

TERM OF REFERENCE

Digital Budget Coordinator

I. Background

The Centre for Indonesia's Strategic Development Initiatives (CISDI) is a civil society organisation working in sustainable health development through research, program implementation, and advocacy, and has been appointed as the National Coordinator of Transform Health Indonesia (THI). THI is a multisectoral coalition committed to advancing an equitable and inclusive digital health transformation in Indonesia, with a strong focus on addressing gaps in health data governance and ensuring that digital health investments are strategic, inclusive, and equitable.

One of the persistent challenges in Indonesia's digital health landscape is the misalignment between health sector planning instruments and actual investment priorities. Despite significant progress in digitalisation, planning and budgeting processes often lack coherence across different agencies, resulting in inefficiencies, fragmented programs, and limited sustainability. Furthermore, the adoption of tools and frameworks to support evidence-based prioritisation of digital health investments remains weak, which hinders accountability and reduces the effectiveness of public spending (Pisani et al., 2017; Dutta et al., 2020; Agustina et al., 2019; World Health Organization, 2020)

To address these gaps, THI through this consultancy will support a Digital Health Budget Coordinator to strengthen the integration of digital health into national and sub-national planning and budgeting processes. The role will focus on generating evidence through a review of existing planning instruments and stakeholder validation, complemented by consultations with the Ministry of Health's Planning and Budget Bureau and other government institutions. Findings will be synthesised into a Budget Alignment Brief that highlights gaps and strategic needs, and will serve as the basis for convening policy dialogues with MoH, the Ministry of Finance, and Bappenas to discuss actionable pathways for reform. In parallel, the initiative will localise Transform Health's global budget tool by developing and validating a Digital Health Investment Checklist tailored to Indonesia's context. This checklist will be finalised into a user-friendly guide and orientation package for policy planners and subsequently applied in real budget planning scenarios with technical assistance provided to MoH teams. Lessons from this application will be documented to inform the co-creation of a prioritisation framework that links budget decisions more directly to digital health transformation goals.

Through these efforts, the consultancy seeks to build stronger coherence and accountability in digital health financing, ensuring that budget allocations are evidence-based, rights-driven, and aligned with Indonesia's long-term health system transformation agenda. By closing existing governance gaps, the initiative aims to reduce inefficiencies, improve the strategic use of resources, and foster more sustainable digital health governance in the country.

II. Country Context

Rapid digitalisation with fragmented planning and investment.

Indonesia has made significant progress in digital health adoption, driven by national digitalisation initiatives and the expansion of digital public infrastructure in the health sector. However, digital health investments are often planned and implemented across multiple agencies and planning instruments without strong alignment, resulting in fragmented programmes, inefficiencies, and limited sustainability.

Gaps in evidence-based prioritisation and budget coherence.

Despite growing expenditure on digital health, the use of analytical tools and structured frameworks to support evidence-based prioritisation remains limited. Planning and budgeting processes frequently lack a shared reference point to assess strategic value, equity, and long-term impact, reducing accountability and the effectiveness of public spending.

Need to strengthen governance and accountability in digital health financing.

These challenges underscore the importance of strengthening governance mechanisms that link digital health priorities with planning and budgeting decisions. Improving coherence across institutions, enhancing the use of evidence in policy dialogue, and translating analysis into practical guidance are essential to ensure that digital health investments in Indonesia are strategic, inclusive, and aligned with long-term health system transformation goals.

III. Objectives

The objective of this initiative is to strengthen coherence and accountability in Indonesia's digital health planning and financing by improving visibility of existing investments, supporting evidence-based prioritisation, and facilitating informed policy dialogue across relevant institutions. Through analytical review, practical tools, and applied learning, the initiative aims to support more strategic, inclusive, and sustainable digital health investment decisions aligned with Indonesia's long-term health system transformation goals.

IV. Scope of Work

1. Conduct a desk review of development planning instruments and validate findings with stakeholders, leading to the drafting of an initial analysis brief.
2. Carry out interviews with the Ministry of Health's Planning and Budget Bureau to capture perspectives and insights on budget alignment challenges.
3. Synthesize findings into a concise Budget Alignment Brief that identifies existing gaps, strategic needs, and potential solutions.
4. Convene a policy dialogue with relevant government agencies (MoH, MoF, Bappenas) to discuss implementation pathways for the Budget Alignment Brief's recommendations.

5. Track and document policy uptake or feedback resulting from the Budget Alignment Brief through both formal and informal channels.
6. Support the local adaptation of Transform Health's budget tool, including the drafting of a Digital Health Investment Checklist by the technical team.
7. Organize a technical workshop with MoH, DTO, and other sectoral actors to validate the Digital Health Investment Checklist.
8. Finalize the checklist and produce a user-friendly guide and orientation deck for policy planners.
9. Provide technical assistance to MoH planning teams in applying the checklist in at least two real budget planning scenarios.
10. Document the application of the checklist, including successes, limitations, and planning decisions informed by its use.
11. Facilitate the co-creation of a prioritisation framework by integrating findings from the Budget Brief and checklist.
12. Organize three high-level planning meetings with MoH, MoF, and Bappenas to refine and adopt the prioritisation framework.
13. Support the integration of prioritisation language into at least one planning circular or RENSTRA technical guide to institutionalize the approach.

V. Timeline and Milestones

Milestones		Proposed timeline
Digital health financing and investment landscape established	Consolidated landscape overview of digital health financing and investment context	Feb–Mar 2026
	Mapping of digital health-related budget lines across key planning and budgeting documents	
	Overview of institutional roles and financing flows relevant to digital health investments	
	Initial synthesis note highlighting key fragmentation and gaps in existing information	
	Analytical note translating landscape findings into policy-relevant insights	

Milestones		Proposed timeline
Policy-relevant analytical insights generated	Draft policy-oriented analysis highlighting key issues, risks, and opportunities	Mar–Apr 2026
	Presentation materials summarising preliminary analytical findings for consultation	
	Refined analytical brief incorporating feedback from consultations	
Shared understanding of investment priorities strengthened	Evidence package to support cross-institutional discussions on digital health investment priorities	Apr–May 2026
	Structured discussion materials for policy dialogue (slides, talking points, summary notes)	
	Documentation of policy dialogue discussions and key points of alignment or divergence	
	Summary note on agreed or emerging priority areas	
Reference tools for prioritisation developed	Draft analytical tools or frameworks to support digital health investment and prioritisation discussions	May–Jul 2026
	Benchmarking note drawing from relevant global or regional approaches	
	Validation materials and summary of feedback on proposed tools or frameworks	
	Revised prioritisation tool or framework reflecting contextual	

Milestones		Proposed timeline
	inputs	
Practical guidance materials prepared	User-oriented guidance materials to support application of analytical tools in planning contexts	Aug–Sep 2026
	Orientation or reference deck explaining how to use the tools or frameworks	
Applied learning and implementation experience documented	Documentation of application of tools or analytical outputs in real planning or budgeting discussions	Oct 2026 – Mar 2027
	Short implementation notes capturing challenges, adaptations, and enabling factors	
	Lessons learned brief highlighting practical insights from application experiences	
Consolidated synthesis for longer-term policy and planning	Consolidated synthesis output (e.g. case study or summary report)	Apr–Jul 2027
	Executive summary highlighting implications for future digital health financing and governance	
	Presentation materials to communicate synthesis findings to key stakeholders	
Continuity of engagement and integration supported	Follow-up discussion notes supporting integration of findings into relevant planning or guidance processes	Aug–Dec 2027
	Materials to support ongoing reference and use of outputs beyond the consultancy period	

Milestones		Proposed timeline
	Brief note outlining potential next steps or areas for further work	

VI. Qualifications

1. Legally registered foundation, NGO, think tank, or research institute with proven experience in health policy, planning, and budgeting in Indonesia.
2. Demonstrated experience supporting government institutions (MoH, MoF, Bappenas) in evidence-based planning, budgeting, and policy processes.
3. At least five years of implementing policy research, advocacy, or technical assistance projects in health, governance, or public finance.
4. Proven ability to convene multi-stakeholder dialogues and facilitate collaboration across government, civil society, and development partners.
5. In-house expertise in health planning, public financial management, and policy analysis.
6. Familiarity with Indonesian development planning instruments, including RPJMN, RKP, MoH Renstra, and health financing frameworks.
7. Experience conducting desk reviews, stakeholder validation, and structured interviews with government agencies.
8. Demonstrated ability to develop policy briefs, budget analyses, and technical reports that inform high-level decision-making.
9. Ability to facilitate high-level policy dialogues with MoH, MoF, and Bappenas, ensuring inclusive and productive discussions.
10. Experience providing technical assistance directly to government planning teams, including practical application in real budget scenarios.
11. Established systems for tracking policy uptake, documenting outcomes, and reporting results. Strong commitment to evidence-based policymaking, transparency, and accountability.

VII. Application Process

Interested consultancy groups/institutions must submit a proposal in English that demonstrates compliance with the requirements. The proposal must include, at a minimum:

1. Letter of Interest
2. The quotation is inclusive of all applicable taxes.
3. Company Profile
4. CVs of lead consultant and team members
5. Identity Card (KTP) of the Company Director
6. Deed of Establishment of the Company

7. Deed of Amendment to the Articles of Association
8. Corporate Tax Identification Number (NPWP)
9. Company Domicile Certificate
10. Valid Business License
11. Company Registration Certificate (TDP)
12. Business Identification Number (NIB)
13. Company Bank Account Details
14. A summary of previous similar assignments, including samples of digital campaigns, or policy-oriented outputs
15. A detailed proposal that must include:
 - a. Background and proposed deliverables
 - b. Campaign Strategy, Approach, and Methods (online/offline integration)
 - c. Team Member Composition and Roles (including content, design, media, and outreach)
 - d. Workplan and Timeline,
 - e. Detailed Fee Breakdown for each activity and deliverable
 - f. Budget for Implementation

Only shortlisted candidates will be contacted. Incomplete submissions will not be considered. The Selection Panel's decision is final

Registration Address & Further Information	:	admfinance@cisdi.org	1.
Registration Deadline	:	10 February 2026 at 5:00 PM (Western Indonesia Time / WIB)	
Email Subject	:	Open Tender_ Digital Budget Coordinator	