



Konservasi Indonesia is a national foundation established to support sustainable development in the country. We are the main partner of Conservation International in Indonesia.

We envision a healthy and prosperous Indonesia where biodiversity is valued and preserved. With offices and project sites across Indonesia, we promote a sustainable landscape-seascape approach and establish partnerships with multiple stakeholders across sectors and jurisdictions to deliver lasting impacts for people and nature in Indonesia.

*As we are constantly expanding, we are currently looking **Consultant** to fill the following Terms below:*

CONSULTANT (Individu)

Regulatory Framework Study for the Establishment of the Large-Scale Marine Protected Area (LSMPA) in Indonesia

(Code: 1003341)

Request for Proposals

Title: Regulatory Framework Study for the Establishment of the Large-Scale Marine Protected Area (LSMPA) in Indonesia

RFP No: 020/XII/10/2025

Date of Issuance: 10 December 2025

1. Background

Konservasi Indonesia, in partnership with the Ministry of Marine Affairs and Fisheries and the Blue Nature Alliance (BNA), is supporting the legal establishment and capacity development for a large-scale offshore Marine Protected Area (LSMPA): the Banda Sea LSMPA (126,645 km²). This BNA Phase 2 engagement focuses on scientific, technical, and stakeholder engagement processes leading to legal establishment, capacity building, and economic feasibility assessments.

2. Project Overview

Indonesia's MPA and OECM Vision 2045 calls for expanding and improving the management of marine protected areas (MPAs) across ecologically and economically significant seascapes. Within this framework, the Ministry of Marine Affairs and Fisheries (MMAF), with support from Konservasi Indonesia (KI) and partners, aims to establish a Sumatra Large-Scale Marine Protected Area (LSMPA) covering key offshore and coastal ecosystems along the western coast of Sumatra.

Indonesia has established a strong legal foundation for marine conservation and fisheries management through key national laws and ministerial regulations—including Law No. 32/2014 on Marine Affairs, Law No. 45/2009 on Fisheries (as amended), and MMAF Regulation No. 31/2020 on the Management of Aquatic Conservation Areas. However, the current framework is primarily designed for conventional coastal MPAs and has not yet fully addressed the governance needs, jurisdictional arrangements, and regulatory instruments required to establish and manage Large-Scale Marine Protected Areas (LSMPAs) that span multiple provincial jurisdictions and offshore zones.

As Indonesia advances its 30x45 national marine protection agenda, there is a growing need to clarify and strengthen the regulatory, legal, and institutional architecture that enables the creation, designation, management, assignment of management authority, inter-agency

coordination, and long-term enforcement of LSMPAs. This study will therefore map and analyze national and subnational legal instruments; identify regulatory discrepancies; institutional and jurisdictional overlaps; and assess international frameworks relevant to large-scale conservation. The results will provide policy options and legal pathways to support the effective establishment and governance of LSMPAs across Indonesia—including, but not limited to, proposed sites such as Sumatra and Banda.

This regulatory framework study will contribute to Indonesia's broader marine governance reforms, strengthen cross-jurisdictional coordination, and ensure that clear legal mandates, coherent institutional arrangements, and sustainable management mechanisms support future LSMPAs.

3. Terms of Reference, Deliverables and Deliverables Schedule (See Attachment 2)

4. Submission Details

- a. Deadline. Proposals must be received no later than (24 December 2025, 24:00 WIB). Late submissions will not be accepted. Proposals must be submitted via email to ewidyastuti@konservasi-id.org, kkhaifin@konservasi-id.org, grantcontractID@konservasi-id.org. All proposals are to be submitted following the guidelines listed in this RFP.
- b. Validity of bid. 120 days from the submission deadline
- c. Clarifications. Questions may be submitted to ewidyastuti@konservasi-id.org, kkhaifin@konservasi-id.org, grantcontractID@konservasi-id.org by the specified date and time in the timeline below. The subject of the email must contain the RFP number and title of the RFP. KI will respond in writing to submitted clarifications by the date specified in the timeline below. Responses to questions that may be of common interest to all bidders will be posted to the KI website and/or communicated via email.
- d. Amendments. At any time prior to the deadline for submission of proposals, KI may, for any reason, modify the RFP documents by amendment which will be posted to the KI website and/or communicated via email.

5. Minimum Requirements

- a. Proven professional experience of more than 10 years in marine policy, environmental law, and institutional or regulatory analysis related to coastal and marine governance in Indonesia.
- b. Proven experience conducting policy and legal reviews related to marine protected areas (MPAs), fisheries management, marine spatial planning (MSP), or blue economy policy.
- c. Demonstrated understanding of Indonesia's marine and fisheries regulatory framework, including Law No. 32/2014 on Marine Affairs, Law No. 45/2009 on Fisheries, and MMAF Regulation No. 31/2020 on MPA Management.
- d. Experience in working with national and subnational government institutions (particularly MMAF, Bappenas, KLHK, and provincial DKPs) and facilitating multi-stakeholder consultations.
- e. Demonstrated ability to prepare policy briefs, regulatory gap analyses, and recommendations in bilingual format (English and Bahasa Indonesia).
- f. Excellent analytical, writing, and communication skills, and proven ability to produce high-quality outputs under tight timelines.

6. Proposal Documents to Include

- a. Signed cover page on bidder's letterhead with the bidder's contact information.
- b. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
- c. Technical Proposal.
 - i. Corporate Capabilities, Experience, Past Performance, and 3 client references. Please include descriptions of similar projects or assignments and at least three client references.
 - ii. Qualifications of Key Personnel. Please attach CVs that demonstrate how the team proposed meets the minimum requirements listed in section 5 (Minimum Requirements).
 - iii. Technical Approach, Methodology and Detailed Work Plan. The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference (Section 3).
- d. Financial Proposal. Offerors shall use the cost proposal template (Attachment 3).

- 7. Evaluation Criteria** In evaluating proposals, KI will seek the best value for money considering the merits of the technical and costs proposals. Proposals will be evaluated using the following criteria:

Evaluation Criteria	Score (out of 100)
Is the proposed approach and methodology appropriate to the assignment and practical in the prevailing project circumstances? Does the proposed approach use the most economical way to maximize the quantity and quality of the data?	30
Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	20
Does the bidder's past performance demonstrate recent proven experience doing similar work?	15
Does the bidder and the proposed personnel have the specific technical expertise for the assignment?	10
Cost: Costs proposed are reasonable and realistic, reflect a solid understanding of the assignment.	25

8. Proposal Timeline

RFP Issued	10 December 2025
Clarifications submitted to KI	14 December 2025
Clarifications provided to known bidders	19 December 2025
Complete proposals due to KI	24 December 2025
Final selection	9 January 2026

- 9. Resulting Award** KI anticipates entering into an agreement with the selected bidder by (19 January 2026). Any resulting agreement will be subject to the terms and conditions of KI's Services Agreement. A model form of agreement can be provided upon request.

This RFP does not obligate KI to execute a contract, nor does it commit KI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, KI reserves the right to reject any and all offers, if such action is considered to be in the best interest of KI. KI will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

- 10. Confidentiality** All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. KI may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. KI's evaluation results are confidential and applicant scoring will not be shared among bidders.

- 11. Code of Ethics** All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with KI's Code of Ethics. Konservasi Indonesia's reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion and Teamwork. KI's Code of Ethics (the "Code") provides guidance to KI employees, service providers, experts, interns, and volunteers in living KI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to KI via its Ethics Hotline at www.ci.ethicspoint.com.

12. Attachments:

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility
Attachment 2: Terms of Reference
Attachment 3: Cost Proposal Template
[Attachment X: any other attachments]

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

RFP No. XXXXXXXX

UEI Number (if applicable): XXX-XXX-XXX

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with KI's Code of Ethics. KI's Code of Ethics provides guidance to KI employees, service providers, experts, interns, and volunteers in living KI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violations of the Code of Ethics should be reported to KI via its Ethics Hotline at www.ci.ethicspoint.com.

KI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

I. With respect to KI's Code of Ethics, we certify:

- a. We understand and accept that KI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

II. With respect to social and environmental standards, we certify:

- a. We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.
- b. We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

III. With respect to our eligibility and professional conduct, we certify:

- a. We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror's business
- b. We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.

- c.** We are/were not involved in writing or recommending the terms of reference for this solicitation document.
- d.** We have not engaged in any collusion or price fixing with other offerors.
- e.** We have not made promises, offers, or grants, directly or indirectly to any KI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.
- f.** We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by KI.
- g.** We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.
- h.** We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).
- i.** We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension".

Name: _____

Signature: _____

Title: _____

Date: _____

Attachment 2: Terms of Reference

Terms of Reference (TOR)

Consultant Services: Regulatory Framework Study for the Establishment of the Sumatra Large-Scale Marine Protected Area (LSMPA)

Organizations: Konservasi Indonesia (KI)

Contracting modality: Services contract with KI

Contract duration: 4 months

1 Background & Rationale

Indonesia's MPA and OECM Vision 2045 calls for expanding and improving the management of marine protected areas (MPAs) across ecologically and economically significant seascapes. Within this framework, the Ministry of Marine Affairs and Fisheries (MMAF), with support from Konservasi Indonesia (KI) and partners, aims to establish a Sumatra Large-Scale Marine Protected Area (LSMPA) covering key offshore and coastal ecosystems along the western coast of Sumatra.

Indonesia has established a strong legal foundation for marine conservation and fisheries management through key national laws and ministerial regulations—including Law No. 32/2014 on Marine Affairs, Law No. 45/2009 on Fisheries (as amended), and MMAF Regulation No. 31/2020 on the Management of Aquatic Conservation Areas. However, the current framework is primarily designed for conventional coastal MPAs and has not yet fully addressed the governance needs, jurisdictional arrangements, and regulatory instruments required to establish and manage Large-Scale Marine Protected Areas (LSMPAs) that span multiple provincial jurisdictions and offshore zones.

As Indonesia advances its 30×45 national marine protection agenda, there is a growing need to clarify and strengthen the regulatory, legal, and institutional architecture that enables the creation, designation, management, assignment of management authority, inter-agency coordination, and long-term enforcement of LSMPAs. This study will therefore map and analyze national and subnational legal instruments; identify regulatory discrepancies; institutional and jurisdictional overlaps; and assess international frameworks relevant to large-scale conservation. The results will provide policy options and legal pathways to support the effective establishment and governance of LSMPAs across Indonesia—including, but not limited to, proposed sites such as Sumatra and Banda.

This regulatory framework study will contribute to Indonesia's broader marine governance reforms, strengthen cross-jurisdictional coordination, and ensure that clear legal mandates, coherent institutional arrangements, and sustainable management mechanisms support future LSMPAs.

2 Purpose of the Assignment

To assess and recommend the national regulatory and legal framework required to establish and manage Large-Scale Marine Protected Areas (LSMPAs) effectively across Indonesia — including but not limited to the Sumatra and Banda seascapes — and to provide clear policy recommendations and implementation pathways that strengthen national coordination and governance mechanisms.

3 Objectives

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Template Date: July 2021

Owner: Finance, Grants and Contracts Unit

1. Review and analyze the existing international, national, and subnational regulatory frameworks relevant to the establishment and management of LSMPA.
2. Benchmark international LSMPA governance models and extract applicable lessons for Indonesia.
3. Develop a comprehensive policy framework and roadmap for the formal designation and governance of the LSMPA, covering two spatial and jurisdictional contexts: (i) the **offshore MPA** within Indonesia's **Exclusive Economic Zone (EEZ)**; and (ii) the **territorial and archipelagic waters**, where provincial and local governments have shared management authority. The framework shall outline legal and institutional pathways for formal designation, clarify mandates across government levels, and propose coordination mechanisms suitable for each jurisdictional setting.

4 Geographic Scope

The study will adopt a national-level scope, anchored within Indonesia's MPA and OECM Vision 2045 framework, which identifies large-scale and ecologically significant marine areas as national conservation priorities.

Within this national context, the study will focus on developing an institutional and governance framework applicable to the Sumatra Large-Scale Marine Protected Area (LSMPA) as one of the proposed priority seascapes. The analysis will consider both offshore zones within the Exclusive Economic Zone (EEZ) and inshore or archipelagic waters under provincial jurisdiction, ensuring coherence between national, provincial, and cross-sectoral governance arrangements.

The delineation and classification of the LSMPA—covering potential offshore and nearshore zones along the western Sumatra seascape—will be aligned with the indicative areas outlined in the MPA and OECM Vision 2045 document. Final boundary refinement and focus areas will be confirmed in consultation with the Ministry of Marine Affairs and Fisheries (MMAF), Konservasi Indonesia (KI), and other relevant stakeholders during the inception phase.

5 Scope of Work & Tasks

5.1 Inception & Work Planning

- Review relevant documents (laws, policies, national MPA strategies, RZWP3K plans, etc.).
- Develop a Detailed Work Plan & Methodology in coordination with MMAF/KI.
- Define key policy questions, governance issues, and institutional mapping relevant to LSMPA.
- Present and validate the approach in an Inception Meeting with MMAF and partners.

5.2 Regulatory and Policy Review

- Conduct a comprehensive review of international, national, and provincial regulations governing MPAs, marine spatial planning, fisheries, environment, and decentralization.
- Identify gaps, overlaps, and inconsistencies affecting LSMPA establishment.
- Assess how existing instruments (e.g., MMAF Reg. 31/2020) can be applied or adapted for LSMPA designation.
- Evaluate coordination and decision-making mechanisms related to marine management.

5.3 Benchmarking of International LSMPA Models

- Review governance and regulatory models from global LSMPAs (Papahānaumokuākea – USA, Great Barrier Reef – Australia, Phoenix Islands – Kiribati).
- Analyze legal foundations, institutional structures, and financing mechanisms.
- Extract lessons learned and relevance for Indonesia's legal context.

5.4 Stakeholder Consultation and Validation

- Identify and engage key stakeholders (MMAF, Ministry of Transportation, Ministry of Environment and Forestry, Bappenas, provincial agencies, NGOs, local communities).
- Conduct two structured consultations: (1) Midterm validation workshop, (2) Final policy consultation and presentation of recommendations.
- Document all feedback and integrate it into final outputs.

5.5 Policy Framework, Recommendations & Roadmap

- Develop a Regulatory Framework Report detailing legal basis, policy options, and institutional design.
- Propose coordination and capacity-building mechanisms for implementation.

6 Deliverables

1. Inception Report – Work plan, methodology, stakeholder map, and outline of issues (Week 2)
2. Regulatory & Institutional Review Report – Comprehensive analysis of national and provincial regulations (Week 6)
3. Benchmarking & Gap Analysis Report – Comparative review and identified legal/institutional gaps (Week 10)
4. Draft Policy Framework Report – Preliminary recommendations and roadmap (Week 14)
5. Final Report & Policy Briefs (EN & Bahasa) – Validated recommendations, roadmap, and supporting briefs (Week 16)

7 Indicative Timeline (from Contract Start)

Month	1	2	3	4
Inception & Work Planning	•			
Review & Analysis	•	•		
Consultations & Benchmarking		•	•	
Drafting & Finalization				•

The above **4-month** structure mirrors your earlier planning format and consultation cadence.

8 Qualifications of the Consultant

Essential Qualifications:

- **Proven more than 10 years professional experience** in marine policy, environmental law, or institutional and regulatory analysis related to coastal and marine governance in Indonesia.
- Proven experience conducting **policy and legal reviews** related to **marine protected areas (MPAs), fisheries management, marine spatial planning (MSP), or blue economy policy**.
- Demonstrated understanding of **Indonesia's marine and fisheries regulatory framework**, including *Law No. 32/2014 on Marine Affairs*, *Law No. 45/2009 on Fisheries*, and *MMAF Regulation No. 31/2020 on MPA Management*.
- Experience in working with **national and subnational government institutions** (particularly MMAF, Bappenas, KLHK, and provincial DKPs) and facilitating **multi-stakeholder consultations**.
- Demonstrated ability to prepare **policy briefs, regulatory gap analyses, and recommendations** in bilingual format (English and Bahasa Indonesia).
- Excellent analytical, writing, and communication skills, and proven ability to produce high-quality outputs under tight timelines.

Desirable Qualifications:

- Advanced degree (Master's or Ph.D.) in **marine policy, environmental law, governance, political science, or public administration**.
- Familiarity with **international legal frameworks and instruments** related to MPAs and ocean governance (e.g., CBD, UNCLOS, BBNJ Agreement, RFMO/IOTC).
- Experience in **developing or advising regulatory frameworks** for large-scale MPAs or multi-jurisdictional conservation initiatives.
- Experience working with or advising **international conservation organizations** (e.g., IUCN, CI, WWF, TNC) or multilateral partners.
- Knowledge of **Blue Economy and OECM (Other Effective Area-Based Conservation Measures)** frameworks.

9 Data Management, Ethics & Quality Assurance

- Ensure compliance with **KI/BNA data governance policies**, including secure storage; transparent methods; reproducible scripts (if used); and data-sharing protocols agreed with MMAF/KI.
- Ethical engagement with communities (informed consent, safeguarding considerations).

- Clear documentation of **assumptions, parameter sources, and uncertainties**; provide sensitivity analyses and a limitations statement.

10 Meetings & Communication

- Three (3) formal consultative meetings (Inception, Progress, Final) with MMAF/KI/BNP; additional technical clinics as requested. All meetings and presentations will be coordinated through the KI focal point for effective communication and documentation.
- Provide bilingual decks and concise one-pagers for decision-makers at each milestone.

11 Reporting Requirements & Language

- All reports and materials must be delivered in English and Bahasa Indonesia.
- Submit: **Inception, Progress, Final Reports; annexes (data dictionary, methods, spreadsheets/models).**

12 Budget & Payment

1. 20% upon acceptance of Inception Report
2. 25% upon acceptance of Regulatory & Institutional Review Report
3. 25% upon acceptance of Draft Policy Framework
4. 30% upon acceptance of Final Report & Policy Briefs

Attachment 3: Cost Proposal Template

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labeled and included in the total offered price. All cost information must be expressed in [USD](#).

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

Cost Breakdown by Deliverable

Deliverable	Price (Lump Sum, All Inclusive)
Inception Report	20%
Regulatory & Institutional Review Report	25%
Draft Policy Framework	25%
Final Report & Policy Briefs	30%

Cost Breakdown by Cost Component (example only)

Description	Unit of measure (day, month etc)	Total period of engagement	Unit cost/rate	Total Cost for the Period
Consultant 1				
Consultant 2				
Sub-total Personnel				
Travel Costs (if applicable)				
Other related Costs (please specify)				
Total Cost of Financial Proposal				