



Terms of Reference (TOR)

Consultant for the National Study and Dissemination of Work Competency Certification (SKK) Implementation in Indonesia

Background

The Work Competency Certification (SKK) is an essential component in improving the quality of Indonesia's workforce, as mandated by Law No. 02 of 2017 on Construction Services and Law No. 13 of 2003 on Manpower, and further reinforced through derivative regulations. The SKK aims to ensure that workers possess the skills and knowledge aligned with both national and international standards.

In the construction sector, certified workers are increasingly needed due to the high-risk nature of work and the demand for quality in infrastructure development. In response, Habitat for Humanity Indonesia is implementing a training and certification program for 600 level 1–2 construction workers in Tangerang Regency and City. This program aims not only to increase the competitiveness of local workers but also to support local governments in achieving inclusive and sustainable human resource development targets in the infrastructure sector. To ensure the program's effectiveness, a comprehensive understanding of the SKK Law's implementation at the national and local levels is required, especially among stakeholders in Tangerang City, Tangerang Regency and South Tangerang City.

As part of strengthening program design and expanding policy advocacy, Habitat for Humanity Indonesia is initiating a study to evaluate the implementation of the SKK policy. The study will review the implementation of the SKK Law broadly, focusing on the construction sector and the local context in Tangerang. The results are expected to provide strategic recommendations for improving a more effective, collaborative, and pro-poor certification system and serve as a foundation for evidence-based advocacy at both local and national levels.

Habitat Indonesia is thus inviting individual consultants or consulting team/ institution to conduct an evaluation study on the implementation of the SKK policy, with a focus on the construction sector and the specific local context of Tangerang City, Tangerang Regency and South Tangerang City, as well as the broader national landscape. The consultant's major tasks include conducting national research on the current implementation of SKK and reviewing related policies and procedures, as well as carrying out an implementation audit to assess the effectiveness of SKK application in the field. In addition to delivering the study, the consultant is also expected to design and organize a national seminar to disseminate the study findings to key stakeholders in the labor and construction sectors.

Objectives

The objectives of this study are:

1. To assess the policy framework and implementation of SKK Law:

- Review the policy framework to identify gaps in provisions or implementing rules and regulations
- Assess stakeholder awareness, knowledge, and actual practices of implementation related to SKK certification.
- Identify challenges, best practices, and areas for improvement in implementing the policy at the national, provincial, and district/city level.

2. To assess certification programs:

- Review the development and progress of SKK-certified training programs at provincial and district/city levels.
- Evaluate the effectiveness of certification implementation by government institutions and Professional Certification Institutions (LSP).
- Investigate enforcement mechanisms and related cases at the local level.

3. Assess the impact of SKK implementation on:

- Construction companies
- Worker associations
- Individual workers
- Vocational Training Centers (BLK)
- Relevant government stakeholders (i.e.: Dinas PUPR, etc.)

4. Strategic Recommendations and Sustainability:

- Identify potential financing schemes for SKK at local and national levels.
- Document advocacy successes, including benchmarks, impacts, and challenges.
- Provide evidence-based recommendations to strengthen labor certification policy and practice, supporting Habitat Indonesia's program sustainability and replication.

Key Study Questions

1. How is the SKK Law's policy framework operationalized in the construction sector, and what is the level of knowledge, awareness, response, and actual practice of SKK certification among relevant stakeholders at the national, provincial, and district/city levels?
2. What is the current status of SKK certification training programs at provincial and district/city levels?
3. How do government institutions and Professional Certification Institutions implement SKK certification and how effective are these measures? What enforcement mechanisms are in place and how is it managed at the local level?
4. What gaps exist between policy design and field-level implementation? What challenges, innovations, and best practices have emerged in operationalizing SKK certification as mandated by law?

5. What are the impacts of SKK implementation on companies, construction worker associations, construction workers, Vocational Training Centers (BLK), and relevant government stakeholders?
6. What financing schemes currently support or could potentially support SKK certification implementation at local and national government levels? How can financing mechanisms be optimized for scalability and sustainability?
7. How successful have advocacy efforts been in advancing SKK certification, including their benchmarks, effectiveness, impacts, and challenges?
8. What evidence-based recommendations can strengthen labor certification policy and practices in the construction sector? How can these recommendations support the sustainability of Habitat Indonesia's program in Tangerang and enable replication elsewhere?

Methodology

The study will be conducted with a national scope while considering the local context of Tangerang City, Tangerang Regency and South Tangerang City, as the primary intervention area of Habitat for Humanity Indonesia. The findings will be disseminated nationally. The consultant is expected to use a public policy analysis approach supported by document reviews and primary data collection; however, the consultant may also propose alternative or complementary methods deemed relevant to achieve the study objectives. The expected approaches include:

- 1) **Policy Content Analysis:** Review the content of laws and regulations related to construction SKK, including technical rules, implementation guidelines, financing schemes, and national competency standards in the construction sector.
- 2) **Stakeholder/Actor Analysis:** Identify and map key actors (including but not limited to Ministry of Manpower, Ministry of Public Works, Ministry of Housing, National Professional Certification Agency (BNSP), Professional Certification Institutions (LSP), regional manpower offices, contractor associations, workers), including their roles, influence, and coordination dynamics.
- 3) **Policy Implementation Analysis:** Assess the effectiveness of SKK policy implementation in the field and identify gaps between policy and actual practices. Compare implementation in regions applying SKK and those that do not.
- 4) **GAP, SWOT, and PESTLE Analysis:** Compare ideal conditions with field practices (GAP); assess strengths, weaknesses, opportunities, and threats (SWOT); and evaluate political, economic, social, technological, legal, and environmental (PESTLE) factors.
- 5) **In-depth Interviews, FGDs, and Surveys:** Conduct FGDs with target groups (e.g., construction workers, governments, and construction company, etc.) to gather experiences and perceptions on SKK Law. Also surveys at least 100-150 respondents (construction worker) both during the data collection and during dissemination process to measure the percentage of outreached participants expressing positive perceptions of the SKK law.
- 6) **Document and Literature Review:** Review regulations, government program reports, previous research findings from Habitat Indonesia and other relevant research and publications.

Consultant Criteria

The consultant (individual or team) is expected to have the following qualifications:

- Minimum of a Master's degree in public policy, labor, social development, or related fields.
- At least 5 years of experience in policy research or program evaluation, particularly in labor or human resource development.
- Experienced in policy analysis, stakeholder mapping, and both qualitative and quantitative data collection.
- In-depth knowledge of the SKK system in Indonesia, especially in the construction sector.
- Experiences working in community-based development programs or in collaboration with local and national governments (especially the Ministry of Manpower, Ministry of Public Works, Ministry of National Development Planning, and the Ministry of Housing and Settlement Areas).
- Well-established network at the national level, particularly with relevant ministries, planning bodies, and other strategic stakeholders.
- Proven track record in developing data-based public policy recommendations and advocacy strategies is a strong advantage.
- Ability to write analytical reports and develop evidence-based policy recommendations.
- Strong communication skills, including presenting findings to stakeholders.
- Independence and no conflict of interest with the proposed study.

Deliverables

To ensure clarity and alignment with the scope of work, the consultant's major tasks are grouped into three key areas:

1. **National Study/Research** – Conduct research on the current implementation of SKK and review procedures and policies related to the development and application of SKK.
2. **Implementation Audit** – Assess the effectiveness of SKK implementation in practice.
3. **Dissemination Activities** – Organize workshops or seminars to share study results with key stakeholders.

Accordingly, the consultant will produce the following outputs:

1. **Inception Report:** Framework of the study, methodology, and detailed work plan.
2. **Preliminary Report Draft:** Contains initial/early findings from policy reviews and field data.
3. **Final Report:** Comprehensive report including analysis, key findings, policy and technical recommendations, and detailed description of: (1) knowledge, response, awareness and the

implementation of SKK certification; (2) development and progress of certified SKK training at provincial and district/city level; (3) law enforcement related to SKK and cases that occur at the project implementation level; (4) impact of SKK implementation for companies, associations, construction workers, BLK and related government, (5) record the success of advocacy work, benchmarks, effectiveness, impacts, challenges and recommendations for the next stage. The final report shall also present key indicators such as the number of construction workers and companies reached through the study, the percentage of outreach participants expressing positive perceptions of the SKK law, and documentation of dissemination efforts including presentation to the stakeholders with feedback and follow-up actions. The final report must be delivered in 2 languages, Indonesian and English to Habitat Indonesia.

4. **Policy Brief:** Summary of findings and strategic recommendations in an advocacy-oriented format. The policy brief must be delivered in 2 languages, Indonesian and English to Habitat Indonesia.
5. **Preliminary Presentation of Study Findings:** The consultant shall prepare and deliver a preliminary presentation of the study findings to Habitat Indonesia. This presentation aims to convey the initial findings and recommendations of the study.
6. **Planning and Execution of a National Seminar for Study Dissemination:** The consultant is responsible for designing and coordinating the entire implementation of a national seminar as a forum for disseminating the study results. This task includes preparing the agenda, identifying and communicating with key participants (government, associations, LSPs, development partners), appointing facilitators/moderators, developing seminar materials, and documenting the event. The seminar is expected to serve as a platform to strengthen cross-sectoral understanding and foster collaboration in advancing the implementation of the manpower competency certification policy in Indonesia.

Timeline

The study will take 15-weeks, with the following tentative schedule:

Activity	Timeline
National Tender Announcement (Nasional Media)	Nov 28, 2025
Consultant Tender Opening	Nov 28 – Dec 11, 2025
Tender Opening Ceremony	Dec 11, 2025
Consultan interview & selection	Dec 12-16, 2025
Approval by Committee	Dec 17-19, 2025
Approval by HFHD	Jan 5-16, 2026
Winner Announcement (Nasional Media) & Draft Contract	Jan 17-18, 2026
Contract signed	Jan 19, 2025
Kick-off Meeting	Jan 20, 2025
Inception Report Drafting	Jan 21-26, 2026
Inception report Review by Habitat	Jan 27-28, 2026
Revision of inception based on feedback	Jan 29-31, 2026

Data Collection (<i>Note: Weekly coordination meeting with Habitat during data collection process</i>)	Feb 2-15, 2026
Preliminary Finding Report Presentation (Draft 1)	Feb 16, 2026
1 st Review by Habitat Indonesia	Feb 17-20, 2026
1 st Revision	Feb 21-22, 2026
2 nd Review by Habitat Indonesia	Feb 23-24, 2026
Report completed for dissemination	March 23, 2026
Dissemination of Study Results in National Seminar	Mar 26, 2026
Report finalization	March 31, 2026
Final Report Submission	April 17, 2026

Budget and Cost Proposal Components

The total budget for the study for all in activities is **EUR 38,488 (IDR 393,884,000)** including applicable taxes and subject to tax deductions in accordance with prevailing tax regulations. The consultant is required to submit a technical proposal accompanied by a detailed budget proposal, following the sequence and provisions outlined below. The proposed budget must be reasonable, proportional, and reflect the actual needs for conducting the study over an 8-week period. The budget must include, at minimum, the following components:

Consultant Fees

Professional fees for the consultant or team during the study, including (if needed):

- Inception report developing and writing
- Data collection
- Data analysis and report writing
- Study result presentation

Data Collection Costs

Covers operational and logistical expenses related to:

- Surveys, in-depth interviews, and/or FGDs in study locations
- Transportation and accommodation (if needed)
- Data collection tools (recorders, transcription, etc.)
- Notetakers/Enumerators (if needed)

Data Analysis and Reporting

Costs related to:

- Data processing and analysis
- Draft and final report writing and editing
- Report layout, design, and translation (if needed)

Dissemination Costs

Presentation/discussion sessions with at least 40 participants, as follows:

No	Participant Category	Number of Participant(s)
1.	Regency/City Representatives	3
2.	Sub-districts in Kabupaten and Kota Tangerang	6
3.	Habitat Indonesia	5
4.	Builder Management	6
5.	Construction Companies	5
6.	Ministry & Department of Public Works	4
7.	Ministry & Department of Manpower	4
8.	Media/Press	6
9.	Vocational Training Centers	4
10.	Others	5

With the following cost breakdown:

- **Venue rental/ Meeting package(s).** The dissemination seminar may be held in a hotel in Jakarta or in other representative venues that are easily accessible for participants.
- **Speaker honorarium.** The dissemination seminar shall include at least five (5) panelists representing key stakeholders, including the Tangerang Regency Government, Tangerang City Government, academia, national government institutions (e.g., relevant ministries or Bappenas), and practitioners.
- **National Media outreach (TV Broadcasting).** The consultant is expected to ensure national-level media coverage, with at least one to two national television stations broadcasting the event during peak or prime-time hours.
- **Transport allowance for invited participants.** Transport allowances shall be provided to participants attending the seminar. Reimbursement will be made based on valid transport receipts or taxi payment slips presented by participants during the event.
- **Presentation materials and publications**
- **IEC Material**
- **Event documentation**
- **Stationary**
- **Other relevant expenses**

Consultants are allowed to propose additional budget components that are relevant and professionally justifiable, as long as they remain within the principles of efficiency and effectiveness in budget utilization.

Proposal Submission Guidelines

Proposal documents with CV's of the consultant team must be submitted no later than **December 11, 2025, at 4:00 PM WIB, in PDF format**, addressed to the "SKK Law Study - Habitat Indonesia" Bid Committee, with the following requirements:

1. Bidders must **register at the front desk** of the Habitat for Humanity Indonesia office.
2. The **cost proposal must be enclosed in a sealed envelope**, separate from the other required documents, and **placed in a sealed box at the Habitat for Humanity Indonesia Office** - Building P46, 2nd Floor, Jl. Palmerah Utara No. 46, RT.1/RW.1, Palmerah, West Jakarta 11480.
3. Bidders must complete the cost proposal in accordance with the attached standard budget summary form and include a breakdown of supporting costs.
4. The **cost proposal** must be an original document **submitted by the bidder, bearing the name of the responsible person, signature, and company/institutional stamp** (if not submitted by an individual consultant).