - **Output 1.3: Outreach and registration;** The inclusion of MSMEs into the MBG ecosystem follows clear eligibility criteria to ensure alignment with program objectives and long-term sustainability. Of the 45 MSMEs planned to register, 22 are expected to be accepted, comprising 18 individuals from 18 upstream MSMEs and 12 individuals from 4 downstream MSMEs. Eligible MSMEs must have direct or indirect roles in the MBG supply chain, from raw food production and meal processing to packaging, distribution, and waste management. The project will engage MSMEs through a registration stage aimed at broad outreach, accessibility, and inclusivity, targeting 100 MSMEs. Based on West Java's MSME structure (micro 85%, small 14%, medium-to-large 1%¹³), this corresponds to approximately 85 micro, 14 small, and 1 small-to-medium enterprise. At least 45 of the 100 MSMEs reached are planned to register, with 40% expected to be women-owned or from vulnerable groups. While actual distribution may differ, these planned proportions provide guidance for project planning and monitoring.

Task 1.3.1. Eligibility and Inclusion Criteria; The eligibility screening stage serves as the first filter to ensure that only MSMEs with the minimum capacity and relevance are considered for participation in the program. At this point, the objective is not to compare enterprises against one another, but rather to confirm that they meet the basic requirements necessary for meaningful engagement in the capacity-building and support interventions.

 - **Output 1.4: Baseline Assessment:** Baseline Assessment serves as the foundation for both selection and capacity development planning. Unlike eligibility screening, which is binary (eligible/not eligible), the baseline assessment uses a standardized scoring matrix to evaluate enterprises against multiple dimensions of business viability, technical capacity, and growth potential. The assessment covers five main dimensions:
 - Financial literacy and management – Whether the enterprise maintains financial records, has basic bookkeeping systems in place, and demonstrates an understanding of cash flow management.

¹² Gigasmart is a wholesale aggregator established by Pesantren Al Kasyaf in Cibiru, West Java, participating in the pilot project of the Deputy for Micro Enterprises at the Ministry of MSMEs and BGN. It links local MSMEs and farmers to community kitchens and institutional buyers under the MBG program, curating suppliers, ensuring product quality, and supporting circular economy practices.

¹³ West Java Office of Cooperatives and Small Enterprises. (2024, June 20). *MSMEs must leverage digital marketing*. Diskuk Jabar. Retrieved September 10, 2025, from <https://diskuk.jabarprov.go.id/berita-diskuk-jabar/umkm-harus-memanfaatkan-pemasaran-digital>

- Market potential and growth orientation – The degree to which the enterprise’s products or services have demand, linkages with suppliers and buyers, and potential for scale.
 - Innovation and adaptability – The enterprise’s ability to innovate in product development, adopt digital tools, or adjust to new market opportunities.
 - Relevance to program objectives – The extent to which the enterprise’s activities align with MBG goals, such as contributing to nutritious food supply chains or community feeding programs.
 - Business practice - Evaluates the enterprise’s compliance with responsible and sustainable business operations such as consistent quality standards and reliability in fulfilling orders or compliance with legal requirements (licenses, NIB, NPWP).
- **Output 1.4: Selection Process and Reporting;** The project will select 22 MSMEs from the initial pool, only a proportion are shortlisted to participate, ensuring the final cohort reflects both scale and quality to meet program targets.

Task 1.4.1 Prioritization Filter and Shortlisting. Following the baseline assessment, a weighted prioritization mechanism is applied to ensure that the program meaningfully advances its inclusive development objectives. At this stage, the goal is not to replace merit-based selection but rather to acknowledge and compensate for structural barriers faced by certain groups in accessing markets, finance, and capacity development opportunities. In addition, geographical proximity is also a critical consideration. MSMEs operating within or adjacent to MBG target communities are prioritized, as their involvement fosters local economic development, enhances community ownership, and reduces the logistical costs associated with meal production and distribution. Finally, enterprises demonstrating potential for growth, innovation, and sustainability are favoured. This includes MSMEs with a clear business vision, capacity for product or service diversification, and potential for replication or scale-up. These attributes are essential for fostering a resilient local supply chain and ensuring the long-term viability of the MBG initiative.

The process concludes with a selection report, which summarizes the chosen MSMEs and outlines supply chain gaps and opportunities for each cluster, providing a foundation for targeted support in the next phase. The following structure for the MSME Selection Report:

- an Executive Summary (including the purpose of the report and the total number of MSMEs registered, deemed eligible, and shortlisted);
 - Methodology (covering eligibility criteria, profiling parameters, scoring system, and prioritization filters);
 - Results of MSME Selection (with both overall and cluster-level breakdowns);
 - Analysis of Supply Chain Gaps and Opportunities; and
 - Implications for Capacity Building (highlighting group training needs as well as advanced training needs).
- Includes detailed work plan for the completion of all activities (from activity 1 – 6), this can refer to the project workplan in below section, in the form of Gantt chart.
 - List technical experts and practitioners who will be engaged in project activities. They may include experts, mentors, and trainers who are familiar with the MSME work in this sector, from international or local organisation.

Activity 2 – Identification of Capacity Needs and Placement

In line with the approved Inception Report, in order to strengthen MSME participation. The Consultant will begin Profiling and Training Needs Assessment (TNA), where enterprises are assessed to identify gaps in knowledge, skills, resources, and business practices. Insights from the assessment guide their Placement into tailored program tracks, whether upstream producers, downstream processors, or cross-cutting service providers. This structured approach ensures that capacity building is targeted, practical, and designed for replication across contexts.

Output 2.1. Profiling and Training Needs Assessment (TNA)

A comprehensive and systematic needs assessment will be undertaken by the consultant to thoroughly identify the barriers and capacity gaps faced by MSMEs. This process will ensure that all subsequent capacity-building interventions are demand-driven, evidence-based, and appropriately tailored to the local context. *The assessment will examine five critical dimensions of MSME capacity—Finance, Production, Human Resources, Legalization and Certification, and Partnerships¹⁴—thereby generating a detailed understanding of existing conditions, strengths, and priority areas requiring support.*

The outcomes of this assessment will serve as the cornerstone for designing targeted and responsive capacity-building activities across the supply chain. Stakeholders' perspectives and insights will be integrated into the analysis, enabling the formulation of interventions that are not only technically sound but also aligned with practical realities.

Through this approach, MSMEs will be positioned to improve operational efficiency, comply with quality and safety standards, and enhance their readiness for integration into regional and international value chains. In doing so, they will contribute to the broader objectives of sustainable growth, inclusivity, and resilience within the program framework, as outlined below.

1. Upstream MSMEs (Farmers or Local Producers, Local Suppliers, and Aggregators)

Upstream MSMEs form the foundation of the food supply chain and are critical in ensuring sustainable and inclusive sourcing for the MBG program. Support for upstream actors will be delivered through training, mentoring, linkages, and benchmarking. Key focus areas include:

- **Financial Literacy and Cash Flow Management:** Strengthening financial literacy and financial discipline, including bookkeeping, costing, pricing, cash flow management, use of digital finance tools, and preparation of loan applications to access formal financing opportunities.
- **Production and Quality Standards:** Building capacities in Good Agricultural Practices, post-harvest handling, packaging, and application of standard operating procedures to ensure consistency, hygiene, and compliance with MBG requirements.
- **Contract Awareness and Compliance:** Developing knowledge of contracts, including rights and obligations, to enhance bargaining positions and improve trust between farmers, suppliers, and buyers.
- **Inclusive Practices for Vulnerable Groups:** Promoting gender equality, disability inclusion, and engagement of marginalized groups in upstream value chains to ensure equitable participation.
- **Digital Adoption and Technology Use:** Encouraging the adoption of digital recordkeeping, farm management applications, and tools that improve efficiency and traceability across the supply chain.

¹⁴ This activity refers to *Capacity Building Implementation* in the RT4D project design and the *Proposed Project Concept*

- **Market and Trade Readiness:** Enhancing MSMEs' readiness for domestic and international markets through understanding of quality and volume standards, trade requirements, and potential for export integration.
- **Linkages and Partnerships:** Facilitating stronger connections with cooperatives, aggregators, MBG kitchens, buyers (domestic and international), and financial institutions to increase market access and scale.
- **Benchmarking and Best Practices:** Organizing benchmarking with successful inclusion models for MSMEs owned or operated by women, persons with disabilities, and other vulnerable groups in farming, inclusive cooperative practices, trade readiness programs, and export-oriented examples.

2. Downstream MSMEs (SPPG Units and Waste Management Organizations)

Downstream MSMEs, including MBG kitchens (SPPG units) and waste management organizations, are central to operational delivery. Support interventions will cover operational, financial, legal, and environmental sustainability areas. Key priorities are:

- **Kitchen and Operational Management:** Strengthening skills in workflow design, standard operating procedures, menu planning, and efficiency in kitchen management to meet MBG's large-scale requirements.
- **Food Safety and Hygiene Compliance:** Training MSMEs in food safety and hygiene, covering nutrition education, temperature control, portioning, storage, and documentation in line with MBG standards.
- **Legalization and Certification:** Assisting MSMEs to comply with national food safety and trade requirements, including Halal certification, PIRT, BPOM licensing, HACCP, and food handler permits.
- **Circular Economy and Waste Management:** Supporting innovations in waste reduction and recycling, including composting, maggot cultivation, recycling processes, and non-organic waste handling to foster sustainability.
- **Financial and Business Management:** Providing capacity in cost control, bookkeeping, revenue forecasting, budgeting, and scaling strategies to improve financial resilience and growth.
- **Technology Adoption and Innovation:** Promoting use of appropriate low-cost technologies for food processing, kitchen operations, and scaling sustainable solutions.
- **Workforce and Inclusion Development:** Ensuring women, persons with disabilities, and elderly workers are integrated into the downstream workforce, supported with capacity-building and decent work practices.
- **Market and Trade Readiness:** Preparing MSMEs for integration into wider markets through production consistency, documentation, compliance with buyer requirements, and potential entry into vertical trade.
- **Linkages and Partnerships:** Building connections with upstream suppliers, cooperatives, domestic buyers, and exploring international business matching opportunities to diversify market access.
- **Benchmarking and Best Practices:** Organizing benchmarking to model kitchens, circular economy projects, and successful vertical trade/export initiatives to promote adoption of proven approaches.

3. Cross-Cutting (Upstream and Downstream MSMEs)

Both upstream and downstream MSMEs face overlapping challenges. Cross-cutting themes will be addressed through integrated training, mentoring, linkages, and benchmarking to build resilience and inclusivity across the value chain. Areas include:

- **Digital Literacy and Enterprise Tools:** Promoting digital literacy, including mobile banking, enterprise applications, e-commerce platforms, and tools that support digital transformation of MSMEs.
- **GEDSI:** Strengthening leadership, entrepreneurship, and workforce participation of women, youth, and persons with disabilities to ensure equitable economic opportunities.
- **Certification and Regulatory Compliance:** Raising awareness and facilitating compliance with certifications and legal requirements that unlock access to broader markets.
- **Human Resource Development and Leadership:** Building capacities in workforce planning, employee management, leadership skills, and team development for sustainable enterprise growth.
- **Contracting and Negotiation Skills:** Improving MSMEs' abilities in negotiation, contracting, supplier management, and institutional engagement to foster stronger market positions.
- **Branding, Marketing, and Customer Service:** Enhancing visibility and competitiveness through branding strategies, customer engagement, and use of digital marketing channels.
- **Innovation and Sustainability Practices:** Encouraging MSMEs to adopt sustainable business practices, low-cost technologies, and circular economy approaches to remain competitive and environmentally responsible.
- **Linkages and Institutional Partnerships:** Facilitating partnerships with cooperatives, financial institutions, and trade networks to expand market opportunities and resources.
- **Benchmarking for Inclusive and Trade-Ready Models:** Conducting benchmarking to learn from inclusive supply chain integration models, removal of non-tariff trade barriers, and successful examples of MSME participation in domestic and international trade.

In conclusion, the TNA will generate both qualitative insights and quantitative data to guide the project's implementation, systematically identifying MSMEs across upstream, downstream, and cross-cutting categories and matching them with the most relevant interventions as a clear foundation for designing demand-driven capacity-building programs. This will ensure MSMEs are equipped with the right skills and support to integrate effectively and sustainably into the food supply chain.

Output 2.2. Placement, competency gaps identification

The objective of the training placement strategy is to assign each MSME to the most relevant and effective training stream, based on their diagnostic profile and the program's priorities. Placement decisions are guided by the identification of competency gaps among participating enterprises, ensuring that capacity-building interventions directly address the most critical needs.

The rationale for this approach is rooted in the recognition that MSMEs are highly diverse in their capabilities and challenges. While some may already be digitally fluent but lack regulatory certification, others may demonstrate strong technical skills in food preparation but have weak financial literacy and cash flow management. A uniform, **one-size-fits-all training model often results in wasted resources and limited engagement led to program ineffectiveness**. By contrast, a differentiated and cohort-based model¹⁵ ensures that MSMEs receive targeted support, personalized learning opportunities, and a higher training return on investment for both participants and the program.

¹⁵ A cohort-based model in training or capacity building refers to an approach where participants (in this case, MSMEs) are grouped into cohorts—that is, learning groups formed based on shared characteristics such as business size, sector, location, or capacity level. Instead of training enterprises individually and randomly, the program delivers structured, time-bound, and peer-supported learning to a defined group of MSMEs who progress through the training program together.

Training streams are mapped to identified needs and competency gaps. For example, enterprises with weak budgeting practices are directed toward financial literacy training, while those operating informally are supported in business formalization processes. MSMEs with limited digital capacity are placed in digital literacy training, and those preparing for compliance with regulatory standards such as Halal, PIRT, or BPOM are directed toward certification readiness modules.

To implement this strategy, a matching mechanism is applied that combines three elements:

1. **Individualized learning pathways** – Each MSME receives a tailored training plan with both mandatory and elective modules to match their profile.
2. **Cohort grouping** – Enterprises with similar business models or capacity levels are clustered together, allowing for peer-to-peer learning and greater efficiency in training delivery.
3. **Micro-credentialing** – Participants earn certificates for each completed module, building formal recognition of their progress and strengthening their eligibility for future financing and partnerships.

Delivery planning ensures that resources are efficiently allocated and responsive to MSME needs. Trainers are carefully matched to each training stream, whether from specialized institutions such as BPOM, financial consultants, or local NGOs. MSMEs are geographically clustered whenever possible to reduce logistical costs, and budget allocation is prioritized for streams requiring technical support and regulatory follow-up, such as certification.

Finally, several strategic considerations reinforce the sustainability and inclusivity of the approach. A case management system is used to track MSMEs across multiple learning cycles, ensuring continuity and measurable improvement. Hybrid delivery models, combining printed materials, video content, and SMS reminders, are deployed in areas with limited digital access. Peer mentors and alumni from previous cohorts are embedded into training cycles to foster ownership and provide contextual, experience-based learning.

Through this structured placement strategy ([Figure 3.](#)), the program ensures that each MSME receives tailored support, maximizes the effectiveness of resources, and builds a stronger, more capable base of enterprises contributing to the MBG program.

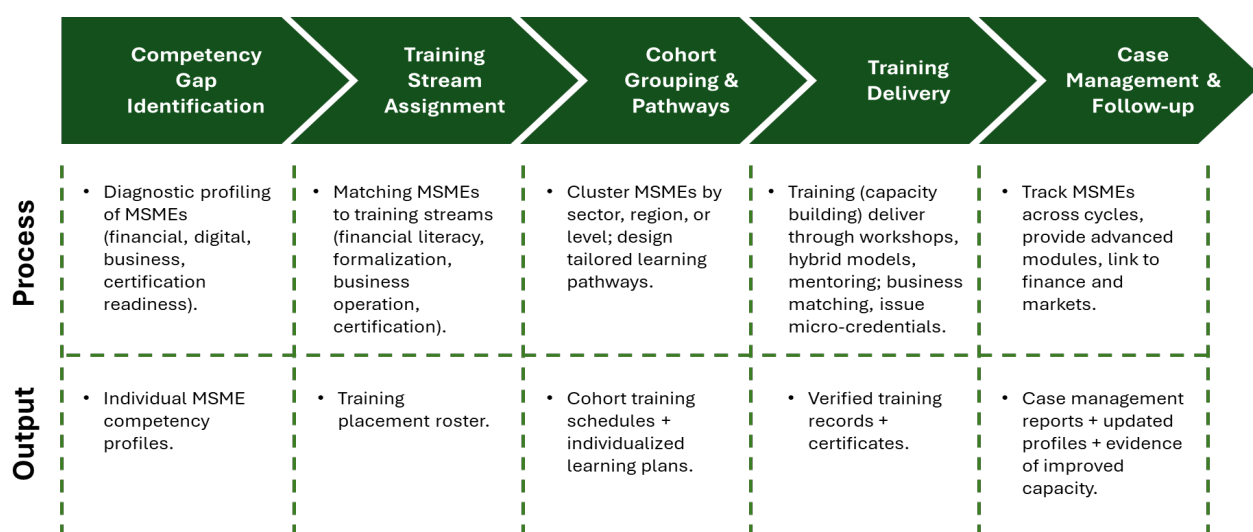


Figure 3. Training Placement Process and Output

Activity 3 – Training and Mentoring

The Consultant will be responsible to Equip MSMEs with practical knowledge, skills, and exposure across upstream, downstream, and cross-cutting areas; strengthen readiness for MBG supply chain integration. Additional expertise to cater delivery of this activity and other remaining activities will be considered and subject to approval by the RT4D facility in close consultations with the project proponent (MoMSMEs). Therefore, the consultant team may want to consider bringing appropriate expertise to properly deliver outputs in this activity, and the remaining outputs for the remaining activities. The project will adopt an integrated capacity-building model that combines structured training with personalized mentoring. This approach ensures that MSMEs not only acquire knowledge and skills but also receive the ongoing guidance necessary to apply these competencies effectively in real-world business settings.

Output 3.1. Training Module Development

Module development will use the ADDIE, a widely used framework and instructional design model that stands for five phases: **Analysis, Design, Development, Implementation, and Evaluation**. ADDIE framework, which provides a systematic and iterative approach to designing modules, ensuring that all training content is not only evidence-based and relevant to the local context but also continuously improved based on feedback and evaluation. This methodology allows for the creation of learning materials that are structured, practical, and directly applicable to the needs of MSMEs by following steps:

1. **Analysis:** This initial stage involves a comprehensive assessment of MSME training needs using the results from the TNA and other capacity evaluations. The goal is to identify gaps in knowledge, skills, and attitudes that are critical for their effective participation in food supply chains and business development.
2. **Design:** In the design phase, detailed module frameworks are developed, including learning objectives, strategies, content structure, and performance indicators. This ensures that each module is purposefully aligned with the competencies MSMEs need to achieve. Instructional methods, delivery approaches, and assessment tools are also carefully planned to maximize learning outcomes.
3. **Development:** At this stage, all training materials are created, including facilitator guides, participant handbooks, practical exercises, case studies, and digital learning aids. Each resource is designed to be engaging, interactive, and tailored to the specific challenges faced by MSMEs in their operational context.
4. **Implementation:** Modules are delivered through a combination of face-to-face sessions, online learning, and hybrid formats to accommodate the varying accessibility and operational needs of MSMEs. The delivery is customized to each segment—upstream, downstream, and crosscutting—ensuring that content is relevant and immediately actionable.
5. **Evaluation:** This phase involves assessing the effectiveness of the training modules through pre- and post-learning assessments, participant feedback, and monitoring the attainment of specific competencies. Evaluation results are used to refine and adapt modules, ensuring continuous improvement and responsiveness to the evolving needs of MSMEs.

Output 3.2. Training Session

Task 3.2.1 Learning Methodology

The project's learning methodology serves as the foundation for all capacity-building activities, including both training and mentoring. It integrates **Personalized Training Pathways**, **KSA (Knowledge, Skills, Attitude)**, and **Competency-Based Learning** to ensure interventions are relevant, practical, and oriented toward achieving measurable competencies. This learning methodology is applied in both training and mentoring as follows:

Application in Training

Training sessions follow the Personalized Training Pathways and KSA framework, designed to build MSMEs' capacity in a structured, practical, and competency-focused way. Each MSME follows a customized learning pathway based on TNA and placement results, ensuring that content is relevant to its segment—upstream, midstream, or downstream—and current capacity level. Cross-cutting sessions are included to cover essential topics for all participants.

At the start of training, a Pre-Learning Assessment is conducted to establish each MSME's baseline capacity and readiness, identify gaps, and refine the focus of the learning pathway. Training includes structured modules, practical exercises, and competency-based tasks aligned with KSA dimensions, enabling participants to apply knowledge, enhance skills, and develop an entrepreneurial mindset.

At the end of the training, a Post-Learning Assessment evaluates improvements in competencies and measures outcomes such as access to finance, certification readiness, and market linkages. Assessment results are used to track progress, identify remaining gaps, and inform follow-up mentoring or future training sessions, ensuring continuous improvement in MSME capabilities.

Output 3.3. Mentoring Sessions

Task 3.3.1. Learning Methodology

Application in Mentoring

Mentoring sessions complement training by providing personalized one-on-one or small-group guidance, helping MSMEs apply the knowledge and skills acquired during training in their daily business operations. Mentoring follows the same Personalized Training Pathways and KSA framework, ensuring consistency and relevance across all capacity-building interventions.

At the start of mentoring, a review of the Pre-Learning Assessment and training outcomes helps mentors identify priority areas for guidance, tailor support to each MSME's segment—upstream, midstream, or downstream—and address operational challenges specific to their business. Mentoring emphasizes applying competency-based exercises in real-world contexts, reinforcing practical skills, entrepreneurial mindset, and problem-solving capabilities.

Each mentoring session is documented in a mentoring log, and MSME progress is tracked through development progress records. This allows mentors to monitor achievements, identify gaps, and plan follow-up actions, ensuring continuity and measurable improvements. Mentoring also provides a flexible format, combining in-person and online interactions to maximize accessibility and efficiency while maintaining personalized support.

Task 3.2.2. Learning Approaches

1. Application in Training

- **Delivery:** Training is delivered through a combination of face-to-face sessions and online modules. Sessions include structured modules, practical exercises, and cross-cutting topics relevant to all MSMEs to maximize learning effectiveness.
- **Trainer Criteria and Selection:** Trainers are selected based on their technical expertise and practical experience in MSME-relevant areas, including academia, government, and industry. This ensures both theoretical rigor and applicability to real business challenges.
- **Stakeholders:** Collaborations with government partners (DisKopUKM, PLUT), business associations, private sector actors, and financial institutions help enrich content, provide real-world examples, and share case studies.

Task 3.3.2. Learning Approaches

2. Application in Mentoring

Delivery: Mentoring is conducted in one-on-one or small-group sessions using a hybrid format, combining in-person meetings (at least one during offline training) with online follow-ups. This ensures tailored, flexible guidance.

Mentor Criteria and Selection: Mentors are experienced practitioners, senior entrepreneurs, or business leaders with proven expertise in areas critical to MSME growth, such as finance, supply chain management, marketing, and operations.

Stakeholders: Mentors collaborate with financial advisors, supply chain experts, and digital market facilitators to provide targeted and practical guidance that addresses real business challenges.

Output 3.4. (Training Sessions) – Learning Implementation

- **Training Delivery**

- **In-person Sessions:** Conducting separate sessions allows content to be tailored to the distinct needs of upstream and downstream MSMEs, increasing learning effectiveness.

- Training 1 (2 days): Targeted at 18 upstream MSMEs and 12 downstream MSMEs, covering cross-cutting topics such as digital literacy, simple bookkeeping, and financial management applicable to all MSMEs.

- Training 2 (2 days): Targeted at 18 upstream MSMEs and 12 downstream MSMEs, covering cross-cutting topics such as Technical and operational capacity, Legalization (Formalization) & certification readiness, Business capacity, market access and trade readiness, or Partnership development applicable to all MSMEs.

During the first of the in-person sessions, the agenda will include a site visit to SPPG to observe and learn about operations firsthand and gain a better understanding of the implementation context.

- **Online Sessions:**

- Training 1 (2 days): Targeted at 18 upstream MSMEs, covering production techniques, post-harvest practices, and supply chain management, including standardization and partnerships with aggregators.

- Training 2 (2 days): Targeted at 12 downstream MSMEs, covering business development, marketing strategies, integrated waste management, and value-added product development.

Output 3.5 (Mentoring Sessions) – Learning Implementation

- **Mentoring Delivery**

Each MSME will receive four mentoring sessions. At least one session will take place in person during the offline training, while the remaining sessions will be delivered online to maximize flexibility and cost efficiency.

Task 3.4 GEDSI Considerations in Implementation¹⁶

GEDSI will be mainstreamed across all training and mentoring activities. This ensures that interventions are socially equitable, accessible, and responsive to the diverse needs of MSMEs. Key principles include:

- **Gender-Sensitive Training Design:** Modules promote women's leadership, equitable household decision-making, and entrepreneurship skills.
- **Inclusive Participation:** Flexible training schedules accommodate agricultural cycles, cultural events, and family responsibilities. Accessibility measures support participants with disabilities and those in remote locations.
- **Community-Based Approaches:** Group-based learning (e.g., cooperatives, self-help groups) strengthens collective agency and bargaining power.
- **Capacity Building for Vulnerable Segments:** Special modules on digital literacy, family-based financial management, nutrition, and leadership will empower women, youth, people with disabilities, and marginalized groups.

Gender-Responsive Support Mechanisms: Ensuring that all training and mentoring are gender-responsive, for the example by promoting financing models tailored for women and people with disabilities groups, facilitating inclusive market access through collective branding, aggregator partnerships, and product certification, and integrating approaches that empower women, youth, persons with disabilities, and marginalized communities.

Activity 4 - Linkages and Benchmarking

The Consultant will facilitate structured opportunities for MSMEs to connect with buyers, suppliers, financial institutions, and strategic partners while also learning from best practices across the sector. Linkages will strengthen MSMEs' market access and partnerships, while benchmarking will expose them to practical examples of successful business models and innovations. Together, these activities will accelerate MSMEs' integration into competitive supply chains and enhance their long-term sustainability.

Output 4.1. Stakeholders Identification for Linkages and Benchmarking

Segment / Group	Linking / Partnerships	Benchmarking & Best Practices	Suggested Stakeholders*
Upstream (Farmers / Micro Producers)	Integration with MBG kitchens / aggregators & cooperatives	Female & disability farmer models; cooperative / aggregator inclusive practices	ACIAR ¹⁷ , NZTE ¹⁸ , Banks, Cooperatives, Certification agencies
Local Suppliers / Distributors	Links with MBG kitchens / aggregators; Access to	Trade finance & market linkage	ACIAR, NZTE, Banks, Cooperatives, Certification agencies

¹⁶ Based on insights from stakeholder consultation with ASPPUK (Asosiasi Pendamping Perempuan Usaha Kecil – Mikro) or Association for Women's Small and Micro Business Assistance.

¹⁷ Australian Centre for International Agricultural Research

¹⁸ New Zealand Trade and Enterprise

	domestic & international buyers		
Local Producers / Micro-Food Processors	Collaboration with SPPG, aggregators, cooperatives; Market linkage to buyers	Trade finance & vertical trade	ACIAR, NZTE, Banks, Cooperatives, Certification agencies
Aggregator / Cooperatives	Connecting farmers & MSMEs to SPPG & buyers	Trade readiness & competitiveness	ACIAR, NZTE, Banks, Cooperatives, Certification agencies
Downstream: SPPG / MBG Kitchens	Integration with upstream supply chain; National & international business matching	Trade expansion & competitiveness	Goterra ¹⁹ , CSIRO ²⁰ , Local FMCG ²¹ , MBG buyers
Waste Management (Organic & Non-Organic)	Collaboration with SPPG, communities, cooperatives	Trade readiness and competitiveness	Goterra, CSIRO, Local FMCG, MBG buyers
Crosscutting	Market access & trade finance; B2B/B2G linkages; Supplier management & institutional engagement; Cross-sector collaboration & MoUs	GEDSI inclusive practices; Trade readiness and Non-Trade Barrier removal; Supply chain & vertical trade models	Australian & NZ embassies, Trade ministries ²² , FAO ²³ , RT4D focal points

Table 4. Segment-Based Linkages, Benchmarking and Stakeholders

*NOTE: Suggested stakeholders are indicative and reflect potential partners from government agencies, international development partners, private sector actors, and research institutions relevant to MSME capacity building, linkage facilitation, and benchmarking initiatives.

Task 4.1. Learning Methodology

The Learning Methodology refers to the principles, techniques, and approaches used to ensure that linkage and benchmarking activities are consistent, effective, and results oriented.

1. Application in Linkage: Linkage is an activity that connects MSMEs with various strategic stakeholders, both upstream and downstream, with the aim of opening access to markets, partnerships, financing, and collaboration opportunities. The activities consist of two online sessions and one offline session (business matching). The online sessions include a moderator, speaker, and facilitator (each MSME will receive a mobile data top-up for every online event). The participants will consist of 30 MSMEs, of which 18 are upstream individual/MSMEs and 12 are individuals from 4 downstream MSMEs.. The applications of the methodology are:

- Experiential learning methodology is applied, where MSMEs not only receive material but also directly interact with potential partners.
- Emphasis on practical exposure through discussions, negotiation simulations, and business matching.
- Documentation of linkage results, including initial agreements, collaboration opportunities, and follow-up actions.

¹⁹ Australian waste management & maggot-based circular economy company

²⁰ Commonwealth Scientific and Industrial Research Organisation (Australia)

²¹ Domestic fast-moving consumer goods companies

²² Ministry of Trade, Indonesia and relevant ASEAN counterparts

²³ Food and Agriculture Organization of the United Nations

- 2. Application in Benchmarking:** Benchmarking is a learning activity based on comparing best practices with other businesses, institutions, or more advanced ecosystems. Its purpose is to provide inspiration, reference standards, and real-life experiences that MSMEs can adapt to improve their capacity and competitiveness. The applications of the methodology are:
- Comparative learning methodology is applied, where MSMEs study business models and success stories of other actors.
 - The benchmarking process is accompanied by reflective discussions to link best practices with the MSMEs' local context.
 - Benchmarking results are summarized in knowledge briefs to ensure sustainable knowledge transfer.

Output 4.2. Online Linkage Sessions – Upstream and Downstream MSMEs

- **Linkage 1: Strengthening Upstream and Downstream Supply Chains.**

Enhance MSME integration into the MBG ecosystem by improving raw material access, supply chain linkages, and waste management connections, such as:

- Multi-stakeholder session involving MSME producers and suppliers, aggregators, SPPG operators, and waste-processing organizations.
- Focused discussions on supply chain management, contract management, and product requirements (quality standards, technical specifications, compliance).

This activity will be delivered online, with two dedicated half-day sessions conducted separately for the upstream and downstream segments.

- **Linkage 2: Cross-Cutting Enablers: Market Expansion and Finance.**

Strengthen MSME business sustainability by expanding market access beyond MBG and improving access to finance, such as:

- Market linkage dialogue between MSMEs and local buyers, certification bodies, and business associations to explore domestic market opportunities and strengthen supply chain participation.
- Financial facilitation sessions connecting MSMEs with financial institutions, including banks, cooperatives, and fintech providers, to unlock financing options.

This activity will be implemented online as a full-day program, with upstream and downstream sessions conducted in parallel.

Task 4.2.1. Learning Approaches

1. In Linkage Activities

The approach combines experiential and participatory methods to build MSME capacity in supply chains, market access, and finance. MSMEs engage in interactive discussions, peer-to-peer knowledge sharing, simulation exercises, and direct exposure to stakeholders through online and offline sessions. Online sessions focus on upstream and downstream challenges via targeted dialogues, while offline sessions provide real market engagement through product showcases, pitching, and one-on-one meetings. Content and modality remain adaptive, refined based on needs assessment findings to ensure relevance, responsiveness, and actionable outcomes.

Output 4.3. One full-day in-person – Business Matching Session

Facilitate direct commercial partnerships and investment opportunities for MSMEs across the supply chain, such as:

- Product showcase featuring MSMEs from upstream, midstream, and downstream sectors.
- Pitching sessions where MSMEs present to buyers, distributors, investors, and financial institutions.
- Anchor buyer presentations highlighting procurement needs and market trends.
- One-on-one meetings enabling contract negotiations and deal-making.
- Advisory clinics offering tailored guidance on certification, food safety, and finance.
- Closing session for reflection and follow-up actions, including signing of MoUs/Lols if possible.

This activity will be conducted offline/in-person, over a full day, with upstream and downstream sessions running in parallel.

All content under Linkages 1, 2, and 3 may be adjusted based on the results of the needs assessment to ensure relevance and responsiveness to MSME priorities.

Output 4.4. Online Benchmarking Sessions

Benchmarking is carried out twice—once for upstream MSMEs and once for downstream MSMEs or crosscutting—in the form of virtual exchanges or by bringing in international guest speakers from the RT4D network. All learning results are documented in the form of knowledge briefs and shared through discussion forums to enable replication and scale up the impact.

Task 4.4.1 Learning Approaches

- **In Benchmarking Activities**

Learning is conducted through guided discussions with experts as well as collaborative forums. MSMEs are facilitated to collectively develop follow-up action points so that lessons from benchmarking can be adapted to their business needs.

Output 4.5. Linkages and Benchmarking Summary Report – (GEDSI Considerations in Implementation)

This report will elaborate selected MSMEs participation, potential and achievement on under this activity, as well as making sure that each activity (linkages and benchmarking sessions) will integrate the principles of GEDSI to ensure fair and equal participation.

- **Inclusive Participation:** Proactively reaching out to women-owned MSMEs and vulnerable groups to achieve at least 40% involvement.
- **Accessible Format:** Using hybrid methods (online/offline) with disability-friendly locations and materials.
- **Equity in Partnerships:** Facilitating connections between marginalized MSMEs and aggregators/buyers who apply fair trade principles.
- **Gender-Sensitive Benchmarking:** Selecting case studies that highlight women's leadership and inclusive business practices.

- **Inclusive Facilitation:** Using simple language, easily accessible materials, disability-friendly spaces, and flexible schedules for women with domestic responsibilities.
- **Monitoring GEDSI Indicators:** Measuring consistency of achievement, including the percentage of participants from target groups, satisfaction levels, and tangible impacts on their businesses.

Activity 5 - Knowledge Capture and Guideline Development

The Consultant will identify, analyze, and systematically disseminate lessons from implementation to support replication, policy, and sustainability. And will make sure delivery of each following outputs:

Output 5.1. Regional Guideline development

As this pilot project is designed to transition into a scaled-up program led by government stakeholders and ecosystem partners, Activity 5 on Knowledge Capture & Guideline Development plays a crucial role in bridging implementation with institutional adoption. This approach embeds field evidence directly into the project's core documents, ensuring alignment with RISP reporting requirements while avoiding duplication.

To support replication and scaling, the Regional Guideline on MSME Empowerment will be produced as the flagship digital knowledge product. This guideline will consolidate the MSME Empowerment Model emerging from the pilot, including case studies, capacity-building methodologies, monitoring insights, and practical frameworks tested during implementation. Finalisation of the guideline will include consultations with relevant stakeholders.

Output 5.2. interactive digital dashboard

Complementing the Regional Guideline on MSME Empowerment, an online visual monitoring dashboard will be developed to track disaggregated indicators by gender, disability, supply chain segment, and geographic coverage (as output 2 of this activity).

Weekly and/or monthly online monitoring of MSME progress will be reported and completed to relevant stakeholders.

Output 5.3. Online participatory reflection sessions

Participatory reflection sessions will be conducted **online** with MSMEs, local governments, and other stakeholders to validate findings and ensure that lessons reflect field realities (as output 3 of this activity). Insights from these sessions will be directly integrated into the Regional Guideline (for any necessary revision) and related policy briefs, thereby strengthening ownership and uptake.

Activity 6 - Project Reporting and Knowledge Dissemination

The Consultant will be responsible for the development, submission, revision and finalisation of the following outputs under activity 6:

Output 6.1. Project Progress Report (PPR)

Monitoring and evaluation will be embedded throughout project implementation, with systematic tracking of progress and outcomes incorporated into both the Project Progress Report and the Project Completion Report. Continuous M&E will enable the team to monitor milestones and

timelines in real time, make evidence-based adjustments, and ensure the relevance and responsiveness of activities. The MEL Specialist will oversee data management by developing standards and indicators, preparing a comprehensive indicator plan, and applying the theory of change to guide the measurement of results and impacts.

Development and finalisation of the PPR expected to be completed at year end as a requirement for funding partners, using RT4D templates. Reports and final deliverables under this activity will be uploaded to **online platforms** and submitted to the Project Proponent and RT4D for review and approval, ensuring alignment with oversight and reporting requirements.

Output 6.2. Development and Finalisation of Evidence-based Policy Brief

Development of a concise, evidence-based Policy Brief (emphasising institutional strengthening, market integration, circular economy, and government ownership, also integrating GEDSI findings, highlighting challenges and lessons from women and vulnerable-group MSMEs), are important to be shared for relevant stakeholders especially to provide the policy makers, especially the proponent (MoMSMEs), and National Nutritional Body (BGN) who directly oversee the MBG (Free Nutritious Meal) program, if any lesson's learned can be shared, in the processes, successful delivery of the MBG program, involving the existing local MSMEs particularly in the targeted SPPG (community kitchen) in West Java area.

Output 6.3. A Brief Project Achievement Video production

Development of a concise, short Project achievement video, max. of 5 minutes duration, showcasing MSME achievements, footages from relevant activities of this project. This will involve:

Task 6.3.1. Drafting, finalising text script for video production

Producing text script for video development, making necessary revision, and finalisation of the text script, with close coordination, to secure feedback, inputs and approval from the RT4D, the project proponent (MoMSMEs), and DFAT.

Task 6.3.1. Video production development

Development of video production incorporating footages of relevant activities from this project shall consider feedback, comments, approval from the RT4D, the project proponent (MoMSMEs), and DFAT. The consultant team may want to consider bringing this expertise of video production to properly deliver this output.

Output 6.4. Project Completion Report

Final Project Completion Report (PCR) summarising activities, outputs, outcomes, and impacts in accordance with RISP reporting standards, after completion, and achievement of all outputs. The PCR will incorporate all achievements and outputs delivered for this project, using RT4D templates.

All deliverables are expected by Q2 of 2026 and will be systematically disseminated through digital channels to relevant stakeholders, including policymakers and RCEP stakeholders. Through this process, the program will ensure that lessons, evidence and recommendation, thereby strengthening pathways for MSME integration into broader economic frameworks and sustaining impact beyond the project period.

B. Project Workplan, Timelines

Working closely with the RT4D team and MoMSMEs, the Consultant is expected to deliver the outlined deliverables in line with the work plan and timeline below. The support from the selected Consultant, will be undertaken over a continuous effective period of **8-9** calendar months with an estimated **100** person days of professional services. Actual time will be agreed in negotiation with the selected Consultant. Work will commence immediately after contract signing.

Activity/Task	Responsible Party	Deadline
Activity 1: Inception – Targeting MSMEs	Consultant, MoMSME, Local Governments	Mid-Jan 2026
Output 1.1: Inception report	Consultant	Early-Dec 2025
Output 1.2: Ecosystem Mapping	Consultant	Early-Dec 2025
Output 1.3: Outreach and Registration	Consultant and MoMSME	Mid-Dec 2025
■ Task 1.2.1: Eligibility and Inclusion Criteria	Consultant	Mid-Dec 2025
Output 1.3: Baseline Assessment	Consultant	Early-Jan 2026
Output 1.4: Selection Process and Reporting	Consultant	Mid-Jan 2026
■ Task 1.4.1: Prioritization Filter and Shortlisting	Consultant and stakeholders	Mid-Jan 2026
Activity 2: Identification of Capacity Needs and Placement	Implementer and MoMSME	Early-Feb 2026
Output 2.1: Profiling and Training Needs Assessment (TNA)	Consultant	End-Jan 2026
Output 2.2: Training Placement	Consultant	Early-Feb 2026
Activity 3: Training and Mentoring		End-Apr 2026
Output 3.1: Training Module Development	Consultant	Mid-Feb 2026
■ Task 3.1.1: Trainer Selection	Consultant	Mid-Feb 2026
■ Task 3.1.2: Mentor Selection	Consultant	End-Feb 2026
Output 3.2: In-person Training for Crosscutting MSMEs (upstream & downstream), which include one session for mentoring and on-site visit	Consultant	Early-Mar 2026
■ Task 3.2.1: Online Training 1 for Upstream MSMEs	Consultant	Mid-Mar 2026

■ Task 3.2.2: Online Training 2 for Downstream MSMEs	Consultant	Mid-Mar 2026
■ Task 3.2.3: Online Training 2 for Crosscutting MSMEs	Consultant	End-Mar 2026
Output 3.3: Mentoring Session 1 (in-person)	Consultant	Early-Mar 2026
■ Task 3.3.1: Online Mentoring Session 2	Consultant	Mid-Mar 2026
■ Task 3.3.2: Online Mentoring Session 3	Consultant	End-Apr 2026
■ Task 3.3.3: Online Mentoring Session 4	Consultant	End-Apr 2026
Activity 4: Linkages and Benchmarking		Early-Jun 2026
Output 4.1: Stakeholders Identification for Linkages and Benchmarking	Consultant	Mid-Apr 2026
■ Task 4.1.1: Develop learning methodology and apply learning approaches	Consultant	Mid-Apr 2026
Output 4.2: Online linkages sessions – upstream and downstream MSMEs (online format)	Consultant	Mid-Apr 2026
■ Task 4.2.1: Learning approaches in linkages	Consultant	Mid-Apr 2026
Output 4.3: One full-day in-person Business Matching Session	Consultant	Early-May 2026
Output 4.4: Online benchmarking sessions (one upstream, one downstream)	Consultant	End-Apr 2026
■ Task 4.4.1: Learning approaches in benchmarking	Consultant	Mid-Apr 2026
Output 4.5: Linkages and benchmarking summary report	Consultant	Early-Jun 2026
Activity 5: Knowledge Capture and Guideline Development		Mid-Dec 2025 – Early-Jun 2026
Output 5.1: Development and finalisation of Regional Guideline on MSME Empowerment	Consultant	Early-Jun 2026
Output 5.2: Develop visual dashboard (tracking disaggregated indicators online and serving as a transition-to-scale tool)	Consultant	Early-May 2026
Output 5.3: Conduct online participatory reflection sessions with MSMEs and stakeholders	Consultant	Early-May 2026
Activity 6: Reporting and Knowledge Dissemination		Implementer and RT4D
Output 6.1: Drafting and finalisation of Progress Report (integrating M&E findings)	Consultant	End-Dec 2025

Output 6.2: Development and finalisation of policy briefs	Consultant and RT4D	Late-May 2026
Output 6.3: Produce and publish a short project achievement video online	Consultant	Mid-Jun 2026
■ Task 6.3.1: Drafting, finalising text script for video production	Consultant, MoMSMEs, and RT4D	Mid-Jun 2026
■ Task 6.3.2: Video production processes (revision, finalisation)	Consultant, MoMSMEs, and RT4D	End-Jun 2026
Output 6.4: Drafting and finalisation of Project Completion Report in RISP format	Consultant	End-Jun 2026

V. Gender Equality Disability and Social Inclusion

The Consultant will be responsible for ensuring that project implementation embeds Gender Equality, Disability and Social Inclusion (GEDSI) in line with the requirements set in this section. The consultant shall integrate GEDSI principles throughout its planning and implementation stages to ensure equal access, benefits, and positive outcomes for all, especially vulnerable groups. The project objectives explicitly prioritize support for women-led MSMEs and other marginalized communities, aligning with the endorsed Project Concept. The Consultant should consult and work closely with the RT4D Manager and RT4D GEDSI Manager in ensuring that the project implementation addresses these requirements.

A. Project approach to mainstream gender considerations

- All outputs should endeavour to reflect RT4D's GEDSI requirements, including how relevant activities could mainstream gender considerations.
- The project will mainstream gender considerations and broader GEDSI principles throughout its activities.
- All training and mentoring modules will incorporate content on gender dynamics in business and food supply chains, using materials in Bahasa Indonesia with visual support to ensure accessibility for participants with limited literacy.
- Locations for in-person activities will be carefully selected for accessibility, including for participants with disabilities, and digital platforms will be designed with inclusive features.
- Gender-disaggregated data will be systematically collected and reported, while outreach strategies will apply gender-responsive approaches to ensure the meaningful engagement of underrepresented groups.
- Targeted participants include women-owned or women-managed MSMEs, particularly housewives and female heads of households, alongside other vulnerable groups such as persons with disabilities, and the rural and urban poor.
- Consultations will be conducted in accessible formats, with opportunities for feedback in both verbal and written form. Inclusive facilitation techniques will encourage contributions from individuals less likely to speak up, including women and people with disabilities. Trainers, facilitators, and speakers will reflect diverse backgrounds to model inclusivity and foster trust.

B. Project approach to inclusive participant identification and engagement

- In the food supply chain sector, women, persons with disabilities, and other marginalized groups often face barriers in accessing resources, training, and markets. The project addresses these disparities by targeting MSMEs led or managed by women—particularly housewives and female heads of households—and other vulnerable groups, including persons with disabilities and low-income urban and rural families.
- Of the 22 MSMEs expected to be accepted into the project, at least 40% are women-owned and vulnerable-group enterprises. The project prioritizes micro-enterprises, reflecting their predominance in the overall distribution of MSMEs in West Java Province—approximately 85% of the accepted MSMEs, or about 18 out of 22.
- The project aims for at least 40% participation from women-led MSMEs and a minimum of 10% representation from other vulnerable groups. These participants will benefit from tailored training

modules, accessible materials, and inclusive policy recommendations that recognise the diverse challenges they face.

C. Project approach to benefit disadvantaged groups

- The project should consider how to embed RT4D Guidelines for Inclusive Events and Communications in the design of Stakeholder Consultations to ensure that these are culturally sensitive, equitable and beneficial to all participants.
- The project should also consider how its methodology and approach can support integrity of participation by appropriately tailoring activities and outputs to ensure social barriers (e.g. language, culture, religion, location, disability and preferred engagement style) do not unintentionally limit or otherwise impede participation.
- No specific measures are needed in this activity to ensure 'Do No Harm' except standard risk mitigation measures.

D. Project approach to ensuring the voices and aspirations of all participants, including those representing woman and other marginalised groups are incorporated

- Targeted participants include women-owned or women-managed MSMEs, particularly housewives and female heads of households, alongside other vulnerable groups such as persons with disabilities, and the rural and urban poor. The project aims for at least 40% participation from women-led MSMEs and a minimum of 10% representation from other vulnerable groups. These participants will benefit from tailored training modules, accessible materials, and inclusive policy recommendations that recognise the diverse challenges they face.
- The project should also consider how to appropriately capture feedback from On-site Training, mentoring participants to produce disaggregated data on gender and disability, to inform reporting.
- The project should also consider the use of interactive tools to ensure that an enabling environment is created for participants, with the aim for all stakeholders to feel comfortable to ask questions and engage in discussions, to overcome any language barriers and hierarchical questions that may inhibit open and transparent discussion.

E. Approach to inclusive activities and events

- The Project should embed RT4D Guidelines for Inclusive Events and Communications in the design of the Stakeholder Consultations and the Workshop.

VI. Communications, Media, and Business Engagement

The Consultant will support the RT4D Facility in meeting any Communications and Media objectives through the course of the Project. All reports and materials should be produced to a high quality in line with RT4D Branding Guidelines.

The Consultant is expected to adhere to following RT4D guidelines as required:

- i. Employ RT4D Branding guidelines, templates and logos in all project documentation (e.g. reports, PPTs, invitations).
- ii. Collecting images of the workshop for website and social media promotion.
- iii. RT4D Banner and RT4D brand on physical materials shared.

External Communications and Media component of this Project will be a key component of most project activities. The Consultant will be expected to respond to any reasonable requests and inputs

from the RT4D Communications Manager and Technical Team, which may include but will not be limited to project updates and requested written inputs.

In addition, the Consultant is expected to manage the implementation of the activity so that it adheres to communications and business engagement objectives as outlined below.

A. Communicating the Benefits of the RCEP

The Project should ensure that the benefits of RCEP are appropriately communicated throughout relevant project outputs to participants. This includes through the development of the training modules, materials of the on-site training, in-person mentoring, and business matching event, as well as other key outputs of the project. The project's communication strategy includes the following components:

- a. **Clarity of Message:** The project will deliver practical and contextual education on RCEP tailored to MSMEs. Key topics include member countries, relevant commodities, rules of origin, food safety standards, and simplified export documentation. The content will be presented through easy-to-understand formats such as visual modules, short video production, and facilitated discussions.
- b. **Alignment with Objectives:** All communication efforts are embedded in the training and mentoring components of the project. RCEP-related content will be integrated into broader capacity-building themes including certification, business management, and digital marketing. Facilitators will be trained to highlight real market opportunities in RCEP countries—such as Singapore, Australia, and New Zealand—based on mapped demand for specific commodities. This ensures that messaging is aligned with the project's goals to boost MSME readiness and participation in regional trade.
- c. **Call to Action / Follow-up:** The project includes the development of MSME export profiles and digital product catalogues in English, formatted to appeal to international buyers. These materials will facilitate ongoing engagement in cross-border business matching, regional trade fairs, and digital export platforms beyond the project's lifespan. MSMEs that complete the training will be better equipped to pursue RCEP market opportunities independently.
- d. **External Communications:** Key messages and outcomes will be shared publicly through testimonials and success stories from MSMEs that successfully access RCEP markets. These stories will serve as motivational content for other MSMEs and will be disseminated via social media, the project's website, and official Ministry of Cooperatives and SMEs communication channels. Where appropriate, selected outcomes may also be communicated via RT4D digital platforms and press releases.

B. Engagement, Building Relationships and Facilitating Feedback from Businesses

The project is designed to establish a two-way engagement mechanism between government stakeholders, MSMEs, food supply chain aggregators (SPPG), logistics providers, and potential buyers. It emphasizes long-term relationship building, responsive feedback loops, and practical facilitation to strengthen inclusive and sustainable supply chain development. The project supports Parties in the following ways:

- a. **Marketing and Branding:** MSME products and success stories will be featured on a digital promotional platform designed to reach national and regional buyers. This not only enhances the

visibility of participating MSMEs but also promotes the project's impact and fosters greater public-private interest in inclusive supply chain models.

- b. **Collaborative Partnerships:** The project will facilitate direct partnerships between:
 - MSMEs and SPPGs through supply contracts
 - MSMEs and retail/export distributors via business matching
 - SPPGs and waste processing solution providers (e.g. maggot processors)
 These partnerships will be supported through tools such as simplified contract templates, pricing simulations, and logistics planning discussions.
- c. **Leveraging Expertise:** Logistics providers, export distributors, and SPPGs will be engaged early to ensure that MSMEs meet market and supply chain requirements. Their feedback on raw material standards, pricing structures, and supply timelines will be incorporated into the project's training and support activities.
- d. **Knowledge Transfer:** The project will create regular forums where MSME suppliers can communicate operational challenges (e.g. high input costs, delays in certification), explore market expansion strategies, and receive guidance from experienced buyers and aggregators. These insights will shape ongoing program refinement.
- e. **Capacity Building:** The project includes training on contract negotiation, logistics coordination, and product profiling. MSMEs will also benefit from hands-on business matching sessions, simulations of sales scenarios, and export readiness coaching tailored to regional demand trends.

Strategic Alliances: Following initial interventions, digital communication groups will be established to maintain active engagement between actors. Local government agencies, particularly provincial offices and PLUT (Integrated Business Service Centres), will be positioned to manage and sustain these alliances post-project, supporting organic market growth and collaboration.

VII. Monitoring & Evaluation

The project's success will be measured against its ability to measure outputs and outcomes. The Consultant will be responsible for supporting the RT4D Facility in meeting key MEL requirements and templates during the delivery of the Project in line with the table of indicators below. This will include, but not be limited to:

- 1) Participant registration forms (online).
- 2) Participant sign-in sheet and attendee tracking (online or paper form) for both virtual and in-person consultation and workshops.
- 3) Workshop feedback form (online).
- 4) Workshop Report (document)

The Technical Consultant should keep in contact with the RT4D MEL Manager to get:

- Guidance on using MEL templates (should be a week before starting).
- Support on data collection if needed (during the implementation).
- Tabulated/analysed data to complete the Workshop Report.

Table 6.1 – Project Performance Indicators

Suggested Indicator	Indicator Type	Target	Activity Number	GEDSI Mainstreaming
Objective 1: To empower and facilitate MSMEs to effectively integrate into Indonesia's food supply chains.				
Indicator 1.a: # of upstream MSMEs demonstrating improved managerial capacity	Outcome	80% participants reported an increase in knowledge from baseline.	1.3	At least 40% women-owned or vulnerable-group MSMEs represented; capacity building integrates women's leadership and inclusion principles.
Objective 2: To promote inclusive market and trade by facilitating MSME participation in food supply chains.				
Indicator 2.a: # of partnership made within participated MSMEs	Outcome	Minimum 5 new partnerships established within MBG supply chain	4.2	Ensure inclusion of women- and disability-led MSMEs in partnership opportunities and value-chain linkages.
# of MSMEs reached based on the standardised and inclusive process	Output	60 MSMEs reached through outreach	1.2	Inclusive outreach campaign targeting women-, youth-, and PWD-led MSMEs.
	Output	Selection report summarizing gaps and opportunities produced	1.4	Report includes gender- and vulnerability-disaggregated data and analysis.
# of MSMEs engaged in across supply chain – upstream and downstream	Output	22 MSMEs (30 Individuals) shortlisted (18 upstream MSMEs x 1 representative, 3 Individuals x 4 MSMEs from downstream)	1.3, 1.4	At least 40% of selected MSMEs are women- or vulnerability-group owned; transparent and inclusive selection process applied.
# of MSMEs profiled through the TNA process to identify capacity gaps.	Output	100% of 22 MSMEs profiled via TNA	2.1	Disaggregated by gender, disability, and MSME segment.
	Output	Competency gaps identified	2.2	TNA captures GEDSI-related constraints and integrates them into training design.
# of training sessions delivered, disaggregated by stream (upstream, downstream, and cross-cutting).	Output	Six training sessions conducted (2 in-person upstream, 2 in-	3.2	Training materials adapted for accessibility; inclusive participation promoted through flexible schedules and assistive materials for PWDs.

Suggested Indicator	Indicator Type	Target	Activity Number	GEDSI Mainstreaming
		person downstream, and 2 online cross-cutting).		
# of individuals from MSMEs receiving tailored mentoring sessions (hybrid: in-person and online).	Output	30 individuals each receive a minimum of four mentoring sessions.	3.3	Mentoring content includes gender and inclusion modules; accessible formats for PWDs; sessions tailored to women and youth-led MSMEs.
# and proportion of MSMEs participating in the programme that are women-owned or belong to vulnerable groups.	Output	60 MSMEs participate, of which a minimum of 40% are women-owned or from vulnerable groups.	3.4	Affirmative targeting of women-, youth-, and PWD-led MSMEs; gender and vulnerability disaggregation in participation tracking.
# of online linkage sessions conducted to strengthen upstream and downstream MSME connections.	Output	Two half-day online linkage sessions completed (one upstream, one downstream).	4.2	Ensure gender-balanced participation and panellists; communication materials designed for accessibility and inclusiveness.
# of in-person business matching sessions conducted to facilitate direct commercial partnerships and investment opportunities.	Output	One full-day in-person business matching session completed.	4.3	Priority invitations to women- and disability-led MSMEs; equitable facilitation ensuring inclusive networking and partnerships.
# of benchmarking sessions conducted to expose MSMEs to best practices and innovation models.	Output	Two one-day benchmarking sessions completed (one upstream, one downstream).	4.4	Benchmarking includes inclusive models showcasing women's leadership and disability-friendly innovations.
# of MSMEs participating in linkage and benchmarking activities, disaggregated by gender and vulnerability status.	Output	60 MSMEs participate, with a minimum of 40% representing	4.5	Data disaggregated by gender and disability; equal representation of vulnerable groups across sessions.

Suggested Indicator	Indicator Type	Target	Activity Number	GEDSI Mainstreaming
		women-owned or vulnerable-group MSMEs.		
Objective 3: To develop a replicable pilot model for MSME integration and gather input for policymakers.				
Integrated knowledge products developed and disseminated, consolidating M&E findings, MSME Empowerment Model, and tested implementation frameworks.	Output	One PPR and one PCR completed, each containing a dedicated M&E section aligned with RISP requirements.	6.1, 6.5	Reports integrate GEDSI findings and recommendations to improve inclusivity in MSME policy.
	Output	One digital Regional Guideline developed and disseminated, consolidating pilot findings, case studies, and tested frameworks.	5.3	Guideline highlights inclusive MSME empowerment approaches, featuring women and PWD success cases.
	Output	One interactive digital dashboard operational by the end of the project.	5.1	Dashboard disaggregates data by gender, disability, and MSME segment; ensures visibility of inclusion outcomes.
Validated lessons and policy insights generated through participatory reflection and integrated into knowledge-sharing and policy products.	Output	Online participatory reflection sessions completed.	5.2	Reflection sessions ensure participation of women-, youth-, and PWD-led MSMEs; inclusive facilitation methods applied for equitable voice in policy discussions.
	Output	Policy briefs or knowledge notes produced and disseminated to institutional partners.	6.2	Policy briefs integrate GEDSI findings, highlighting challenges and lessons from women and vulnerable-group enterprises.
Knowledge and communication products developed and disseminated to promote	Output	Digital deliverables completed and approved:	5.3, 6.2, 6.3, 6.4	Deliverables ensure balanced representation of men and women MSMEs; materials use gender-sensitive language and accessible visual formats

Suggested Indicator	Indicator Type	Target	Activity Number	GEDSI Mainstreaming
evidence use and policy uptake.		1. Regional Guideline on MSME Empowerment 2. Evidence-based Policy Briefs 3. 5-minute Success Story Video 4. Final Project Completion Report		for PWDs; video features inclusive success stories.

VIII. Reporting and Program Management

Deliverables are subject to feedback and amendments from the RT4D Facility team and the Project Proponent. The Consultant will engage regularly with these stakeholders in the drafting process, including seeking comments and adjustments and revising outputs as directed.

The RT4D Facility will support with standard procedures required to receive feedback and endorsement from key stakeholders. A full list of stakeholders the Consultant will engage with is outlined below:

Stakeholder and Contact Points	Responsibilities
Project Proponent: Ministry of Cooperatives and SMEs (Kementerian UMKM) Focal Point: <i>To be confirmed (Directorate of MSME Empowerment)</i>	Co-lead project implementation; ensure alignment with national MSME development policies; provide coordination and support for field activities and stakeholder engagement.
Funding Partners - Australia's Department of Foreign Affairs and Trade (DFAT) - New Zealand Ministry of Foreign Affairs and Trade (MFAT)	- Approve project design and project completion report. - Provide feedback, if required on key outputs of the project. - Support as needed to ensure Australia and/or New Zealand participation in relevant project activities.
RT4D Facility Contact Point: <i>RT4D Regional Manager (Ahmad Tirmiko Indra), in close coordination with Trade and GEDSI Manager (Yooke Damopolii), MEL Manager (Anh Tuan Tran)</i>	- Provide oversight and quality assurance through project implementation and ensure relevant approvals are obtained from the project proponent. - Provide technical support and advice that ensures all project activities are implemented in line with RISP's M&E, GEDSI, communications and business engagement requirements. - Manage procurement and budget expenditure of all project activities. RT4D will communicate regularly with the project proponent to seek inputs for all aspects of the project operations.
External Consultants (Technical Consultants and Event Organisers) ²⁴	- Delivery of activities and associated outputs in line with scope of work and roles and responsibilities specified in TORs - Provide technical assistance in capacity building, event facilitation, mentoring, monitoring and evaluation, training delivery, and knowledge product development, reporting writing development and quality control. - Provide logistics and event management support, to relevant events for this project.

IX. Risk Management

The Consultant will be responsible for working closely with the RT4D Facility and MoMSMEs in the management and mitigation of activity risks as outlined in the table below.

Risk	Likelihood	Impact	Mitigation Plan
Delayed in Procurement process	High	High	Impact to government's expectation towards the pilot project. Hence: a. Communicate the expectation from both parties. Conduct training in a compact process in order to reduce implementation duration.

²⁴ RT4D will be responsible for the procurement of the technical consultants and event organizers for effective project implementation.

Low MSME Participation	Medium	Medium	a. Involve local government, PLUT centers, and community groups. b. Community-based outreach and early engagement. c. Prioritize MSMEs already supplying to communities/SPPG.
Delays in Legalization & Certification	Medium	High	a. Direct assistance and mentoring. b. Provide pre-filled templates and forms. Early coordination with ministries and technical agencies.
Limited Export Market Understanding	Medium	High	a. Contextualized training with case studies. b. Develop simplified export product catalogs. Ongoing support from exporters and RCEP experts.
Maggot Cultivation Issues	Medium	Medium	a. Practical training with standard operating procedures b. Early-stage monitoring c. Site selection based on safety (ventilation, drainage, proximity to kitchen)
Post-Project Dependency	High	High	a. Build long-term market linkages with SPPG and buyers. b. Handover tools and training outputs to local governments. d. Form digital communication and support groups.
Occupational Health and Safety (OHS), food safety, and environmental safety	High	High	e. Develop practical checklist to incorporate Occupational Health and Safety (OHS), food safety, and environmental safety in accordance with national standards (BPOM, Ministry of Health) and/or international standards (WHO, FAO). This will serve as a mandatory compliance requirement for all implementing partners, particularly food providers (SPPG).

X. Child Protection, PSEAH (Protection from Sexual Exploitation, Abuse and Harassment) and other Policy Considerations

For this specific project, and all other activities undertaken through RT4D, it is expected that anyone involved in the delivery must operate in strict compliance with DFAT's [Child Protection](#) and [Protection from Sexual Exploitation, Abuse and Harassment \(PSEAH\)](#) Policies. In the design of the consultations and the Regional Workshop, the project should consider the importance of managing risks associated with the Australian Government Department of Foreign Affairs and Trade's (DFAT) Child Protection and Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) Policies.

The project should refer to Tetra Tech's policy on PSEAH for additional guidance on risk assessment and management. The project should also note that any activities that require personnel to be

deployed outside their usual location or country of residence (e.g. consultations and regional workshops) may pose higher PSEAH risks.

The Consultant will work closely with the RT4D Facility to ensure that all project activities set in place adequate risk management measures including, but not limited to:

- Reporting mechanisms to ensure any potential breaches of the policy are identified and communicated with anonymity to allow for further investigation and action to be undertaken promptly and effectively.
- Multiple team members facilitating workshops in wider group settings.
- Making best efforts to ensure gender balance across participants and facilitators.
- Any images that portray women and men must not reinforce gender division of labour in the society, community, and/or household, while recognising and respecting cultural differences and cultural values in the ASEAN region.

XI. Privacy and Confidentiality

Regional Trade for Development Facility (RT4D) is committed to ensuring and maintaining the security and confidentiality of all documents and information produced by its development programs and by its partners and clients. This includes ensuring the security and confidentiality of all information and documents produced by the ASEAN Secretariate and by AANZFTA FJC and their Subsidiary Bodies that are shared with RT4D's AANZFTA Implementation Support Program (AISP). RT4D security and confidentiality measures and protocols are underpinned by Tetra Tech (the managing contractor) systems.

All files/outputs associated with the delivery of outputs set in this TOR will be stored on a secure file-sharing platform (Egnyte). Access to Egnyte is controlled and will only be granted to non-RT4D users on a needs basis and as agreed with ASEC and or Subsidiary Bodies.

All RT4D sub-contractors and consultants will sign a Code of Conduct, a Deed of Confidentiality, and a Conflict-of-Interest Declaration before starting their tenure/assignment. These documents specify acceptable behaviours on confidentiality, handling of sensitive information, and information security. Training on these topics is also provided on regular basis to ensure compliance.

All personnel engaged by RT4D for the delivery of outputs set in this Scope of Services are expected to sign these documents before the implementation of this activity.

XII. Criteria for Issuing Tasking Note

A. Technical Soundness and Personnel Considerations

Interested organisations should provide a technical proposal detailing their capabilities in supporting the scope of services outlined in this ToR.

To ensure the above can be effectively managed and completed, interested organisations should fulfil the following criteria.

- Skilled and experienced team of experts with the technical, stakeholder management, workshop facilitation and private sector engagement and support expertise, bandwidth, and capabilities to support the RT4D Facility to deliver all outputs in alignment with the remit and timelines set within this ToR.

- Demonstrable technical expertise and experience conducting research, providing policy and technical support and/or provide technical assistance in capacity building, event facilitation, mentoring, monitoring and evaluation, training delivery, and knowledge product development, reporting writing development and quality control. Previous experience in those areas within Indonesia and/or the South-East Asia context is a distinct advantage.
- Demonstrable experience developing regional guidelines and/or policy handbooks for government stakeholders through consensus-based approaches that consider and incorporate the needs, priorities and concerns of diverse government stakeholders (i.e. stakeholders representing countries with different priorities and capacity constraints and agencies with different mandates and priorities). Experience developing these types of materials for customs authorities and officials is a distinct advantage.
- Demonstrable ability to provide project coordination and management support in Indonesia. Such support should ensure that the Project Proponent and other relevant Indonesia public and private sector stakeholders are adequately engaged and consulted throughout project implementation. Previous project experience working with or supporting Ministry of Micro and Small Medium Enterprises (MoMSMEs) of Indonesia is a distinct advantage.
- Demonstrable experience designing, facilitating and delivering online and on-site consultations, training, and mentoring that effectively engage diverse stakeholder groups. Experience managing consultations in line with GEDSI principles and requirements is a distinct advantage.
- Demonstrable experience designing and developing research and policy documents for a government audience that follow a robust methodology, embed multi-stakeholder and inputs and provide evidence-based recommendations.
- Experience working and engaging with multiple ASEAN governments (including Indonesia) is a distinct advantage. The organisation must be comfortable with engaging with the ASEAN Secretariat and ASEAN stakeholders and following ways of working (or comparable governance arrangements).
- Proven excellent report drafting experience, with ability to incorporate comprehensive feedback at multiple stages in a timely manner.
- Experience and demonstrable capacity and resources to design and deliver projects in line with robust Monitoring and Evaluation (M&E), Gender Equality Disability and Social Inclusion (GEDSI) & Communications and Business Engagement requirements outlined in the above sections of this ToR.

B. Value for Money Considerations

Proposals to deliver this project should adhere to DFAT's Value for Money Principles, outlined below.

Achieving value for money is a critical consideration for the achievement of DFAT's strategic objectives. It is a requirement under the Public Governance, Performance and Accountability Act (2013) and the Commonwealth Procurement Rules. Building on these requirements DFAT has developed eight Value for Money Principles to guide decision making and maximise the impact of its investments. DFAT's [website](#) includes a detailed description of VfM indicators (outlined in the table below). We expect all our delivery partners to give effect to these principles and value for money performance is measured in DFAT's Aid Performance Framework.

Economy	Efficiency	Effectiveness	Ethics
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1. Cost consciousness 2. Encouraging competition	3. Evidence based decision making 4. Proportionality	5. Performance and Risk Management 6. Results Focus 7. Experimentation and innovation	8. Accountability and transparency
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Bidders should note that the RT4D Facility refers to DFAT's [Aid Adviser Remuneration Framework](#) to estimate the cost of contracting international advisers for the delivery of projects and activities.

XIII. Annexes

Annex A - Response from Tenderers and Evaluation Criteria

Interested bidders should submit a Technical and Financial proposals that respond to the selection criteria outlined in the table below. As part of their Technical Proposal submission, bidders should also provide their information as outlined in Annex B.

If a bidder finds any discrepancy, error or omission in the ToR or wishes to make any enquiry concerning the ToR, the bidder is to notify risp@regionaltrade4dev.org in writing by the last queries date indicated in the ToR summary. All answers to any such notices or questions will be provided to all registered tenderers in the form of addenda.

Component	Score
Part A – Response to Technical Component	
A.1 Approach and Methodology - Outline approach to completing the stated scope of services. The approach should include: - A brief discussion indicating your understanding of project requirements. - A description of the methodological approach to achieving the project objectives and completing project deliverables. This may include an analysis of key issues, analytical strategies that will underlie the approach, specific tools or techniques that will be employed, and practical discussion of methodological limitations.	20
A.2 Project Plan and Risk Management – Please provide the following: - A project plan that specifies deliverables, tasks and timelines in line with section IV.B of the ToR. - Identify your approach to mitigating the project risks outlined in Section IX of this ToR. - Indicate how the project will be monitored and reported in line with section VIII of this ToR to ensure it is delivered in terms of quality, timeliness and cost. - Indicate the level of support that will be required from the RT4D Facility to complete the project.	20
A.3 Organisational Capabilities and Experience – Please specify the following: - Outline general organisational capability that is likely to affect performance of project in line with ToR requirements (e.g. size of the organisation, in-house expertise, strength of project management support, networks, etc.). - Describe past experience in undertaking similar work and provide brief summaries of relevant projects undertaken. - Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors.	20

A.4 Project Team and Resourcing – Describe approach to staffing including details of all proposed experts and their role in the delivery of the required services. This should include:

- Key members of the project team, including their CVs, and demonstrate their skills and expertise essential to the delivery of this project. 20
- Roles, responsibilities, and level of participation of the project team members.
- An uncostered resource plan proposing the number of person days you expect each team member to undertake in delivering this project.

TOTAL – Technical Proposal	80
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Part B – Response to Financial Component

Complete a Financial Proposal for the delivery of the scope of services in alignment with RT4D Value for Money Principles. The Financial Proposal should specify all direct and indirect costs for undertaking the project, including:

- Professional services fees for completing all deliverables in accordance with the uncostered resource plan.
- Indirect costs for undertaking the project, including costs for experts and participants such as reimbursable expenses for travel costs, daily subsistence allowance for workshops, meetings, and all other agreed activities. 20
- Management and/or operational fees (if any), which include all costs incurred by the person/entity/company for internal coordination, communication, travels and any other associated project management cost;
- The event logistics/management costs are not included in this scope and will be separately procured by the Facility.
- Applicable taxes such as VAT, GST, PPN.

TOTAL – Financial Proposal	20
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GRAND TOTAL – Evaluation Criteria	100
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Annex B - Bidder Information

Consultant's general information – to be submitted together in the Technical Proposal

Name of Assignment
Tenderer's Organisation or Person
Address
Contact Person and Title/Position
E-Mail
Telephone / Mobile Phone
Business Name Registration (if applicable)
Tax Registration Number (if applicable)
Indicative number of years involved in similar business/work

Date