



*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)**

### **Institutional Arrangements Study for the Governance of the Large-Scale Marine Protected Area (LSMPA) Management**

**(Code: 1003341)**

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#### **Request for Proposals**

**Title: Institutional Arrangements Study for the Governance of the Large-Scale Marine Protected Area (LSMPA) Management**

**RFP No: 018/XII/10/2025**

**Date of Issuance: 10 December 2025**

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#### **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 western Sumatra seascape and Banda Sea LSMPA. 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 the expansion and strengthened 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, is advancing the establishment of Large-Scale Marine Protected Areas (LSMPAs) in priority regions, including the proposed Sumatra LSMPA—encompassing key offshore and coastal ecosystems along the western Sumatra seascape—and the Banda Sea.

The success of a large-scale MPA depends not only on legal foundations but also on a robust institutional framework that ensures effective governance across multiple provinces and sectors. Current institutional arrangements for marine management in Indonesia remain fragmented responsibilities are distributed among various ministries, agencies, and local governments. This fragmentation can hinder coordination, policy alignment, and long-term sustainability.

Therefore, this study aims to assess and design an institutional governance framework that clarifies roles, strengthens coordination mechanisms, and supports effective management of the

Sumatra LSMPA. The outcomes of this work will inform MMAF and partners in developing a coherent management structure aligned with Indonesia's commitments to the 30x45 ocean protection target and integrated marine governance.

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

#### **4. Submission Details**

- a. Deadline. Proposals must be received no later than (19 December 2025, 24:00 WIB). Late submissions will not be accepted. Proposals must be submitted via email to: [ewidyastuti@konservasi-id.org](mailto:ewidyastuti@konservasi-id.org); [kkhaifin@konservasi-id.org](mailto:kkhaifin@konservasi-id.org), [grantcontractID@konservasi-id.org](mailto: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](mailto:ewidyastuti@konservasi-id.org); [kkhaifin@konservasi-id.org](mailto:kkhaifin@konservasi-id.org), [grantcontractID@konservasi-id.org](mailto: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:

<b>Evaluation Criteria</b>	<b>Score (out of 100)</b>
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	15 December 2025
Clarifications provided to known bidders	17 December 2025
Complete proposals due to KI	19 December 2025
Final selection	24 December 2025

**9. Resulting Award** KI anticipates entering into an agreement with the selected bidder by (16 Januari 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](http://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](http://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: Institutional Arrangements Study for the Governance of the Large-Scale Marine Protected Area (LSMPA) Management

**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 the expansion and strengthened 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, is advancing the establishment of Large-Scale Marine Protected Areas (LSMPAs) in priority regions, including the proposed Sumatra LSMPA—encompassing key offshore and coastal ecosystems along the western coast of Sumatra—and the Banda Sea.

The success of a large-scale MPA depends not only on legal foundations but also on a robust institutional framework that ensures effective governance across multiple provinces and sectors. Current institutional arrangements for marine management in Indonesia remain fragmented responsibilities are distributed among various ministries, agencies, and local governments. This fragmentation can hinder coordination, policy alignment, and long-term sustainability.

Therefore, this study aims to assess and design an institutional governance framework that clarifies roles, strengthens coordination mechanisms, and supports effective management of the Sumatra LSMPA. The outcomes of this work will inform MMAF and partners in developing a coherent management structure aligned with Indonesia's commitments to the 30x45 ocean protection target and integrated marine governance.

### 2 Purpose of the Assignment

To analyze, design, and propose a **national-level institutional and governance framework** that supports the establishment, coordination, and effective management of **Large-Scale Marine Protected Areas (LSMPAs)** in Indonesia — with an initial focus on the proposed **Sumatra** and **Banda LSMPAs**.

The study will identify institutional pathways and coordination mechanisms applicable across multiple jurisdictions and governance levels (national, provincial, and local), enabling coherent policy and management models for LSMPAs within Indonesia's *MPA and OECM Vision 2045* framework.

### 3 Objectives

1. Review existing institutional mandates, roles, and coordination mechanisms relevant to MPA and marine spatial governance.

2. Identifies gaps, overlaps, and challenges in the institutional setup that affect large-scale, cross-provincial marine management.
3. Benchmark international and national best practices for large-scale MPA governance.
4. Propose a national-level governance model, institutional structure, and coordination roadmap applicable for the establishment and management of Large-Scale Marine Protected Areas (LSMPAs) across Indonesia, with specific applicability to the Sumatra and Banda LSMPAs.

## **4 Geographic Scope**

The study will adopt a **national-level scope** aligned with Indonesia's *MPA and OECM Vision 2045*, which identifies priority large-scale and ecologically significant marine areas for long-term conservation and sustainable management.

Within this national context, the study will focus on developing institutional and governance frameworks applicable to **multiple Large-Scale Marine Protected Areas (LSMPAs)**, with initial emphasis on the **Sumatra LSMPA** along the western coast of Sumatra and the **Banda LSMPA** in the eastern Indonesian archipelago.

The analysis will cover both **offshore zones within Indonesia's Exclusive Economic Zone (EEZ)** and **inshore or archipelagic waters under provincial jurisdiction**, ensuring coherence between national, provincial, and local governance systems.

The delineation and focal areas for each LSMPA will be refined in consultation with the Ministry of Marine Affairs and Fisheries (MMAF), Konservasi Indonesia (KI), and other relevant stakeholders during the inception phase, in alignment with the indicative areas outlined in the *MPA and OECM Vision 2045*.

## **5 Scope of Work & Tasks**

### **5.1 Inception & Work Planning**

- Review relevant literature and documents (laws, regulations, institutional structures, marine spatial plans, MPA strategies, and decentralization laws).
- Develop a Detailed Work Plan and Methodology in coordination with MMAF/KI.
- Define key governance questions and institutional mapping parameters.
- Present and validate the proposed approach in an Inception Meeting with MMAF and partners.

### **5.2 Institutional Mapping & Role Analysis**

- Identify all relevant national and provincial institutions (e.g., MMAF, Ministry of Environment and Forestry, Ministry of Transportation, Bappenas, TNI AL, Bakamla, and local governments).
- Map their mandates, roles, and inter-agency linkages in marine and coastal governance.
- Assess coordination mechanisms and areas of overlap or fragmentation.

### **5.3 Governance Gap & Coordination Analysis**

- Review existing coordination platforms (national working groups, provincial task forces, etc.).



- Identify institutional gaps, overlapping jurisdictions, and capacity limitations.
- Analyze opportunities for integrated or collaborative governance mechanisms (e.g., multi-agency steering committees, joint management units).

#### 5.4 Benchmarking of Institutional Models

- Review governance structures of relevant international LSMPAs (e.g., Great Barrier Reef Marine Park Authority, Papahānaumokuākea Marine National Monument, Phoenix Islands Protected Area).
- Analyze lessons learned and best practices for institutional coordination and co-management.
- Assess applicability within Indonesia’s governance and legal context.

#### 5.5 Stakeholder Consultation and Validation

- Identify and engage key stakeholders at national and provincial levels.
- Conduct two structured consultations: Midterm validation workshop and Final consultation to validate proposed governance model and roadmap.
- Document and integrate stakeholder feedback into final outputs.

#### 5.6 Institutional Framework & Roadmap Development

- Develop a Proposed Institutional Framework Report, including governance models, coordination mechanisms, and implementation pathways.
- Provide recommendations for capacity building and inter-agency coordination.
- Based on the institutional mapping, governance gap analysis, and benchmarking findings, the consultant will develop a **Policy Brief** summarizing key recommendations for the establishment and governance of Large-Scale Marine Protected Areas (LSMPAs) in Indonesia, with specific applicability to the Sumatra and Banda LSMPAs.

### 6 Deliverables

Deliverable	Description	Timeline
Inception Report	Work plan, methodology, institutional mapping plan, and stakeholder list	Week 2
Institutional Mapping & Gap Analysis Report	Comprehensive analysis of institutional roles, mandates, and coordination gaps	Week 6
Benchmarking Report	Comparative review of international and national governance models	Week 10
Draft Institutional Framework Report	Preliminary governance model and roadmap	Week 14
Final Report & Policy Briefs (EN & Bahasa)	Validated recommendations, roadmap, and supporting briefs	Week 16

### 7 Qualifications of the Consultant

#### Essential Qualifications:

- **Proven professional experience** in institutional, legal, and governance analysis within the **marine, coastal, or environmental management sectors.**



- Demonstrated experience in designing or evaluating **governance frameworks or coordination mechanisms** for multi-jurisdictional or large-scale marine protected areas, marine spatial planning (MSP), or integrated coastal management (ICM).
- Proven familiarity with **Indonesia’s decentralization system, marine sector governance,** and relevant regulatory frameworks (e.g., *Law No. 32/2014 on Marine Affairs, PP 60/2007, Permen KP 31/2020*).
- Documented experience working with the **Ministry of Marine Affairs and Fisheries (MMAF)** and/or other key ministries (Bappenas, KLHK, Kemlu) and **provincial/local governments.**
- Strong understanding of **international models of LSMPA governance** (e.g., *Great Barrier Reef Marine Park Authority, Papahānaumokuākea, Phoenix Islands Protected Area*).
- Proven experience conducting **policy research, institutional mapping, and stakeholder consultations** across government and non-governmental partners.
- Excellent analytical and writing skills, with demonstrated ability to produce **bilingual (English–Bahasa Indonesia)** policy papers, frameworks, and reports for high-level decision-makers.

**Desirable Qualifications:**

- Advanced degree (Master’s or Ph.D.) in **marine policy, governance, environmental law, political science, or institutional economics.**
- Familiarity with **Blue Economy, OECM, or 30x45 implementation frameworks.**
- Experience in **facilitating multi-stakeholder consultations** and **capacity-building sessions** related to marine governance.

**8 Data Management, Ethics & Quality Assurance**

Ensure compliance with KI/BNA data governance and ethical standards. Maintain transparency, reproducibility, and secure data management. Document all assumptions, sources, and limitations clearly.

**9 Meetings & Communication**

Three (3) formal meetings: Inception, Progress, and Final Consultation. Additional technical clinics as needed. Provide bilingual decks and concise one-pagers for decision-makers at each milestone. All communications will be coordinated through the KI focal point.

**10 Reporting Requirements & Language**

All deliverables must be submitted in English and Bahasa Indonesia, including reports, annexes, data tables, and stakeholder summaries.

**11 Budget & Payment**

Milestone	Deliverable	Payment (%)
1	Inception Report	20%
2	Institutional Mapping & Gap Analysis Report	25%



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3	Draft Institutional Framework Report	25%
4	Final Report & Policy Briefs	30%

### 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

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

#### Cost Breakdown by Cost Component (example only)

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