



REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTANT SERVICES – SELECTION OF FIRMS)

REPUBLIC OF INDONESIA PORT MANAGEMENT OPERATION CONSULTANT FOR THE INTEGRATED FISHING PORTS AND INTERNATIONAL FISH MARKET PROJECT (IFP-IFM) - PHASE I

INFRASTRUCTURE (FISHING PORT) CONSULTING SERVICES: *Port Management Operation Consultant (PMOC)*

Mode of Financing: *Lease Financing*
Financing No. *IDN-1055*

The Government of Indonesia has received a financing from the Islamic Development Bank toward the cost of the Port Management Operation Consultant (PMOC) for the Integrated Fishing Ports and International Fish Market Project (IFP-IFM) - Phase I and intends to apply part of the proceeds for consultant services.

The PMOC provides the best practice of internationally recognized Port Management operations and implements ISO14001. The consultant may propose the new enhancement of the Port Management System (PMS) to optimize the port operation and management. The output from the consultant will be a recommendation for the overall port management system that will help manage vessel berthing, loading/unloading, and vessel tracking within the port area to optimize the traffic flow in/out of the port. The PMOC will conduct training for port operations, planning and development control, catch quality management, HACCP, and comparative studies. The delivery of the consultant will improve port operations and public services to fishers, fisheries business actors and other stakeholders. PMOC will also carry out the Development of the Outline Business Case (OBC) for Operation and Maintenance (O&M) for potential future fishing port concessions.

The consulting services shall be carried out for a period of 18 months and expected to commence in **April 2027**. The Key personnel staff shall include international experts.

The detailed Terms of Reference (TOR) for the assignment are attached to this request for expressions of interest.

The Directorate General of Captures Fisheries of the Ministry of Marine Affairs and Fisheries (MMAF) now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the services. Interested Consultants must provide specific information which demonstrates that they are fully qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.).

- The shortlisting criteria are:
 - I. Evaluation of Administrative Qualifications
 - Submission of EOI
 - Submission of Legal Documents (JV/Single Agreements)
 - Fulfil the provisions of Indonesia laws and regulations to carry out activities/business, such as: Business Entity Certificate (SBU) with a Large Business Qualification related to:
 - a. Agricultural;
 - b. Fisheries and Maritime; and

c. Information Technology.

For Joint Venture (JV) or Joint Operation (JO) arrangements, the required SBU qualifications may be fulfilled collectively by the members of the JV/JO. The members may complement each other in meeting the required SBU qualifications, provided that the JV/JO as a whole possesses the required SBU qualifications relevant to the scope of services. Each member shall demonstrate a valid SBU corresponding to its respective scope of responsibility and contribution to the assignment.

- Interested foreign consultants can submit a relevant business license or registration that is valid in their respective countries.
- Not included in the Black List Firm
- Possession of Quality Management System (ISO 9001:2015) certification is mandatory; additionally, Environmental Management System (ISO 14001:2015) and Occupational Health and Safety (OHS) Management System (ISO 45001:2018) certifications are required as complementary certifications for JV or JO participants.

II. Evaluation of Technical Qualifications

- Having experience in similar works, specifically in the field of agricultural, fisheries and maritime, and information technology based on the scope of work within the last 1 (one) year.
- Having a minimum of 1 (one) project experience as a port management consultant or port operation and marine consultant within the last 3 (three) years, both in government and private sectors, including subcontracting experience
- Experience with multilateral development agencies and/or bilateral agencies, based on project references; Please select the most relevant projects, with each project value of approximately minimum USD **0.35 million** or more to demonstrate the firm's experience (maximum of project contract amount within the last ten years);
- Key Experts will not be evaluated at the shortlisting stage

The attention of interested Consultants is drawn to Paragraphs, 1.23, and 1.24 of the Guidelines for Procurement of Consultant Services under Islamic Development Bank Project Financing (the “Procurement Guidelines”), setting forth IsDB’s policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Procurement Guidelines.

Interested consultants may obtain further information about the bidding process and of the bidding documents (RFP), electronically from the Evaluation Committee (POKJA) - PBJ at the email address stated below.

Expressions of Interest must be submitted through the SPSE Government e-Procurement platform at the website: <https://spseicb.lkpp.go.id/spseicb/> by **October 30th, 2026**. Interested Consultants shall register first as a vendor at the mentioned website prior to submitting their Expression of Interest (REOI).

Selection Committee of Port Management Operation Consultant (PMOC)

Integrated Fishing Ports and International Fish Markets Project Phase-I

Secretariat General

Ministry of Marine Affairs and Fisheries

Mina Bahari I Building, 3rd Floor Jl. Medan Merdeka Timur No. 16 Jakarta Pusat 10110 Indonesia

E-mail: pokja_isdb@kkp.go.id

Website: <https://spseicb.lkpp.go.id/spseicb/>

LETTER TO ACCOMPANY FORMS

Dear Sir/Madam,

We would like to thank you for expressing interest in providing services to the Port Management Operation Consultant (PMOC).

Interested consultants may submit an Expression of Interest individually or enter into a Joint Venture to enhance their qualifications.

For a Joint Venture to be considered eligible, the Expression of Interest must include a Letter of Intent from the lead firm and each partner, indicating their intent to form a Joint Venture, nominating the lead firm, and confirming that all partners agree to be held jointly and severally liable if awarded the contract.

For the preparation of the shortlist an important criteria to be considered will be that under a Joint Venture each partner has to be reasonably qualified to take over the responsibilities and role of any of the partners in case one of them fails to perform or withdraws.

For Joint Ventures the Expression of Interest must include properly completed forms and profiles for each participating member.

The Expression of Interest including all the attached Forms are to be submitted at <https://spseicb.lkpp.go.id/spseicb/>. Interested Consultants shall register as a vendor in the mentioned website to submit their Expression of Interest.

Yours sincerely,



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Head of the Selection Committee of Port Management Operation Consultant (PMOC)

FORMS

01	Company Information
02a, 02b	Firms Experience

COMPANY INFORMATION*

1	Name of Company	
2	Head Office Address Telephone E-mail	
3	Indonesian Office Address <i>(if different from above)</i> Telephone E-mail	
4	Name of Responsible Director	

MANAGEMENT and ORGANIZATION INFORMATION

1	Describe your brief company profile (year of establishment, place of establishment, company background, etc) no more than 1000 words
2	Describe your company expertise in which field
3	Describe your company experience showcase at least 5 major projects during the last 10 years
4	Describe how your Company Board of Director Structure
5	Describe how your Company provides for Quality Assurance of its activities (e.g. ISO 9001 Registered)
6	Describe in which other countries in Indonesia and Asia/SE Asia does the Company operate?

Note: (*) All information provided will be subject to Audit in the event that the Consultant/Joint Venture is determined to be the winning bidder for the Services. Contract award will be subject to a satisfactory audit result.

Term of Reference (ToR)
Port Management And Operation Consultant (PMOC)
Integrated Fishing Ports and International Fish Markets Phase-I
Islamic Development Bank (IsDB) IDN- 1055

FORM
02a

SUMMARY OF FIRM'S EXPERIENCE

(COMPANY EXPERIENCE IN THE LAST TEN YEARS)

No.	Assignment Name	Country/Location	Name of Employer/ Client	Type of Services Provided	Period of contract		Contract Value (Equiv IDR)	Company Share of Contract Value (Equiv IDR)
					Start date (mm/yy)	Completion date (mm/yy)		
1	2	3	4	5	6	7	8	9
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
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15								

NOTES:

1. A maximum of 10 **relevant** projects completed and/or on-going within the last ten (10) years (from 2015 to present) may be included – provide more detail using the format on Form 2b following.
2. All columns are required to be completed - otherwise the corresponding row will not be evaluated.
3. Column 5: Type of Services.
4. Column 8: Convert the contract value to IDR at the time of the contract.
5. Column 9: the Company's share of the contract value, if working in association; the full Contract Value if carried out entirely by the Company.
6. In the event of an award of contract all Company Experience nominated must be substantiated with documentary evidence. Such evidence need not be submitted at this stage.

Firm's Experience

[Using the format below, provide information on Consulting Services assignments undertaken by your Company within the last 10 years either individually as a corporate entity or as a Joint Venture partner. Note that a maximum of 15 such assignments is to be submitted.]

Firm's Name:

Assignment name:	Value of the contract (equivalent IDR)
Country:	Duration of assignment (months):
Location within country:	Start date/completion date (mm/yy):
Name and Address of Client:	Professional staff-months of the assignment: Total Number provided by your company
Contract No.	Company share of contract value (equivalent IDR):
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

ELIGIBILITY DECLARATION

We, the undersigned, certified to the best of our knowledge and belief:

1. We have read the advertisement for this assignment.
2. We confirm that the project reference submitted as part of this EOI accurately reflects the experience of the specified firm/consortium.
3. All consulting entities and experts proposed in this EOI are eligible to participate in this project.
4. The lead entity and JV member or sub-consultant are NOT currently sanctioned or boycotted by Organization of the Islamic Cooperation, the League of Arab States and African Union.
5. Neither the consulting firm nor the JV member or sub-consultant has ever been convicted of an integrity-related offense or crime related to theft, corruption, fraud, collusion, coercion, and obstruction.
6. None of the proposed consortium are subsidiaries of and/or dependent on the Executing Agency or the Implementing Agency or individuals related to them.
7. We understand that any misrepresentations that knowingly or recklessly mislead, or attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with IsDB Anticorruption Policy.

.....(Sign here).....
Name and position

TERM OF REFERENCE (TOR)

PORT MANAGEMENT AND OPERATION CONSULTANT (PMOC)

INTEGRATED FISHING PORTS AND INTERNATIONAL FISH MARKETS PROJECT PHASE-I

**ISLAMIC DEVELOPMENT BANK (IsDB)
IDN - 1055**



**MINISTRY OF MARINE AFFAIRS AND FISHERIES
INDONESIA**

2026

1. BACKGROUND

A Fishing Port is essential infrastructure for utilizing fishery potential. It comprises a designated area of land and surrounding waters, serving as a hub for government activities and fishery business operations. As such, it functions as a place for fishing vessels to dock, berth, and land their catches, and is equipped with shipping safety facilities and support services for fisheries activities.

The Ministry of Maritime Affairs and Fisheries is developing modern fishing ports that meet international standards and incorporate environmental considerations (eco fishing ports) as part of its strategy to implement a Measurable Fishing Policy (*Penangkapan Ikan Terukur/PIT*). The development of fishing ports constitutes one of the Ministry's priority programs aimed at supporting the realization of measurable fishing.

The Measurable Fishing Policy is designed to ensure the sustainability of fish resources while promoting the welfare of fishers, expanding employment opportunities, enhancing the added value and competitiveness of fishery products, providing business certainty, contributing to the business sector, and generating Non-Tax State Revenue (*Pendapatan Negara Bukan Pajak/PNBP*) for the state. Furthermore, this policy is expected to create a multiplier effect on national development and stimulate investment opportunities across primary and secondary activities, including fishing, port management, and the fisheries industry.

Fishing ports are required to maintain cleanliness and hygiene to ensure optimal fish quality. They must also actively fulfill their functions in supporting the smooth flow, security, and order of fishing vessel traffic, as well as the safety and operations of fishing vessels. Furthermore, fishing ports are expected to serve as centers of national and regional economic growth in relation to fishery activities, while remaining consistent with regional spatial planning.

To date, several facilities have been constructed in fishing ports, most of which have been utilized. However, with the increase in operational activities, new needs have emerged, necessitating the provision of additional facilities and the expansion of fishing port areas, both on land and at sea.

In addition to physical infrastructure and land-based facilities, a comprehensive concept and system for fishing port operational management is required—one that integrates modern information and communication technology, including the Internet of Things (IoT), big data, artificial intelligence, and automation systems, into port infrastructure and operations. Such a system will enhance the efficiency and transparency of fishing port management, thereby providing greater convenience for port managers and fishing vessels in carrying out daily operations.

Digitalization-based automation in fishing port management plays a key role in integrating fisheries activities at ports through the provision and implementation of modern technology that enhances efficiency, sustainability, and productivity. The application of such technology including satellites, sensors, and software enables effective monitoring and management of fishery resources. This encompasses the observation of sea conditions, vessel and fisher activities at fishing ports, fish stocks, catch data processing systems, and integrated logistics systems, thereby resulting in greater effectiveness and efficiency in terms of time utilization and operational costs.

In this regard, an integrated fishing port and international fish market development project namely the Integrated Fishing Ports and International Fish Markets Project Phase I (IDN 1055) is currently being implemented with financing from the Islamic Development Bank (IsDB). This project represents a strategic initiative by the Ministry of Maritime Affairs and Fisheries (KKP) aimed at developing modern fishing ports. The program pursues two primary objectives: the enhancement of physical infrastructure and the strengthening of overall fisheries sector capacity. It is designed to modernize port infrastructure and deliver efficient fisheries logistics services.

To achieve this objective, among other measures, it is necessary to undertake consultant activities for the preparation and establishment of a modern, environmentally friendly fishing port operational management system (eco fishing port) that implements digitalization-based automation. This plan requires further follow-up through the implementation of Port Management Operation Consultant (PMOC) activities for the Smart Fishing Port initiative.

2. OBJECTIVES AND PURPOSES

The purpose of this consultancy service activity is to develop and provide an operational management system for fishing ports through the utilization of modern technology, aimed at enhancing the efficiency, sustainability, and productivity of fishing ports. This system is intended to serve as a guideline for the development of fishing port facilities in accordance with the concept of a modern and environmentally sound fishing port (Smart Fishing Port), thereby supporting measurable fishing programs.

The objectives of this activity are:

- a. Provide internationally recognized best practices in port management operations (or through international comparative studies), and support the implementation of ISO 9001.
- b. Prepare for and implement ISO 14001 and 45001 in the event that the standard has not yet been adopted at the relevant port.
- c. Propose the development and enhancement of the Port Management System (PMS) to optimize port operations and management.

- d. Prepare an Outline Business Case (OBC) for Operation and Maintenance (O&M) activities to serve as the basis for the development of future fishing port concession schemes.
- e. Conduct training, capacity-building activities, and certification. The PMOC will deliver training programs encompassing port operations, development planning and control, catch quality management, HACCP. Certification food safety management system, and the implementation of comparative studies.

3. TARGET

The target of this activity is:

a. Smart Fishing Port Development Model

A replicable Smart Fishing Port operational management model, including technical, institutional, environmental, and financial aspects, is developed and documented for potential implementation at other fishing ports in Indonesia.

b. Port Management System (PMS)

A comprehensive Port Management System (PMS) for Smart Fishing Port operations is developed and operational at the selected fishing port, covering port operations, asset management, service management, monitoring, and reporting functions by the end of the consultancy period.

c. ISO Management Systems

ISO 9001 implementation is strengthened and maintained, while ISO 14001 and ISO 45001 management systems are developed and implemented, including the completion of all required documentation, procedures, and internal audits, enabling the port to be ready for certification assessment.

d. Digitalization of Port Services

At least one integrated digital platform for fisheries port operational management is established and functioning, supporting electronic data management, operational monitoring, reporting, and service transparency.

e. Outline Business Case (OBC)

An Outline Business Case (OBC) for fishing port Operation and Maintenance (O&M) and future concession scheme development is completed and endorsed by the Project Management Unit (PMU) and relevant stakeholders.

f. Capacity Building

Training and capacity-building programs are delivered to fishery port personnel, with at least 80% of designated participants completing the training program and receiving competency certificates and/or training completion certificates.

4. OUTPUT

The outputs of this activity are:

a. Port Management System (PMS) Development Report and Operational Framework

Including:

- Existing condition assessment report;
- Gap analysis report;
- PMS design document;
- Standard Operating Procedures (SOPs);
- Operational manual and implementation roadmap.
- Survey Report

Means of Verification:

Approved PMS documents.

b. ISO Management System Documentation Package

Including:

- ISO 9001 improvement documents;
- ISO 14001 Environmental Management System documents;
- ISO 45001 Occupational Health and Safety Management System documents;
- New/Renew/Upgrade of ISO 9001, ISO 14001, ISO 45001 Certificate;
- Procedures, work instructions, risk registers, environmental aspects registers;
- Internal audit reports and management review reports.
- Environmental Management Plan and Environmental Monitoring Plan (RKL-RPL) Report;

Means of Verification:

Approved ISO documentation package and audit records.

c. Smart Fishing Port Digital System

Including:

- Software applications/platforms;
- System architecture design/blueprint;
- Database structure;
- User manuals;
- System testing and commissioning reports.

Means of Verification:

Operational system, user acceptance test (UAT) report, and commissioning report.

d. Outline Business Case (OBC) for Operation and Maintenance (O&M) and Port Concession Scheme

Including:

- Financial analysis;
- Economic analysis;
- Institutional analysis;
- Risk assessment;
- Recommended concession model.

Means of Verification:

Approved OBC document.

e. Training, Capacity Building, and Certification Program

Including:

- Training modules and materials;
- Training implementation reports;
- Attendance records;
- Competency assessment reports;
- HACCP certificates for port managers;
- Certificates of completion and/or certification records.

Means of Verification:

Training reports and participant certificates.

f. Academic Paper and Draft Ministerial Decree

As the basis for the preparation of regulations concerning Integrated Fishing Port and International Fish Market Management.

Means of Verification:

Completed academic paper and draft Ministerial Decree.

g. Procurement Support Documents for IT/MIS Infrastructure

Including:

- Technical specifications;
- Engineer's estimate (HPS/OE);
- Terms of Reference;
- Tender drawings (if required);
- Bidding documents.

Means of Verification:

Completed procurement package documents.

h. PMOC Consultancy Reports

Including:

- Inception Report;
- Monthly Progress Reports;
- Interim Report(s);
- Final Report.

Means of Verification:

Approved consultancy reports.

5. LOCATION

The location for the Port Management and Operation Consultant (PMOC) activities for the Smart Fishing Port is at the two project sites of the IFP-IFM Phase I (IsDB lenders), namely Archipelagic Fishing Port (PPN) Pengambengan and PPN Kejawan.

6. SOURCE OF FUNDS AND PAYMENTS

This activity financed from following funding sources: IFP-IFM Phase I Project (lender IsDB).

Total Budget: IDR 12,417,700,000 (Twelve Billion Four Hundred Seventeen Million Seven Hundred Thousand rupiahs)

The payment method for work performance refers to the provision of advance payment and time-based payment (bi-monthly).

Payment terms include the following requirements: periodic reports, remuneration, reimbursable and activity minutes.

7. NAME AND ORGANIZATION OF COMMITTING OFFICER

The name of organization that organize/carry out the procurement of the Port management and Operation Consultant (PMOC) for Smart Fishing Port as follow:

a. Organization:

Ministry of Marine Affairs and Fisheries of the Republic of Indonesia, Directorate General of Capture Fisheries

b. Authorized Commitment Official (PPK)

Name:

Designation:

8. DESCRIPTION OF ACTIVITIES AND SCOPE OF WORK

- (1) The preparation Stage, includes the following activities:
 - (a) Questionnaire preparation;
 - (b) Personnel and equipment mobilization;
 - (c) Review previous data (*desk study*) such as FS and previous masterplan, profile data and planning data;
 - (d) Work plan preparation;

This stage is directed toward the production of a work plan to be implemented over a period of thirty (30) calendar days. Furthermore, this stage serves to support Goal 1 (modern fishing port management system), Goal 2 (implementation of ISO 14001), and Goal 4 (Outline Business Case/OBC).

- (2) Survey

Survey activities shall be conducted as follows: A survey of ports that have implemented an international standard port operational management system (e.g., Nizam Zachman Fishing Port or Tanjung Priok Port)

- (3) The Data Collection and Processing Stage involves the collection and processing of secondary data covering a maximum period of the preceding ten (10) years. The activities undertaken during this stage are as follows:

- (a) Data pertaining to laws, regulations, policies, and Standard Operating Procedures (SOPs), including but not limited to: laws; presidential regulations; government regulations; ministerial decrees and regulations; regional regulations; strategic plans; coastal zoning plans; provincial and small island zoning plans; provincial and regional spatial plans (RTRW); fishing port zoning plans; land use and water area designations; institutional management structures; and other applicable laws and regulations currently in force:
- (b) Regional economic data shall consist of national, provincial, and regency/municipal Gross Domestic Product (GDP) originating from the primary fisheries sector; the Fishermen's Exchange Rate (NTN); the Human Development Index (HDI); community consumption levels; and the economic value generated at fishing ports as a manifestation of regional multiplier effects, including labour wages, added value, and other relevant economic indicators
- (c) Regional facilities and infrastructure data include in the form of:
 - The availability and condition of facilities shall be assessed, including but not limited to entrances to the fishing ports, airports, markets, immigration and customs offices, fish health agencies, fire departments, surveillance agencies, nearby ports, telecommunication facilities, substations and power networks, clean water landfills, the fishing industry, and fishery equipment spare parts stores;
 - The data on other related facilities and infrastructure.
- (d) Conduct information gathering on the certification procedures for Green Port designation

6. Comprehensive review and analysis of Green Port certification documents;
 7. Provide recommendations to fishery port managers to serve as a basis for follow-up actions during the construction implementation phase at the two IsDB-funded project sites.
- (e) Conduct the collection of information, data, and regulatory provisions regarding the Security Management System (SMP) within the framework of National Vital Objects (Obvitnas) at fishing ports.
- (f) Fisheries data, includes:
- i) Secondary data:
 - Data concerning the potential and utilization of fisheries resources (SDI), encompassing the quantity and classification of fishery resources located within the Catchment Area and the Fisheries Management Area;
 - Production data source from marine capture fisheries and land, including:
 - Number/amount, type of fish, the value of fish resources per vessel/transportation mode per trip per year;
 - The number, type, and value of fish resources per vessel per fishing area (DPI) per trip per year;
 - The number of human resources for fish data collection (number and status of employee);
 - Fishing vessel data/modes of fish transportation, includes:
 - ✓ Fisheries fleet data Includes:
 - Number of fishing vessel by the group of GT;
 - Fishing vessel licencing data operating in fishing ports, and, or nationally (SIPI/SIKPI/SPB/STBL arrival);
 - Detailed data of fishing vessels, include name, size (GT), dimension (Length Over All/LOA, wide, draft), fishing gears, length of trip, operational cost, investment, logistic needs (water, fuel, supplies), number of crew members, trip frequency visit;
 - ✓ Data on the fish transportation modes from land, includes: type, volume/number of vehicles, trip and tonnage of vehicles, and cargo capacity.
 - Fish processing data: type, quantity and capacity of processing plant (UPI), raw material sources for UPI, market destination (domestic or export);
 - Market share data of fishery products in international markets and marketing potential to Middle Eastern countries, China, and others
 - Fishermen/fisher household data includes type, amount, and income;
 - Data on logistics needs (water, ice, fuel).

- ii) Primary data, presented in the form of the activity flow of fish within the fishing port area, comprises
 - The business process governing mooring operations, logistics loading, and the unloading of fish from fishing vessels;
 - The pattern and distribution of marketing for fishery resources (SDI), sourced from both the sea and land operations, includes the mechanisms of buying and selling, auction activities disaggregated by fish type, marketing objectives distinguishing domestic and export markets, designated export country destinations, and the total value and volume of fish resources marketed;
 - iii) Other issues and problems related to fisheries;
 - iv) Other fisheries data;
 - v) Conducting data collection at the ports around PPN Kejawanan and Pengambangan to obtain production data in support of production activities.
- (g) Conduct data collection regarding the availability of human resources:
- Crew member/fishermen data, including: number, income, and education level;/crew members, including: gender, number, age, and type of work around the fishing ports;
 - Data on human resources of non-fishermen/crew members, including: gender, number, age, and type of work around the location of fishing ports
 - Fishermen household data;
 - Issues and problems related to human resources of Port managers and other fisheries business actors;
 - Analysis of the human resources needs of international/modern fishing ports.
- (h) Facility data includes:
- Data pertaining to basic, supporting and functional facilities currently installed or constructed shall comprise volume and capacity specifications, the existing condition, the year of implementation, costs incurred for construction, rehabilitation, development, or operation, as well as the ownership status (Barang Milik Negara/BMN);
 - Data recording Data earning of PNBP;
 - Needs, supply, and resources data in fishing port areas on water, electricity, ice, fuel, and logistic;
 - Human resources for facility maintenance (number and employee status).
- (i) Environmental data includes:
- Secondary Data:
 - Data pertaining to the facilities and infrastructure utilized for K5 activities, comprising Cleanliness, Security, Order, Beauty, and Safety,

shall consist of the type, number, year of construction, development costs, and operational costs

- K5 activity data in the form of types of activities, number, and costs;
 - Data pertaining to the availability of environmental documents and certifications shall comprise the year of preparation, the period of validity for each document or certification, and the scope under which the preparation was conducted
 - Potential waste and alternative methods of waste water management;
 - Waste water management human resources (number and employee status).
- Primary Data:
 - Liquid waste water:
 - Water pollution sources, categorized by type and volume, shall include ship liquid waste, industrial waste, and other relevant sources;
 - Water quality data, encompassing physical, chemical, and biological parameters, shall be collected for each source of water pollution. Sampling shall be undertaken at two designated locations: the ponds and the primary waste disposal outlets (estuaries). Each location shall include the following:
 - Physical parameter, including turbidity, TSS, temperature, color, and DHL;
 - Chemical parameters, including pH, salinity, ammonia, phosphate, sulphide, total phenol, MBAS, oil and fat, organic substances, COD, and BOD;
 - Biological parameters: quality standard values of *Escherichia coli* (E. coli) and Total Coliform.
 - Identify the efforts directed toward the handling and treatment of liquid waste.
 - Solid waste:
 - i) Solid waste pollution sources, categorized by type and volume, shall include ship solid waste, industrial waste, waste from fish marketing and processing activities, domestic waste, and other relevant sources.
 - ii) Identify the efforts directed toward the handling and treatment of solid waste.

This stage is designed to acquire fisheries data and environmental data to serve as input for the analysis process. The implementation period allotted for this stage is sixty (60) calendar days, covering both locations. This stage contributes to the achievement of Goal 1 (modern fishing port management system), Goal 2 (implementation of ISO 14001), and Goal 4 (Outline Business Case / OBC).

- (4) The Planning Stage for the Modern Fishing Port Operational Management System
- (a) Analysis of SOPs for existing fisheries activities:
 - SOP arrival of fishing vessels activities
 - SOP parking of fishing vessel
 - SOP unloading of fish
 - SOP fish quality check
 - SOP weighing catches
 - SOP for fish supply chain in fishing port area
 - SOP business services
 - (b) Analysis of modern fisheries activities from international standard fishing ports
 - (c) Analysis of common problem from existing fisheries activities
 - (d) Analysis of the implementation of Obvitnas in fishing ports
 - (e) Discussion (FGD) on solution for implementing new processes/modifications to answer the problems
 - (f) The preparation of detailed business process solutions shall be undertaken through the revision of Standard Operating Procedures (SOPs) and the implementation of a digitalization system
 - (g) Preparation of new agreed SOPs
 - (h) The preparation of SOPs related to the agreed Obvitnas, includes:
 - SOP for security services
 - SOP security management system services
 - (i) Providing recommendations related to the implementation of Obvitnas at fishing ports
 - (j) The preparation of the digitalization needs structure shall be conducted through the Project Management System (PMS) to support the required business processes
 - (k) Preparation of new SOPs for the implementation of PMS that have been designed
 - (l) Preparation of Academic Draft as Basis for the Preparation of a Ministerial Decree on Integrated Fishing Port and International Fish Market Management Implementation.

This stage is designed to establish the business process necessary for the implementation of a modern fishing port management system. The duration for the implementation of this stage is twelve (12) calendar months, encompassing both locations. This stage is designed to support the achievement of Goal 1, specifically regarding the modern fishery port management system, and Goal 6, to preparation Academic Draft as Basis for the Preparation of a Ministerial Decree on Integrated Fishing Port and International Fish Market Management Implementation.

The fishery business process within the fishing port management and operational system is illustrated through a sequential series of service activities for

fishing vessels that utilize the port infrastructure, commencing with the preparation for sailing and concluding with the docking of the fish catch at the fishing port (refer to Figure 1 below).

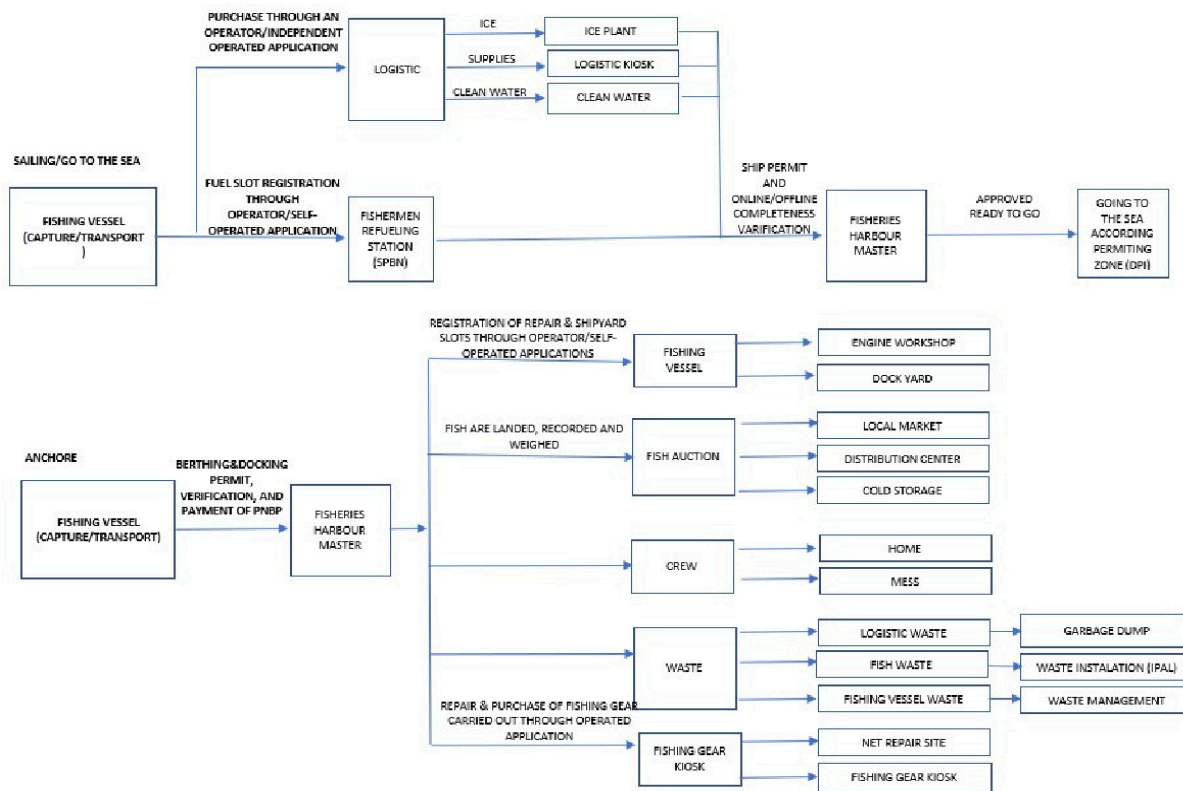


Figure 1: Illustration of a series of service activities for fishing vessels that utilize fishing port infrastructure

(5) ISO 9001 implementation stage

(a) Quality management analysis:

- An analysis shall be conducted to assess the level of utilization and adequacy of the existing supporting facilities and infrastructure for K5 activities (Cleanliness, Security, Order, Beauty, and Safety), as well as the current waste handling systems.
- Recommendations for the preparation of the scope of environmental documents;
- Analysis of water quality data and its handling methods;
- Solid waste data analysis and its handling methods.

(b) Monitoring the implementation of existing ISO 9001

(c) Environmental gap mapping with ISO 9001

(d) Preparation of ISO 9001 implementation business processes

(e) Setup/upgrade of documents for ISO 9001 certification

This stage is designed to establish the business processes necessary for the implementation of ISO 9001 and ISO 45001. The duration for the implementation of this stage is nine (9) calendar months, encompassing both locations. This stage

contributes to the achievement of Goal 2, specifically regarding the implementation of ISO 14001 and ISO 45001

(6) ISO 14001 and ISO 45001 Implementation Stage

(a) Environmental analysis:

- An analysis to evaluate the utilization rate and adequacy of the currently available supporting facilities and infrastructure for K5 activities (Cleanliness, Security, Order, Beauty, and Safety), in addition to the existing waste handling systems;
- Recommendation for the preparation of the scope of environmental documents:
- Analysis of water quality data and its handling methods;
- Analysis of solid waste data and its handling methods.

(b) Monitoring the implementation of existing ISO 14001 and ISO 45001

(c) Environmental management gap mapping with ISO 14001 and ISO 45001

(d) Preparation of ISO 14001 and ISO 45001 implementation business processes

(e) Document setup/upgrade for ISO 14001 and ISO 45001 certification

(f) Development of Standard Operating Procedures (SOPs) to meet the requirements of ISO 9001, 14001, and 45001.

This stage is designed to establish the business processes necessary for the implementation of ISO 14001 and ISO 45001. The duration for the implementation of this stage is nine (9) calendar months, encompassing both locations. This stage contributes to the achievement of Goal 2, specifically regarding the implementation of ISO 14001 and ISO 45001.

(7) Port Management System (PMS) Development stage

The development stage represents the core component of the project, wherein the design and functional specifications are translated into functional application code.

Main activities:

a) Overall analysis of existing PMS that already running

- Mapping of existing PMS infrastructure
- Analysis of the problems and shortcoming of existing PMS
- Collection and analysis of user needs
- Need for support for the implementation of the integrated fishing port and international fish market

b) Analysis of PMS needs from the new SOP that has been designed

c) Preparation of PMS development plan

- Preparation of PMS infrastructure plan
- The preparation of a Project Management System (PMS) plan to integrate the existing fishing port management system with marketing activities, establish integration between ports, and incorporate a monitoring system for the

implementation of the Security Management System for National Vital Objects (SMP Obvitnas).

- Preparation of software and hardware requirement plan
- d) The consultant must provide the planning stage process (blueprint) of Port Management System (PMS) Development.
- e) System development (Back-End dan Front-End)
 - Server selection
 - Connectivity to server
 - Back-End development
 - Integration with existing PMS if needed
 - Server database connectivity
 - Front-End development (including UI-UX)
- f) Software and hardware provisioning
- g) Testing unit and continuous integration
The team conducts unit testing and module integration is carried out regularly.
- h) Code documentation
- i) Create technical documentation for the developed code.
- j) Testing and quality assurance
- k) Launch and support (Deployment & Support)
- l) Analysis of other systems related to the fishing port.
- m) Rent Cloud Server, Domain, etc.
 - Minimum specifications: Intel Xeon, Ram 256Gb, Storage 960GB

This stage is designed to procure the software and hardware necessary for an automated, digital-based operational management system for an environmentally sustainable modern fishing port (Smart Fishing Port). The duration for the implementation of this stage is twelve (12) calendar months, encompassing both locations. This stage contributes to the achievement of Goal 3, specifically regarding the development and improvement of the Port Management System (PMS).

(8) OBC preparation Stage

- (a) Analysis of existing economic conditions in the form of:
 - Inventory of port assets and infrastructure (dock, cold storage, fish auction place, logistic, and utilities)
 - Analysis of port operations (fishing vessel traffic, fish landing volume, logistic activities)
 - Evaluate the current management model (government work units, UPTs, etc)
 - Analysis of historical revenue and operating cost
 - Identify the problems and services gaps
 - Preparation the reports on existing condition
- (b) Economic analysis in the form of:

- Analysis of the contribution of the fisheries sector to the GDP of regency/municipal;
 - Analysis of the contribution of fishing ports to the GDP of regency/municipal;
 - Analysis of hinterland potential and regional growth;
 - Analysis of fisheries business activities in the fishing port area in form of NPV, BCR, IRR, EIRR or other analyses;
 - Social analysis related to the IPM index;
 - Analysis of distribution and marketing patterns of fish both from capture fisheries and freshwater fisheries;
 - Analysis of the connectivity of fishing ports with other fishing ports;
 - An analysis to calculate the money supply within the fishing port area;
 - Analysis of business opportunities to increase GDP;
 - Analysis of business opportunities to increase the PNBP from post-harvest activities;
 - Analysis of the existence of fishing ports on the implementation of measured fisheries policy in Fisheries Management Area (FMA) and in the zone of measurable fishing program (PIT);
 - Analysis of export market opportunities for fishery products at PPN Kejawanan and Pengambengan.
- (c) Analysis of fisheries aspects including:
- Analysis of the potential and utilization of fish resources (e.g. catch per unit effort, or similar analysis) in fishing areas;
 - Potential analysis of fisheries potency from fresh water/land;
 - Analysis of catch production (per type of fishing vessel, per type of fish, per trip, and per year)
 - Analysis of the fishing season.
- (d) Analysis of the needs of facilities at fishing ports includes:
- Analysis of the utilization rate and adequacy of installed facilities
 - Optimization analysis and post-optimization adequacy (intensification);
 - Analysis of the need for additional facilities (extensification).
- (e) Market potential analysis
- Analysis of domestic market potential and exports per type of economical fish landed in both ports
 - Fisheries production and fishing vessel trends analysis.
 - Projected fish landing volume.
 - Potency of fishing port services
 - Benchmark to the other ports and fishing ports.
 - Projected demand of fishing port's services and its potential revenue.
- (f) Management scheme option analysis
- Analysis of the advantages and disadvantages of each model, institutional implications, and the government fiscal implication for:

- o Business as Usual (BAU) – still managed by the government.
- o Public service Agency (BLU) – financial management flexibility.
- o Cooperation between the government and business entity (Kerjasama Pemerintah dan Badan Usaha/KPBU) – cooperation with the private sector.

- Preparation of a comparison matrix.

(g) Outline Business Case preparation (OBC)

This stage is designed to obtain the documentation reflecting the outcomes of the identification and planning process for the economic and financial system within the Operational Management Outline Business Case (OBC) for modern environmentally sustainable fishing ports (Eco Fishing Ports). The duration for the implementation of this stage is twelve (12) calendar months, encompassing both locations. This stage contributes to the achievement of Goal 4, specifically regarding the preparation of an Outline Business Case (OBC) for Operation and Maintenance (O&M) activities.

(9) Training and capacity building stage

(a) Preparation of capacity building plan

- Training needs assessment)
- Prepare a capacity building program plan that includes training topics, implementation methods, activity schedules, and the requirements for resource persons and instructors
- Prepare a training curriculum and syllabus with reference to:
 - o SOP to be developed in the project;
 - o Digital system or port management system to be implemented;
 - o Best practices for fishing port management.
- Identify the need for the involvement of third parties (training institutions, consultants, or practitioners) in the implementation of the training

(b) Development of training materials

(c) Training implementation

- Facilitate the training with the least relevance:
 - o Fishing port operation;
 - o Quality management of fish;
 - o Implementation of HACCP;
 - o The use of SOPs and digital systems developed in the project.
- The implementation of training and certification activities may involve the engagement of third parties who hold the necessary competencies pertinent to the scope of the training.

(d) Socialization of the development of PPN Kejawanan and Pengambengan to the management and the fishing business community around the nearest ports.

(e) Implementation of comparative study

(f) Preparation of Food Safety Management System certification

This stage is designed to deliver training and mentoring activities for fishing port managers focused on the implementation of a modern fishing port operational management system that embraces an environmental perspective (Smart Fishing Port). The duration for the implementation of this stage is nine (9) calendar months, encompassing both locations. This stage contributes to the achievement of Goal 5, specifically regarding the conduct of training, capacity building, and certification activities.

(10) Preparing tender documents for procurement of hardware to support the development of IT/MIS systems for project management and monitoring.

This stage contributes to the achievement of Goal 8, for supporting preparing bidding documents for the procurement of hardware to support the development of an IT/MIS system for project management and monitoring.

(11) Reporting stages

The reporting stage encompasses the submission of monthly progress reports on the activities of the Port Management and Operations Consultant (PMOC) for Smart Fishing Port, a draft final report, and the submission of a complete bilingual final report.

The reporting framework for both monthly and completion reports is as set forth below:

a) Monthly report

This report contains a summary of monthly progress, outcomes of the work, and identification of obstacles.

Systematics of monthly report:

Element	Explanations
Period of the report	A one-month reporting period during which project progress is reported regularly, commencing at beginning and end of each month, or as otherwise aligned with the project's operational cycle
Summary of key activities	A project report that presents a concise overview of the critical activities undertaken during the reporting period
Achievement progress	A project report that delineates the actual work progress against the established baseline plan, indicating the degree of completion relative to the approved schedule and scope
Quality of derivable	A formal project report that verifies the compliance of all deliverables (including products, documents, and services) with the approved specifications, quality standards, and contractual terms
Monthly obstacles	A formal project report that records all impediments, challenges, and operational issues arising during the monthly reporting period that may hinder the effective implementation of project deliverables in accordance with the approved schedule

Element	Explanations
Solution taken	A section within the project report that outlines the specific measures undertaken to address obstacles or issues encountered during project implementation
Further month plan	A description of the activities to be undertaken in the forthcoming month as a continuation of the progress achieve
Feedback & coordination	A section within the project report that describes the interactions, inputs, and communications exchanged between the project team and stakeholders throughout the implementation period

This report is intended to be presented to the project owners on a monthly basis, with submissions scheduled for every end of month.

b) Completion report

This report is intended to present a comprehensive report on the performance and impact of activities carried out by the Port Management and Operations Consultant (PMOC) for the Smart Fishing Port, a draft final report, and a completion bilingual report.

Systematically of completion report:

Element	Explanation
Submission of the report	Reporting is submitted at the end of the activity period and is documented comprehensively, starting from the start of the activity until the end of the contract.
Project summary	The introductory section presents a holistic and concise overview of the project status, encompassing the most critical information required by management and stakeholders
Content performance	A section that presents a comprehensive evaluation of project achievements based on key performance indicators, namely schedule, cost, and quality, during the current reporting period
Content achievement	A section that presents a detailed description of the work results accomplished during the current monthly period, both quantitatively and qualitatively
Analysis of finding	A section that examines in depth any deviations, problems, or critical conditions identified during the project implementation period, along with an evaluation of their causes and impacts
Risk and problem evaluation	Identifying, assessing, and monitoring potential threats (risks) and issues that have occurred (problems) that may affect project success
The Next strategic plan	A description of the policy directions, key targets, and strategic measures to be implemented in future plans to ensure the project remains on track.
Recommendation	A section that presents proposed actions and decisions to be taken by the relevant parties, including management, the client, and consultants to facilitate the seamless execution of the project and to resolve identified issues

This stage contributes to the achievement of Goal 7, for supporting Report on Port Management Operation Consultant (PMOC) Activities for *Smart Fishing Ports*.

Within the overall scope of work, the PMOC provides advice and input to the contractor on construction activities related to the development of the PMS, specifically regarding infrastructure and equipment requirements. Such input is delivered as recommendations on the infrastructure and equipment needs associated with the PMS development.

9. IMPLEMENTATION PERIOD

The implementation period for the Port Management and Operation Consultant (PMOC) for Smart Fishing Port shall be eighteen (18) months from the commencement date of the Contract.

The professional staff inputs and staffing composition presented in this Terms of Reference (TOR) are indicative only. Consultants are free to propose their own staffing arrangements, deployment schedule, and level of inputs based on their technical approach and assessment of the requirements of the assignment described in this TOR.

The Consultant shall ensure that the proposed staffing plan is adequate to achieve all objectives, outputs, and deliverables of the assignment within the contract period.

10. EXPERTS

The purpose of stipulating provisions concerning the required experts is to achieve optimal results in accordance with the prevailing standards applicable to the activities of the Port Management and Operation Consultant (PMOC) for the Smart Fishing Port. The Consultant shall propose all Key Experts and supporting personnel meeting the qualification requirements specified below.

The Client envisages professional staff inputs as per the table below, which are indicative and the consultants are free to propose their own staffing plan and inputs based on their own assessment of the needs of the assignment as described in the TOR

The duties and functions of the experts comprise the following:

No	Personnel	Quantity (Person)	Number of Month (Month)
KEY EXPERT with International Experience			
1	Team Leader	1	12
2	Co-Team Leader	1	18
3	Port Expert	1	10
4	Informatics expert	1	10
KEY EXPERT			
1	Environmental Expert	1	9
2	Fisheries Expert	1	9
3	Business management expert	1	9
4	Fish quality expert	1	9
SUPPORTING PERSONNEL			
1	Logistic analyst	1	9
2	Environmental analyst	1	9
3	Marketing analyst	1	9
4	Finance analyst	1	6
5	IT Analyst / System Analyst	1	12
6	Informatic technician – Full Stack Developer	2	12
7	Informatic analyst – Data Engineer	2	12

8	Human resources analyst	2	6
9	Fisheries analyst	2	9
10	Procurement analyst	1	6
11	Computer operator	2	12
12	Administrator	2	18

a) Team Leader (with International Experience)

The candidate shall meet the following qualifications:

- Education: Master's Degree (S2) Port management/fisheries/ marine science or related major;
- Possess no less than 8 (eight) years of work experience in the fields of port planning, port management, or port operational; and
- Possess at least five (5) years of experience serving as a Team Leader.
- Demonstrated international expertise and experience relevant to the assignment, including successful implementation of similar projects in comparable technical and operational environments. International Experts shall be selected based on their qualifications, expertise, and relevant international experience, regardless of their nationality.
- Experience under projects financed by multilateral development banks (MDBs) or international financial institutions (IFIs) may be considered an advantage where relevant to the assignment.
- Good communication skills and report preparation in English

Duties and functions:

- Provide leadership and coordination for all activities of the Consultant and the PMOC team;
- Lead an internationally recognized review of best practices in port operations and management;
- Coordinate the preparation of recommendations pertaining to the development of the Port Management System (PMS);
- Oversee the preparation of the Outline Business Case (OBC) for port operations and maintenance activities;
- Lead the implementation of capacity building programs and comparative studies;
- Ensure the integration of all technical, business, environmental, and digital system study results into the final report;
- Oversee the review of work produced by the team, verifying its accuracy and technical quality, and ensuring conformity with established codes and regulations;

- Provide technical guidance to resolve complex design or operational issues, which may include conducting field investigations or performing detailed design work;
- Act as the primary client contact, manage contracts, and ensure client satisfaction; and
- Determine key performance indicators (KPIs) and recommend process efficiency improvements to the Port's executive team.

b) Co-Team Leader (with International Experience)

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Fisheries, Capture Fisheries, Marine Science or a field closely related thereto;
- Possess no less than 5 (five) years of work experience in the capture fisheries sector; and
- Possess at least two (2) years of experience serving as a Team Leader.
- Demonstrated international expertise and experience relevant to the assignment, including successful implementation of similar projects in comparable technical and operational environments. International Experts shall be selected based on their qualifications, expertise, and relevant international experience, regardless of their nationality.
- Experience under projects financed by multilateral development banks (MDBs) or international financial institutions (IFIs) may be considered an advantage where relevant to the assignment.
- Good communication skills and report preparation in English

Duties and Functions:

- Manage the consultant team technically and administrate on a daily basis when the team leader is not in site;
- Providing recommendation for infrastructure needs related to fishing ports governance;
- Assist in staff mentoring, ensure the quality of outputs (reports, designs, studies) is up to standard, and ensure the team achieves targets;
- Analysis and management of capture fisheries activities at fishing ports;
- Preparing or evaluating fish landing systems, catch logistics, and fisheries supply chains;
- Engaging in sustainable fisheries management programs and measurable fishing policies;
- Collecting, processing, and analyzing capture fisheries production data;
- Developing a monitoring system for fishing activities;
- Analyzing the characteristics of capture fisheries activities operating in ports;
- Providing recommendations for the improvement of port services for fishing fleets;

- Examining the necessity of port facilities to support capture fishery activities;
- Providing input for the operational development of fishing ports;
- Serve as the liaison between a team of experts and contractors; and
- Providing recommendations and input to the contractor concerning construction execution related to PMS development, specifically regarding infrastructure and equipment needs;

c) Port Expert (with International Experience)

The candidate shall meet the following qualifications:

- Education: S1 Fisheries/Capture Fisheries/Marine Science/Civil Engineering or related field;
- Have a minimum of 3 (three) years of work experience in the field of ports or capture fisheries;
- Demonstrated international expertise and experience relevant to the assignment, including successful implementation of similar projects in comparable technical and operational environments. International Experts shall be selected based on their qualifications, expertise, and relevant international experience, regardless of their nationality;
- Experience under projects financed by multilateral development banks (MDBs) or international financial institutions (IFIs) may be considered an advantage where relevant to the assignment; and
- Good communication skills and report preparation in English

Duties and Functions:

- Short- and long-term planning for port development;
- Managing daily port activities and operational workflows;
- Ensuring all port activities comply with applicable regulations and safety standards;
- Coordinating among multiple port stakeholders and agencies;
- Monitoring and evaluating the port's operational performance;
- Implementing digital systems and advancing smart port, green port, and eco-port concepts to enhance efficiency and environmental sustainability; and
- Carry out other assignments from Team Leader or Co-Team Leader.

d) IT Expert (with International Experience)

The candidate shall meet the following qualifications:

- Possess a Bachelor's degree (S1) in Informatics Engineering, Information Systems, Information Technology, or a related field;
- Have at least 3 (three) years of work experience in the field of information technology;

- Have acquired experience in at least two (2) activities related to the development or implementation of information systems or technology-based systems in support of organizational operations; and
- Demonstrated international expertise and experience relevant to the assignment, including successful implementation of similar projects in comparable technical and operational environments. International Experts shall be selected based on their qualifications, expertise, and relevant international experience, regardless of their nationality.
- Experience under projects financed by multilateral development banks (MDBs) or international financial institutions (IFIs) may be considered an advantage where relevant to the assignment.
- Good communication skills and report preparation in English

Duties and Functions:

- Developing or implementing management information systems;
- Developing the Port Management System (PMS) and digital systems for logistics and transportation;
- Integrating IoT, sensors, big data, and digital monitoring systems;
- Developing operational dashboards and data processing systems;
- Integrating digital systems for the monitoring of vessel activities, port logistics, and supply chains;
- Examining the requirements for digital systems in port management;
- Providing concepts for digital system development and Port Management System integration;
- Directing the development of port information system architecture;
- Supporting the integration of port operational data; and
- Carry out other assignments from Team Leader or Co-Team Leader.

e) Environmental Expert

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Environmental Engineering, Environmental Science, Marine Science, or a field closely related thereto;
- Possess no less than 3 (three) years of work experience in environmental management;
- Have demonstrated experience in at least two (2) activities involving the preparation or implementation of environmental management documents or environmental management systems; and

Duties and Functions:

- Preparing or implementing environmental management systems, specifically ISO 14001;
- Conducting environmental studies of ports, coastal areas, or fishing grounds;

- Preparing environmental management and monitoring documents (AMDAL, UKL-UPL, or equivalent);
- Developing concepts for eco fishing ports, green ports, or sustainable ports;
- Formulating strategies for waste management, sanitation, and port cleanliness;
- Examining environmental aspects in the operation of fishing ports;
- Supporting the preparation and implementation of the ISO 14001 environmental management system;
- Identifying potential environmental impacts of port activities;
- Preparing environmental management recommendations in accordance with international standards; and
- Carry out other assignments from Team Leader or Co-Team Leader.

f) Fisheries Expert

The candidate shall meet the following qualifications:

- Bachelor's degree (S1) in Fisheries, Fish Quality, Food Science, Biology or a related discipline;
- Minimum 3 (three) years of work experience in capture fisheries; and
- Demonstrated involvement in at least two (2) projects or activities concerning the study, management, or development of port operations and/or capture fisheries.

Duties and Functions:

- Conduct fish stock assessments, supervise catch quotas, and analyze fish population data;
- Monitor fishing fleets and gear to ensure regulatory compliance;
- Enhance fisher capacity, empower small-scale fishers, and provide mentoring and business partnership facilitation;
- Manage fishing port facilities, including the Fish Auction Place (TPI), fish markets, and related support infrastructure;
- Monitor, evaluate, and report on capture fisheries programs at the port;
- Supervise the implementation of fisheries port management policies.

g) Business Management Expert

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Management, Administration, Economics, or a field closely related thereto;
- Possess no less than 3 (three) years of work experience in the field of management or business analysis;
- Have demonstrated experience in at least two (2) activities involving the preparation of business studies, feasibility studies, or business management analysis; and

Duties and Functions:

- Preparing business analyses, feasibility studies, or business cases;
- Developing port management models and business schemes;
- Preparing Outline Business Case (OBC) and infrastructure investment studies;
- Analyzing the value chain of the fisheries industry;
- Conducting studies on cooperation and concession schemes, as well as infrastructure management partnerships;
- Reviewing the business model of fisheries port management;
- Preparing business feasibility analyses and port management schemes;
- Supporting the preparation of the Outline Business Case (OBC) for port operations and maintenance activities; and
- Providing recommendations for the development of port concession schemes.

h) Fisheries Quality Expert**The candidate shall meet the following qualifications:**

- Hold a Bachelor's degree (S1) in Fisheries, Fisheries Quality, Food Science, Biology, or a field closely related thereto;
- Possess no less than 3 (three) years of work experience in the field of quality control of fishery or food products;
- Have demonstrated experience in at least two (2) activities involving the implementation or development of a fishery product quality assurance system.

Duties and Functions:

- Implementing the Fishery Supply Assurance System;
- Implementing food safety standards, including HACCP, GMP, and SSOP;
- Supervising the quality of fish handling at ports, fish auction sites, and cold chains;
- Preparing Standard Operating Procedures (SOPs) for catch handling to maintain quality and hygiene;
- Conducting training on quality management and sanitation of fishery products;
- Reviewing the catch quality handling system at fishing ports;
- Providing recommendations for the improvement of the fishery product quality system;
- Supporting the implementation of food safety systems, including Hazard Analysis and Critical Control Points (HACCP); and
- Supporting the implementation of catch quality management training.

i) Logistics Specialist**The candidate shall meet the following qualifications:**

- Hold a Bachelor's degree (S1) in Logistics Engineering, or a field closely related thereto;
- Possess no less than 2 (two) years of work experience in logistics or supply chain management; and
- Have demonstrated experience in at least two (2) activities involving logistics management, distribution of goods, or supply chain systems.

Duties and Functions:

- Supporting the preparation of the fishing port logistics system;
- Analyzing the distribution flow of fish catches from ports to markets or industries;
- Supporting cold chain management and fishery product storage systems;
- Collecting and analyzing data related to the movement of logistics and distribution of fishery products;
- Analyzing the logistics system and supply chain of fishery products at the port;
- Providing recommendations for the improvement of port logistics system efficiency; and
- Supporting the development of cold chain facilities and the distribution of fishery products.

j) Environmental Specialist

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Environmental Engineering, Environmental Science, Marine Science or a field closely related thereto;
- Possess no less than 2 (two) years of work experience in the field of environmental management; and
- Have demonstrated experience in at least two (2) activities involving environmental studies or environmental management of coastal areas, ports, or fishery areas.

Duties and Functions:

- Supporting the preparation of environmental studies for fishing ports;
- Collecting and processing data on environmental conditions in the port area;
- Supporting the implementation of waste management, sanitation, and port cleanliness;
- Supporting the development of the eco-fishing port concept;
- Supporting the implementation of technical studies on port environmental management;
- Assisting in the preparation of documents and procedures to support the implementation of ISO 14001; and
- Supporting monitoring and evaluation activities of environmental aspects.

k) Marketing Specialist

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Management, Marketing, or a field closely related thereto;
- Possess no less than 2 (two) years of work experience in the field of marketing or business development; and
- Have demonstrated experience in at least two (2) activities involving market analysis, marketing strategy, or business development.

Duties and Functions:

- Supporting the market analysis of fishery products;
- Identifying market opportunities and marketing development strategies for fishery products;
- Supporting the development of business development strategies for fishing ports;
- Conducting analysis of the distribution chain and marketing of fishery products;
- Analyzing market potential and opportunities for port business development;
- Examining the potential for improvement of services and port user satisfaction; and
- Providing recommendations for marketing strategies and the development of port services.

I) Financial Specialist

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Financial Management, Accountant, Public Administration or a field closely related thereto;
- Possess no less than 2 (two) years of work experience in finance or financial analysis; and
- Have demonstrated experience in at least two (2) activities involving the preparation of financial analysis or project financial management.

Duties and Functions:

- Supporting the preparation of cost analysis and investment assessments for activities or projects;
- Conducting financial feasibility analysis related to the development of fishing ports;
- Supporting the preparation of financial projections and analysis of port operational costs;

- Collecting and processing financial data to support the preparation of reports and studies;
- Conducting financial analysis of port operations;
- Preparing projections of port revenue and operational costs; and
- Supporting the preparation of financial models within the Outline Business Case (OBC).

m) IT Analyst / System Analyst

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Informatics Engineering, Information Systems, Information Technology or a field closely related thereto;
- Possess no less than 2 (two) years of work experience in the field of system analysis or information system development;
- Have demonstrated experience in at least two (2) activities involving system needs analysis, information system design, or information technology-based system development; and
- Possess the capability to prepare System Requirement Specification (SRS) documents and to design system architecture.

Duties and Functions:

- Conducting analysis of information system requirements to support fishing port operations;
- Preparing system analysis documentation, including user requirements, business processes, and system technical specifications;
- Developing business process models and system flows using methodologies such as Unified Modelling Language (UML), Business Process Model and Notation (BPMN), or other system analysis methods;
- Coordinating with the development team to ensure system implementation is aligned with operational requirements;
- Supporting the system testing process (system testing and user acceptance testing) and system performance evaluation;
- Designing information technology infrastructure for the port's digital system;
- Formulating requirements for server, network, and data security systems; and
- Supporting the implementation of the port's digital system.

n) Informatics Specialist – Full Stack Developer

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Informatics Engineering, Information Systems, Information Technology, or a field closely related thereto;

- Possess no less than 2 (two) years of work experience in the development of web-based or mobile-based applications or systems;
- Have demonstrated experience in at least two (2) application development activities involving both front-end and back-end development; and
- Possess the ability to utilize web application development frameworks and to manage databases.

Duties and Functions:

- Developing web-based and mobile-based information system applications to support fishing port operations;
- Developing front-end (user interface) and back-end (application logic and system services) components;
- Integrating applications with associated databases, application programming interfaces (APIs), and external systems;
- Performing testing, debugging, and maintenance of application systems;
- Supporting the development of operational dashboards and digital monitoring systems;
- Developing port management system applications;
- Integrating the front-end and back-end functions of the port's digital system; and
- Supporting the testing and implementation of digital systems.

o) Informatics Specialist – Data Engineer

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Informatics Engineering, Information Systems, information technology or a field closely related thereto;
- Possess no less than 2 (two) years of work experience in data management or data processing system development;
- Have demonstrated experience in at least two (2) activities involving data pipeline development, big data processing, or database management; and
- Possess the ability to process data, integrate data, and develop data storage systems.

Duties and Functions:

- Developing and managing data pipelines for the collection, integration, and processing of port operational data;
- Managing databases and data storage systems to support port information systems;
- Integrating data from various sources, including port operational systems, logistics, and vessel activities;
- Supporting the development of analytics dashboards and data-driven reporting systems;

- Ensuring the quality, security, and consistency of data within the system;
- Managing the structure and integration of port operational data;
- Developing a port data processing and analysis system; and
- Supporting the provision of data-driven dashboards and reports.

p) Human Resources Specialist

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Psychology, Philosophy, or a field closely related thereto;
- Possess no less than 2 (two) years of work experience in the field of human resource management; and
- Have demonstrated experience in at least two (2) activities involving human resource management or organizational development.

Duties and Functions:

- Supporting the analysis of human resource requirements for the port;
- Preparing human resource capacity development plans;
- Supporting the development of the organization's human resource management system;
- Analyzing the organizational structure and workforce requirements;
- Assessing the capacity needs of port managers;
- Supporting the preparation of training programs and capacity building activities; and
- Supporting the evaluation of human resource capacity building efforts.

q) Fisheries Specialist

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in Fisheries, Marine Science, or a field closely related thereto;
- Possess no less than 2 (two) years of work experience in the fisheries sector; and
- Have demonstrated experience in at least two (2) activities involving the management or development of the fisheries sector.

Duties and Functions:

- Supporting the analysis of capture fisheries activities at the port;
- Collecting and analyzing fishery production data;
- Supporting capture fisheries development study activities;
- Supporting the preparation of fisheries management recommendations;
- Supporting the analysis of fishery activities at the port;
- Providing technical input related to fisheries operations at the port; and
- Supporting training and capacity building activities in the fisheries sector.

r) Procurement Specialist

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in a closely related field;
- Possess no less than three (3) years of work experience in procurement of goods/services or supply chain management; and
- Demonstrate a sound understanding of government procurement regulations (Presidential Regulation No. 16 of 2018 and its amendments); possession of a procurement certification from LKPP is preferred.

Duties and Functions:

- Developing procurement plans and strategies for goods and services in accordance with project requirements;
- Preparing procurement documents, including Terms of Reference (ToR), Owner's Estimate (OE), and technical specifications;
- Conducting the selection and evaluation process for prospective goods and service providers;
- Managing procurement contracts, including monitoring implementation and ensuring fulfillment of obligations by all parties;
- Ensuring that all procurement processes are carried out in compliance with applicable laws and regulations; and
- Preparing procurement realization reports and maintaining orderly and accountable documentation of all procurement records.

s) Computer Operator

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) in a field closely related thereto;
- Possess no less than two (2) years of work experience as a computer operator or data processor; and
- Demonstrate proficiency in office applications and data processing.

Duties and Functions:

- Processing and inputting data on project activities;
- Supporting the preparation of reports and administrative documents;
- Managing digital databases and archives;
- Assisting in the operation of information systems;
- Supporting data processing and document preparation; and
- Assisting in data management and the technical administration of activities.

t) Administrator

The candidate shall meet the following qualifications:

- Hold a Bachelor's degree (S1) a field closely related thereto; and
- Possess no less than two (2) years of work experience in office administration or project administration.

Duties and Functions:

- Managing the administration of project activities;
- Archiving documents, correspondence, and activity reports;
- Supporting the preparation of activity reports and documentation;
- Arranging activity schedules and coordinating team administration;
- Supporting project administration activities; and
- Managing documentation, activity schedules, and coordination of team activities.

11. LEGAL REFERENCES

During project implementation, the PMOC must carry out the work in accordance with the prevailing laws and regulations in Indonesia. The laws and regulations used as legal references include, but are not limited to, the following:

- Government Regulation number 11/2023 concerning Measured Fishing;
- Government Regulation Number 27/2021 concerning the implementation of the marine and fisheries sector;
- Government Regulation Number 31/2021 concerning the implementation of the shipping sector;
- Government Regulation number 85/2021 concerning Types and Tariffs of Non-Tax State Revenues applicable to the Ministry of Marine Affairs and Fisheries;
- Presidential Regulation number 12/2021 concerning Amendments to Presidential Regulation number 16/2018 concerning the procurement of government goods/services;
- Presidential Decree Number 63 of 2004 concerning the Security of National Vital Objects (OBVITNAS);
- Minister Regulation of Marine and Fisheries number 28/2023 concerning the Implementation Regulation of the Government Regulation number 11/2023 concerning Measured Fishing;
- Minister Regulation of Marine and Fisheries number 132/2023 concerning Amendment to the Decree of the Minister of Marine and Fisheries Affairs number 109/2021 concerning the National Fishing Port Master Plan;
- Minister Regulation of Marine and Fisheries number 28/2021 concerning the Implementation of Marine Spatial Arrangement;
- Minister Regulation of Marine and Fisheries number 31/PERMENKP/2020 concerning Management of Conservation Area;
- Minister Regulation of Environment and Forestry number 38/2019 concerning Types of Business Plans and/or Activities that must have and Environmental Impact Analysis;
- Minister Regulation of Marine and Fisheries Affairs number 18/2014 concerning the Fisheries Management area of the Republic of Indonesia;
- Minister Regulation of Marine and Fisheries Affairs number: PER.8/MEN/2012 concerning Fishing Ports;
- Minister Regulation of Minister of Environment number 16/2012 concerning the guidelines for the preparation of environmental document;

- The Decree of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 47 of 2025 concerning the designation of fishing ports as national vital objects;
- The Decree of the Minister of Marine and Fisheries Affairs number 139/2023 concerning the Determination of Base Ports that have met the post-Production withdrawal Requirements for Non-Tax State Revenue Derived from the Utilization of Fisheries Resources;
- The Decree of Minister of Marine and Fisheries Affairs number 19/2022 concerning the Estimation of Potential Fish Resources, the Number of Fish Catches Allowed, and the Level of Utilization of Fish Resources in the Fisheries Management Area of the Republic of Indonesia.

12. SUPPORTING FACILITIES

The following data and supporting facilities shall be provided by the Authorizing Official (PA), Budget User Official (KPA), and/or Commitment Making Official (PPK), should such be required: a meeting room located at the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia.

13. CONCLUSION

Upon receipt of this Terms of Reference (TOR), the Consultant shall examine all input materials that have been provided and identify any further materials necessary for the execution of the assignment. On the basis of these materials, the Consultant shall immediately prepare a work program to be submitted for discussion with the Commitment Making Official.