REQUEST FOR PROPOSAL

Title of Consulting Service:

Study on Capacity Improvement in Implementing Urban Redevelopment Project of Land Bank Authority（BBT）

Japan International Cooperation Agency（JICA）
Indonesia Office

Section 1. Letter of Invitation

Subject: Request for Proposal

To the authorized representatives of the Consultants

The Japan International Cooperation Agency (JICA) Indonesia Office now invites proposals to provide the following consulting service: *Study on Capacity Improvement in Implementing Urban Redevelopment Project of BBT（Land Bank Authority）*. More details of the service are provided in the Terms of Reference.

It is not permissible to transfer this invitation to any other firm.

The RFP includes the following documents

Section 1 - Letter of Invitation (LOI)
Section 2 - Summary Sheet of the Instruction to Consultants
Section 3 - Instruction to Consultants (ITC)
Section 4 - Technical Proposal Forms
Section 5 - Financial Proposal Forms
Section 6 - Terms of Reference (TOR)
Section 7 - Standard Form of Contract (Time-Based)

Section 2. Summary Sheet of the Instruction to Consultants

1. Name of the assignment	Study on Capacity Improvement in Implementing Urban Redevelopment Project of BBT（Land Bank Authority）
2. Method of selection	QCBS (Quality and Cost Based Selection)
3. Client's officer in charge	**A**. Hiroaki KIMURA, JICA Indonesia Office Address: Sentral Senayan II, 14th Floor, Jl. Asia Afrika No. 8, 10270 Jakarta Telephone: 021-5795-2112 (Ext. 512) E-mail: Kimura.Hiroaki@jica.go.jp **B**. Mr. Nobuyuki Tsuneoka, Chief Advisor of JICA Project Team on Project for Capacity Development for Land Development Policy Making and Land Bank Management Improvement (JICA team) Address: Ministry of ATR/BPN, Jl. H. Agus Salim No. 58, Jakarta Pusat, 10350 Telephone: 081181408522 E-mail: nob17b@gmail.com **C**. Mr. Koichiro Kai, Coordinator of JICA team Address: ditto Telephone: 081181361167 E-mail: kai286011@gmail.com
4. Pre-proposal conference	A pre-proposal conference will be held: No
5. Type of contract	Time-based
6. Provision of Data by Client	The Client will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals: **-Overview of UR (Urban Renaissance Agency of Japan): Model of Urban Redevelopment, an excerpt from the report of "Preliminary study on comparative analysis between Land Bank and Urban Renaissance"**
7. Proposal submission deadline	Date: July 21, 2026 Time: 16:00 local time (WIB)
8. Proposal submission address	The same as the above **3. Client's officer in charge "a"**
9. Number of Proposals	(1) Technical Proposal: one (1) original and three (3) copies; (2) Financial Proposal: one (1) original

10. Clarifications Deadline	Clarifications may be requested by 5 Calendar days after the commencement of delivery of RFP
11. Evaluation criteria and point system of Technical Proposal	Criteria, sub-criteria, and point system for the evaluation are: I. Consultant's general experience and competence in the field covered by the TOR: 10 points II. Adequacy of the proposed approach, methodology and work plan in responding to the TOR: 40 points III. Experience and records of the staff members to be assigned to the work: 50 points a)Position 1: Team Leader/Urban Development Expert: 30 points b)Position 2: Land Management Expert: 10 points c)Position 3: Institutional Expert: 10 points Total Points for Three Criteria: 100
12. Minimum score of Technical Proposal	The minimum technical score (St) required to pass is: 50 Points
13. Combined Score of Evaluation	The weights given to the Technical (T) and Financial (F) Proposals are T =70% and F =30%
14. Expected date for the negotiations	August 4, 2026
15. Expected date for the commencement of the Service	August 11, 2026

If necessary, please request by email the preliminary study related to Article 4 (Scope of Work) of the TOR from the person designated as the "Client's Officer in Charge **A**" in the above Summary Sheet.

Section 3. Instructions to Consultants

A. General Provisions

1. Introduction

1.1 Consultants are invited to submit a Technical Proposal together with a Financial Proposal for consulting services required for the assignment (hereinafter called the "Proposal"). The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.

1.2 The Client will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant's Proposal as specified in Section.2 **Summary Sheet**.

B. Preparation of Proposals

2. General Considerations

In preparing the Proposal, the Consultant is expected to examine the Request for Proposal (hereinafter called the "RFP") in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.

3. Cost of Preparation of Proposal

The Consultant shall bear all costs associated with the preparation and submission of its Proposal and contract negotiations, and the Client shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Client is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultant.

4. Language

The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Client, shall be written in English.

5. Documents Comprising the Proposal

The Proposal shall comprise the documents and forms listed below;

1st Inner Envelope with the Technical Proposal:

(1) TECH-1
(2) TECH-2
(3) TECH-3
(4) TECH-4
(5) TECH-5
(6) TECH-6

2nd Inner Envelope with the Financial Proposal:

(1) FIN-1
(2) FIN-2

6. Only One Proposal

The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal.

7. Proposal Validity	Proposal must remain valid for thirty (30) calendar days after the Proposal submission deadline.
8. Clarification and Amendment of RFP	The Consultant may request a clarification of any part of the RFP by the date indicated in the **Summary Sheet**. Any request for clarification must be sent in writing, or by standard electronic means, which includes facsimile and email transmissions, to the Client's address indicated in the **Summary Sheet**. The Client will respond in writing, or by standard electronic means, and will send written copies of the response (including an explanation of the query but without identifying its source) to all shortlisted Consultants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure described below; (1) At any time before the proposal submission deadline, the Client may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all shortlisted Consultants and will be binding on them. The shortlisted Consultants shall acknowledge receipt of all amendments in writing. (2) If the amendment is substantial, the Client may extend the proposal submission deadline to give the shortlisted Consultants reasonable time to take an amendment into account in their Proposals.
9. Technical Proposal Format and Content	9.1 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial details shall be declared non-responsive. 9.2 The Consultant is required to submit a Technical Proposal using the standard forms provided in **Section 4. Technical Proposal Forms**.
10. Financial Proposal	10.1 The Financial Proposal shall be prepared using the provided in **Section 5. Financial Proposal Forms**. It shall list all costs associated with the assignment, including (a) remuneration, (b) reimbursable expenses, (c) tax estimates indicated in the Financial Proposal Forms. 10.2 The Consultant is responsible for meeting all tax liabilities arising out of the Contract. 10.3 The Consultant shall express the price for its Services in **Indonesian Rupiah (IDR).**

C. Submission, Opening and Evaluation

11. Submission, Sealing, and	11.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with

Marking of Proposals

Clause 6 (Documents Comprising Proposal). The submission can be done by mail, by hand or by post.

11.2 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialled by the person signing the Proposal.

11.3 The signed Proposal shall be marked "ORIGINAL".

11.4 The original of the Technical Proposal shall be placed inside of a sealed envelope clearly marked "**TECHNICAL PROPOSAL**".

11.5 Similarly, the original Financial Proposal shall be placed inside of a sealed envelope clearly marked "**FINANCIAL PROPOSAL**" with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL**."

11.6 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, the name of the assignment, Consultant's name and the address, and shall be clearly marked "**DO NOT OPEN BEFORE 16:00 LOCAL TIME (WIB) OF JULY 21, 2026**".

11.7 If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.

11.8 The Proposal must be sent to the address and received by the Client no later than the deadline indicated in the **Summary Sheet**, or any extension to this deadline. Any Proposal received by the Client after the deadline may be declared late and rejected, and promptly returned unopened.

12. Confidentiality

From the time the Proposals are opened to the time the Contract is awarded, the Consultant should not contact the Client on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals and award recommendations shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process.

13. Proposals Evaluation

13.1 The evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

13.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline. While evaluating the Proposals, the Client will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

14. Evaluation of Technical Proposals

14.1 The Client shall evaluate the Technical Proposals on the basis of their responsiveness to the TOR and the RFP, applying the evaluation criteria and point system described in the **Summary Sheet**.

14.2 Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the **Summary Sheet**.

15. Correction of Errors

Activities and items described in the Technical Proposal, but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.

a. Time-Based Contracts

15.1 If a Time-based Contract form is included in the RFP, JICA will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and JICA shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.

b. Lump-Sum Contracts

15.2 (Not applicable)

16. Taxes

The Client's evaluation of the Consultant's Financial Proposal shall include taxes and duties in Indonesia.

17. Combined Quality and Cost Evaluation

(In case of Quality- and Cost-Based Selection (QCBS))

17.1 The total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions stated below.

[Financial Score]

The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.

The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

Sf = 100 x Fm/ F, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" the price of the proposal under consideration.

[Combined Score]

The weights given to the Technical (T) and Financial (F) Proposals are specified in the Data Sheet.

Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; F = the weight given to the Financial Proposal; T + F = 100(%)) as following: S = St x

T% + Sf x F%

17.2 The Consultant achieving the highest combined technical and financial score will be invited for negotiations.

D. Negotiations and Award

18. Negotiations

The negotiations will be held shortly after notification to successful/unsuccessful consultant(s) with the successful Consultant's representative(s).

[Technical negotiations]

18.1 The negotiations include discussions of the Terms of Reference (TOR), the proposed methodology, the Client's inputs, the Conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not substantially alter the original scope of services under the TOR or the terms of the contract, in order that the quality of the final product, its price, or the relevance of the initial evaluation may not be affected.

[Financial negotiations]

18.2 In the case of a Lump-sum Contract (Not applicable)

18.3 In the case of a Time-based Contract, unit rates negotiations shall not take place, except when the offered remuneration rates and/or unit rates for reimbursable expenses are much higher than the typically charged rates by consultants in similar contracts. In such case, JICA may ask for clarifications and, if the fees are very high, ask to change the rates.

19. Conclusion of Negotiations

19.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialled by the Client and the Consultant's authorized representative.

19.2 If the negotiations fail, the Client shall terminate the negotiations informing the Consultant of the reasons for doing so and will invite the next-ranked Consultant to negotiate a Contract.

20. Award of Contract

20.1 After completing the negotiations the Client shall award the Contract to the selected Consultant and promptly notify the other shortlisted Consultants.

20.2 The Consultant is expected to commence the assignment on the date specified in the **Summary Sheet**.

Section 4. Technical Proposal Forms

{Notes to Consultant shown in brackets { } throughout Section 4 provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

Checklist of Required Forms

Form	Description	Page Limit
TECH-1	Technical Proposal Submission Form	2
TECH-2	Consultant's Organization and Experience A. Consultant's Organization B. Consultant's Experience	2
TECH-3	Description of the Approach, Methodology, and Work Plan for Performing the Assignment	1
TECH-4	Work schedule	5
TECH-5	Expert Schedule	1
TECH-6	Curriculum Vitae (CV) for Experts※	3 for each

※Who will be assigned to the work position listed in Section 2, 11. Evaluation of Technical Proposal.

Form TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: Chief Representative
Japan International Agency (JICA) Indonesia Office

Dear Sir,

We, the undersigned, offer to provide the consulting services for *[insert: title of assignment]* in accordance with your Request for Proposals dated *[insert: date]* and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal as a joint venture with: [Insert a list with full name and the legal address of each member, and indicate the lead member]. We have attached a copy [insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"] signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture. }

We hereby declare that:

(a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by JICA.

(b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Instructions to Consultants (ITC).

(c) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the expected date for the commencement of the Services indicated in the Summary Sheet of the Instruction to Consultants.

We understand that you are not bound to accept any Proposal that you receive.

We remain,

Yours sincerely,

Authorized Signature *{In full and initials}*: ______________________________

Name and Title of Signatory: ______________________________

Name of Firm: ______________________________

Address: ______________________________

Contact information (phone and e-mail): ______________________________

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.}

Form TECH-2

CONSULTANT'S ORGANIZATION AND EXPERIENCE

{Form TECH-2: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.}

A - Consultant's Organization

{Provide here a brief description of the background and organization of your company, and - in case of a joint venture - of each member for this assignment, including organizational chart, a list of Board of Directors, and beneficial ownership.}

B - Consultant's Experience

{1. List only previous <u>similar</u> assignments successfully completed in the last five(5) years.}
{2. List only those assignments for which the Consultant was legally contracted by JICA and other similar organizations as a company or was one of the joint venture partners. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants, but can be claimed by the experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by JICA.}

Duration	Assignment name & brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in Currency of IDR or US$ equivalent) / Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009–Apr.2010}	{e.g., "Improvement quality of...............": designed master plan for rationalization of ....; }	{e.g., Ministry of ......, country}	{e.g., US$1 mill/US$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., "Support to sub-national government....." : drafted secondary level regulations on..............}	{e.g., municipality of........., country}	{e.g., US$0.2 mil/US$0.2 mil}	{e.g., sole Consultant}

Form TECH-3

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

{Form TECH-3: a description of the approach, methodology, and work plan for performing the assignment}

{Suggested structure of your Technical Proposal}

a) ***Technical Approach, Methodology, and Organization of the Consultant's team***.
{Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TOR), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s); the degree of detail of such output; and describe the structure and composition of your team. Please do not repeat/copy the TOR in here.}

b) ***Work Plan and Staffing***.
{Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by JICA), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan and work schedule showing the assigned tasks for each expert. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the FORM Tech-4 (Work Schedule).}

c) ***Comments (on the TOR and on counterpart staff and facilities)***
{Your suggestions should be concise and to the point, and incorporated in your Proposal. Please also include comments, if any, on counterpart staff and facilities to be provided by JICA. For example, administrative support, office space, local transportation, equipment, data, background reports, etc.}

Form TECH-4: Work Schedule

N°	Activity	Months										
		1	2	3	4	5	6	7	8	9	.....	**n**
	{e.g., Submission of Inception Report}	{▲}										
	{e.g., Field Survey}		{		}							
	{e.g., Submission of Final Report}										{▲}	

{1. List the deliverables with the breakdown for activities required to produce them and other benchmarks such as JICA's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
2. Duration of activities shall be indicated in a form of a bar chart.
3. Include a legend, if necessary, to help read the chart.}

Form TECH-5: Expert Schedule

N°	Name of Expert / Position	Input of the Personnel													Total person-month input
		1	2	3	4	5	6	7	8	9	10	11	12	n	
EXPERT(S)															
1															
2															
3															
4															
n															
												Sub-Total			
Other Personnel															
1															
2															
n															
												Sub-Total			

{1. For experts the input should be indicated individually; for other personnel it should be indicated individually, or, if appropriate, by category (e.g. economists, financial analysts, etc.).

2. Months are counted from the start of the assignment. One (1) month equals twenty two (22) working days. National holidays and holidays are locally recognized days.

Full time input

Part time input}

FORM TECH-6

CURRICULUM VITAE (CV) FOR EXPERTS

Position Title	*{e.g., TEAM LEADER}*
Name of Expert:	*{Insert full name}*
Date of Birth:	*{Insert day/month/year}*
Country of Citizenship / Residence	*{Insert name of country}*

Education: *{List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}*

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Employment record relevant to the assignment:
{Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Assignment
{e.g., May 2005-present]	{e.g., Ministry of ……, advisor/consultant to… For references: Tel…………/e-mail……; Mr. Hbbbbb, deputy minister}		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Adequacy for the Assignment:

Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks

Expert's contact information (e-mail, phone) :

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by JICA.

Name of Expert	Signature	Date*{day/month/year}*
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date*{day/month/year}*

{This CV can be signed by an authorized representative of the Consultant provided that if the Consultant's proposal is ranked first, a copy of the CV signed by the Expert and/or specialist must be submitted to the Client prior to the commencement of contract negotiations. }

Section 5. Financial Proposal Forms

{Notes to Consultant** shown in brackets { } provide guidance to the Consultant to prepare the Financial Proposals; **they should not appear on the Financial Proposals to be submitted.}

Financial Proposal Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2 and 3.

FIN-1 Financial Proposal Submission Form

FIN-2 Breakdown of Remuneration, Reimbursable Expenses and Tax Estimates

Form FIN-1

Financial Proposal Submission Form

{Location, Date}

To: Chief Representative
JICA Indonesia Office

Dear Sir,

We, the undersigned, offer to provide the consulting services for *{insert: title of assignment}* in accordance with your Request for Proposal dated *{insert: date}* and our Technical Proposal.

Our attached Financial Proposal is for the amount of **IDR** *{Insert amount(s) in words and figures}*, including of all indirect local taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

We understand that you are not bound to accept any Proposal that you receive.

We remain,

Yours sincerely,

Authorized Signature *{In full and initials}*: ______________________________

Name and Title of Signatory: ______________________________

Name of Firm: ______________________________

Address: ______________________________

Contact information (phone and e-mail): ______________________________

Form FIN-2

Breakdown of Remuneration, Reimbursable Expenses and Tax Estimates

{When used for Lump-sum Contract assignment, information to be provided in this Form shall only be used, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This form shall not be used as a basis for payments under Lump-sum Contracts.}

Total Costs of (1), (2) and (3) : ***[insert: total estimate cost in IDR (Indonesian Rupiah)]***

(1) Remuneration						
1)Personnel Cost						
No.	***Name***	***Employment Status with Firm (full-time, or other)***	***Position Assigned***	***Person-month Remuneration Rate***	***Months***	***Cost***
	Experts					
1						
2						
3						
	Other Personnel					
1						
2						
					Sub-Total 1)	
2)Management Cost						
	{ex. 10% of Sub-total of Personnel cost }				Sub-Total 2)	
					Total of (1)	

(2) Reimbursable Items					
	Type of Reimbursable expenses	***Unit***	***Unit Cost***	***Quantity***	***Cost***
1	{e.g., Per diem allowances}	{Day}			
2	{e.g., Airfare}	{Trip}			
3	{e.g., rent-a-car}	{Day}			
4	{e.g., support staff/secretary}				
5	{e.g., seminars/workshops}				
6					

7					
8					
				Total of (2)	

Total Costs of (1)+(2)	

(3) Tax Estimates			
1	VAT(Value-Added Tax)	10% of Total Costs of (1)+(2)	
		Total of (3)	

Section 6. Terms of Reference (TOR)

1 Background

Land Bank Authority of Indonesia (BBT) was established in 2021. Over the last five years BBT has conducted its operation and business mostly by the Government's subsidy of IDR 2.5 trillion rupiah, of which 1.0 trillion rupiah yet to be disbursed, as an initial injection as well as lands provided by the Government in grant that are former HGU or abandoned lands. BBT is now required to prepare itself for a full-fledged operation. However, currently possessed BBT's lands are mostly located in the remote areas with low potentials for commercial, business or urban activities. To obtain BBT's lands strategically to meet its variety of mandates stipulated in the Government Regulation (PP) No.64/2021, BBT is able to procure lands by its own money or securing lands by cooperative schemes with the business partners also stipulated in the PP. Since land procurement by BBT's money has yet to be approved first by its governing board, the cooperative schemes or low initial spending schemes shall be a path towards BBT's strategic land business.

As mentioned in the above, BBT is in needs of business and cooperative scheme expansions to improve its strategic positioning and contribution to urban developments. A consultancy service "Preliminary Study on Comparative Analysis between BBT and UR (Urban Renaissance Agency of Japan) -Cooperation with Business Partners-" was conducted in February and March, 2026. This preliminary study has done for: 1) Overviewing BBT's current positioning and business potential; 2) Benchmarking UR's urban redevelopment; 3) Gap analysis between the two organizations with capturing the full development delivery chain by defined four key aspects; and, 4) Proposing cooperative schemes and adjustment models.

In order to realize the smooth process of BBT's full-fledged operation and self-financing organization, efficient and optimum use of financial resources and available assets is important with proper strategies and effective business models/planning. This consultancy service "Study on Capacity Improvement in Implementing Urban Redevelopment Project of BBT" (Hereinafter referred to as "The Study") is the second phase in the series of studies necessary to meet up emerging needs for BBT to be a multi-purpose player in the field of land development. The study focuses on: 1) exploring development of Urban Land Banking and redevelopment of Regulatory Framework; 2) tools and instruments of Strategic Asset Management and Feasibility System Development; and 3) Preparation of "Flagship Project" for Urban Regeneration through Land Banking.

2 Objectives of Consultancy Service

The objectives of the Study are: 1) to empower the start-up operation of land redevelopment business, one of BBT's important tasks, in consideration of applicable schemes of institutional, regulatory and financial ones, and their adjustments to be proposed; 2) to draft SOP (Standard Operation Procedures) or technical guidelines to realize BBT's strategic asset management and feasibility system development; 3) to formulate business models, analyze asset management strategies, and ensure sustainability; and, 4) to prepare Flagship project as a case study of urban redevelopment land banking.

3 Method of Work

1) Location of Works

Most activities of the Study shall be carried out in Jakarta.

2) Data/information collection

Available studies, references and regulations can be provided by BBT and JICA team. Data collection for the above-mentioned objective 4) shall be carried out by secondary data including web-based geospatial information with a probable addition of primary site survey inside Jakarta Metropolitan Area. All objectives will be conducted together with BBT and JICA team where JICA team plans to have OJT to BBT members on relevant topics.

3) Reporting Organization

a. JICA team called “Land Lab”
b. BBT (Land Bank Authority)

4 Scope of Work

The consultant shall conduct the tasks in compliance with the requirements set out from section 1) to section 6) in this clause below.

1) To review the preliminary study on Comparative Analysis between BBT and UR

The preliminary study has been conducted on:

i) Overviewing BBT’s current positioning and business potential;

ii) Benchmarking UR’s urban redevelopment;

iii) Gap analysis between the two organizations with capturing the full development delivery chain by defined four key aspects that are -Development justification, -Mobilized resources and organizational assets, -Institutional capability and financial feasibility, and -Supporting schemes and partner participation criteria; and

iv) Proposing cooperative schemes and adjustment models. Reviewing the above and BBT’s applicable schemes which have been summarized during the preliminary study.

2) To adjust applicable schemes including institutional, regulatory and financial ones

Based on the result of the reviewing with potential urban redevelopment models in consideration to identify necessary adjustments on each institutional, regulatory and financial scheme such as:

a. for institutional, i) strategic land identification and masterplan coordination; ii) selective early land acquisition and land trust; iii) long-term land holding and monetization and iv) potential key partners over the landscape of land/property development sectors and public infrastructure sector including SOEs, Private Sectors, key government agencies

b. for regulatory, i) strengthening legal basis for pre-acquisition and consolidation; ii) harmonizing land legalization and restructuring procedures; iii) streamlining planning approvals and financing support to improve project bankability; iv) clarifying execution mechanisms and risk-sharing arrangements for vertical and horizontal consolidation; and v) enabling post-consolidation land transfer and standardized PPP frameworks

c. for financial, i) PPP-based urban redevelopment with BBT positioned as land supplier and strategic mediator; ii) establishing structured project preparation and financial engineering support to improve bankability; iii) developing risk-sharing and credit enhancement mechanisms to attract private investors; iv) standardization of land selling price components to control land speculation; v) strengthening cross-institutional financing coordination with central and local stakeholders; and vi) applying alternative mechanisms such as bonds, multilateral or philanthropic funds.

Expected deliverables from the above are more detailed master planning, property management, regulatory framework for horizontal and vertical land consolidation as well as more detailed regulatory framework for collaborative financing for land banking.

3) To draft SOP (Standard Operation Procedures) or technical guidelines to realize BBT’s strategic asset management and feasibility system development

SOP should cover the following items and contents:

a. items such as guidelines for: i) carrying out land development; ii) participation in LC and VLC; iii) formulating PPP; and iv) monitoring fund flows.

b. content for systematic process including: i) strengthening land readiness and project preparation from the early stage; ii) Streamlining legalization, consolidation, and permitting processes; iii) clarifying PPP partnership schemes and value capture mechanisms; iv) enhancing multi-stakeholder coordination between central and local governments; and v) improving BBT’s implementation capacity and financial engineering capabilities.

c. content for selection process including: i) screening criteria based on land readiness and market demand; ii) integrating bankability assessment at the prioritization stage; iii) standardizing cross-level (central–local) scoring methodology; iv) aligning project pipeline with the most feasible financing schemes; and v) enhancing real-time spatial data and land profiling systems.

d. others including: i) aligning spatial plans, land utilization plans, urban development masterplans and environment/ social considerations; ii) GIS-based inventory study for potential land banking measures; and iii) measures for mitigating demand surges inappropriately and to prevent land price escalation.

4) To formulate business models, analyze asset management strategies, and ensure sustainability

Promising models shall be developed through successful business models in urban redevelopment mobilized by agencies abroad on how they combine approaches to land acquisition, land consolidation, and urban revitalization and regeneration, as well as how they build cooperation with other stakeholders. The promising models shall also be confirmed with the adjusted applicable schemes in the section 2) in order to formulate business models to be analyzed and verified.

5) To select and prepare Flagship project as a case study of urban redevelopment land banking

The flagship project would be the first BBT's urban redevelopment land banking business in the metropolitan area. The study shall develop conceptual plan and qualitative benefit analysis as well as resource mobilization of BBT's asset, capable development method and potential financing schemes. Data collection for a couple of candidate projects shall be carried out by secondary data including web-based geo-spatial information and interviewing stakeholders that are relevant to the candidate sites in order to confirm the viability of the sites with a probable addition of the primary site survey. Selection from the candidates shall be conducted by the draft SOP in the section 3).

6) Consultation during the Study

The consultant shall prepare a draft study result in a timely manner to be examined by stakeholders. The FGD meeting, which is supposed to lead the Study direction and provide an advice on the Study, may be held as necessary by inviting stakeholders inside and outside BBT. The consultant on request shall prepare documents to be discussed and organize results of the discussion to be reflected in the Study.

5 Input of Consultant

1) Contract period:

Until the end of March 2027

2) Necessary Person-Months:

Twenty three (23) person-months (expected)

6 Required Expertise

1) Team Leader/ Urban Development Expert

Holds a bachelor's degree in Urban Development, Law, Economics or equivalent, preferably holding a master's degree in Urban Development/ Business Administration, and has at least 8 years of experience in Public Policy and/or Urban Planning.

2) Land Management Expert

Holds a degree in Civil Engineering, Urban Development, or equivalent., and has at least 5 years of experience in Infrastructure Development and /or Land Development.

3) Institutional Expert

Holds a degree in Civil Engineering, Law, Economics or equivalent and has at least 5 years of experience in Regulatory Framework and/or PPP.

4) Financial Expert

Holds a degree in Law, Economics or equivalent and has at least 5 years of experience in funding and public and infrastructure financing

5) Assistant

Holds a bachelor's degree in any field with at least 5 years of experience in Data Collection including map data and geo-spatial information

7 Reports and Documents

The following deliverables shall be sent to JICA team as electric data and three hard copies by February 26th, 2027

1) Presentation File (MS-PowerPoint) in English and Indonesian.

2) Final Report in English and Indonesian.

8 Note

The following deliverables shall