

**Republic of Indonesia
Ministry of Marine Affairs and Fisheries
Directorate General of Aquaculture**

Project Number: 57221-001

**TOWARD SUSTAINABLE AND CONVERSION-FREE
AQUACULTURE IN SOUTHEAST ASIA (TOSCA)**

Request for Expression of Interest (REOI)

for

**CONSULTING FIRM SERVICE FOR DEVELOPMENT AND
IMPLEMENTATION OF SHRIMP FEED TO PRODUCT TRACEABILITY
SYSTEM AND DOMESTIC INGREDIENTS VALUE CHAIN MODEL**

June 2026

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – SELECTION OF FIRM)

INDONESIA

Consulting Firm Service for Development and Implementation of Shrimp Feed to Product Traceability System and Domestic Ingredients Value Chain Model

Project ID No. 57221-001

Assignment Title: Consulting Firm Service for Development And Implementation of Shrimp Feed to Product Traceability System and Domestic Ingredients Value Chain Model

Reference No. : B.25092/PBJ.5.2/PL.430/VIII/2026

The Government of Indonesia has received funding from the Asian Development Bank (ADB) to support financing for the project Toward Sustainable and Conversion-Free Aquaculture in Southeast Asia (TOSCA). The Directorate General of Aquaculture (DGA), Ministry of Marine Affairs and Fisheries (MMAF), intends to apply part of the proceeds for consulting services, namely the Consulting Firm Service for Development and Implementation of Shrimp Feed To Product Traceability System and Domestic Ingredients Value Chain Model (hereinafter referred to as “the Services”).

The Directorate General of Aquaculture will recruit and manage the Services. The Services will support the Development and Implementation of Shrimp Feed to Product Traceability System and Domestic Ingredients Value Chain Model. The consulting firm will provide key experts to be assigned for approximately 15 (fifteen) months. The draft Terms of Reference (TOR) for the assignment is attached to this request for expressions of interest.

The Directorate General of Aquaculture invites eligible consulting firms (“Consultants”) to express their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the assignment. The shortlisting criteria are articulated around (i) the firm had experience in aquaculture-related project management, of which its consultants are composed of aquaculture value chain experts (weight 20%); (ii) the firm or its consultants had experience in managing projects in the field, with specific areas of Kalimantan, Java and Sulawesi are preferred (weight 10%); (iii) the firm or its consultants have core expertise in managing projects related to aquaculture/feed and or traceability system project in the last 10 years (weight 20%); (iv) the firm or its consultants had experience in managing shrimp farming (or production) projects, particularly on the aspect of biosecurity, and health and feeding management in the last 10 years (weight 15%); (v) the firm or its consultants had experience in working with private feed mills and or fish/shrimp feeds production with pelleting machine or extruders (weight 20%); and (vi) the firm or its consultants had experience in managing loan/grant funded project in the last 10 years (weight 15%).

Consultants may form associations with other firms to improve their qualifications, indicating whether such association takes the form of a joint venture (JV) and/or sub-consultancy. In the case of a joint venture, all partners shall be jointly and severally liable for the entire contract, and the shortlisting evaluation will include assessment of the technical rationale for JV, proposed management and coordination among JV members, management, technical, and geographical competence of JV members.

The Consultant will be selected in accordance with the Consultant Qualification Based Selection method set out in the Procurement Regulation for ADB Borrower, (2017, as amended from time to time).

Interested consulting firms are requested to access the electronic procurement system (SPSE ICB) of the National Public Procurement Agency (*LKPP*) to register and submit their Expressions of Interest (EOI) electronically via <http://spseicb.lkpp.go.id/spseicb/> at the latest by 21 September 2026

Further information can be obtained at the address below during office hours 09.00 AM to 04.00 PM.

Attn: Pokja KKP : Head of Procurement Committee KKP DKI Jakarta
Address : Jl. Medan Merdeka Timur Gambir

Phone : -
Email : kelompokkerjapemilihan1@gmail.com
Website : <http://spseicb.lkpp.go.id/spseicb/>

TERMS OF REFERENCE FOR CONSULTING SERVICE

DEVELOPMENT AND IMPLEMENTATION OF SHRIMP FEED TO PRODUCT TRACEABILITY SYSTEM AND DOMESTIC INGREDIENTS VALUE CHAIN MODEL TOWARD SUSTAINABLE AND CONVERSION-FREE AQUACULTURE IN SOUTHEAST ASIA (TOSCA)

A. Background

1. Several programs to improve shrimp aquaculture in Indonesia has been implemented. However, challenges still remain to ensuring sustainable shrimp aquaculture industry in Indonesia, particularly to addressing the environmental and social impacts of shrimp feed production. The shrimp feed supply chain remains blurred (unclear), with limited transparency regarding the sourcing of marine-based feed ingredients such as fishmeal and fish oil, which are often associated with illegal, unreported, and unregulated (IUU) fishing and habitat destruction. In addition, shrimp farmers, particularly small-scale farmers, are often trapped in supply chain dominated by middlemen who control information and market access.

2. To address these challenges, the Asian Development Bank (ADB) provides Technical Assistance through the project “Toward Sustainable and Conversion-Free Aquaculture in Southeast Asia” (TOSCA), which supports shrimp aquaculture in Indonesia and seaweed farming in Timor-Leste improving its transparency and sustainability. The Technical Assistance promotes sustainable and conversion-free aquaculture and improves credibility and export performance of key seafood commodities. In Indonesia, the project aims to reduce the negative impacts of shrimp aquaculture industry by increasing accountability and transparency in the shrimp feed supply chain and delivering desired outcomes to improve shrimp feed management systems.

3. As part of efforts to improve shrimp feed management systems in Indonesia, TOSCA will be implemented in partnership with the Deputy for Maritime Affairs and Natural Resources of the Ministry of National Development Planning (Bappenas) through the Indonesia Climate Change Trust Fund (ICCTF), and the Directorate General of Aquaculture (DGA)-Ministry of Marine Affairs and Fisheries (MMAF) will be responsible for the following outputs and activities:

4. **Output 2: A credible and functional shrimp feed management system is established to link shrimp feed with shrimp products.** As part of this effort, pilot activities will be carried out to develop upstream and downstream industry from snakehead fish aquaculture, including pilot processing of snakehead fish products for albumin production, and further processing of byproducts from albumin extraction for fishmeal production to be used in shrimp feed formulation. The objective of the project is to explore alternative raw materials to substitute fishmeal originated from capture fisheries (wild caught), improving feed management systems credibility that could be adopted by feed mill association (GPMT) members, and develop shrimp feed traceability systems through clear and sustainable fisheries value chains. These activities will be implemented to integrate and consolidate the value chains (upstream and downstream), including feed ingredients traceability, feed production processes, feed distribution, and evaluating feed use and farm performance at selected aquaculture sites (feed-to-fish/shrimp traceability). In addition, Focus Group Discussion (FGDs), workshops, and training will be conducted to refine and strengthen the traceability system as well as engaging aquaculture industry into the program, and in close collaboration with ICCTF-Bappenas. These activities will be benefiting government institutions and key stakeholders of feed and processing enterprises, with a focus on requirements to access major shrimp export markets, such as those regulated by the Seafood Task Force (STF). To ensure transparency of feed ingredient sources from capture fisheries (wild caught) to shrimp feed production and use, a feed-to-shrimp traceability system, including a mass balance inspection protocol, will be developed to validate the system to be established by MMAF.

5. **Output 4: Market linkages for shrimp feed and seaweed are strengthened.** Most activities will be implemented by the DGA-MMAF, with ICCTF-Bappenas supporting the organization of buyer visits to

showcase improvements in feed supply chains. These visits will also inform marketing and business plans and help expand market access. The activities will showcase shrimp feed traceability platform developed to ensure transparency and accountability towards sustainable and conversion-free shrimp aquaculture industry supply chains in Indonesia.

6. **Output 5: Management and knowledge learning systems are supported for sustainable and conversion-free aquaculture.** ICCTF-Bappenas will lead activities to formulate lessons learned, develop knowledge products, and organize dissemination events, while the DGA-MMAF will participate in regional meetings and international conferences.

7. In order to explore alternative feed ingredient to substitute fish meal originated from capture fisheries (wild caught), improving feed management systems credibility that could be adopted by members of feed mill associations, and developing shrimp feed traceability systems through clear and sustainable fisheries value chains, the TOSCA project will develop a modelling framework for an integrated (upstream to downstream) snakehead fish aquaculture. This will include a pilot demonstration of processing snakehead products for albumin production and further processing of byproducts from extraction of albumin for fish meal production to be used in shrimp feed formulation.

8. This pilot project will be located in Pulang Pisau, Central Kalimantan Province for the location for snakehead fish farming and fish meal production, and one of designated seven locations of IISAP project for shrimp farming site that uses shrimp feed optimized with snakehead fish meal. In the implementation of the project, the DGA-MMAF as executing agency requires services from a technical consultant firm.

9. The technical Consulting Firm Service for the Development and Implementation of Shrimp Feed to Product Traceability System and Domestic Ingredients Value Chain Model will consist of, at least: aquaculture feed specialist, aquaculture economics, feed and logistics specialist, shrimp feed/ingredient quality assurance specialist, field facilitator, shrimp feed traceability specialist, assorted technical assistant and support personnel, aquaculture certification specialist, feed ingredient procurement specialist, information technology (IT) specialist, aquaculture specialist, social and environmental specialist, policy specialist, knowledge management specialist, and gender equality specialist.

The components per output are presented below:

Table 1: Project Components per Output and Implementing Agencies

Component	
Output 2: A credible and functional shrimp feed management system is established to link shrimp feed with shrimp products	
2.A	Alternative raw materials to substitute fish meal originated from capture fisheries explored and included in shrimp feeds (MMAF)
2.B	Feed traceability system established and adopted by feed mills (MMAF)
2.C	Regulation to support feed traceability developed (MMAF)
Output 4: Market linkages for shrimp feed and seaweed are strengthened	
4.A	Seafood Task Force validated the link of feed traceability system with shrimp products (MMAF, BAPPENAS)
4.B	Seafood Task Force validated substitution of wild-caught fish meal with sustainable ingredient for shrimp feeds (MMAF)
4.C	Seafood Task Force validated the certification of feeds and shrimp products (MMAF)
Output 5: Management and knowledge learning systems are supported for sustainable and conversion-free aquaculture.	
5.A	Knowledge products regarding sustainable and traceable aquaculture production printed and published (BAPPENAS, MMAF)
5.B	Workshops and seminars to disseminate sustainable and traceable aquaculture initiatives carried out (MMAF)
5.C	Lessons learnt and results from TOSCA project disseminated in International conference (MMAF)

MMAF = Ministry of Marine Affairs and Fisheries; BAPPENAS = Badan Perencanaan Pembangunan Nasional (National Development Planning Agency),

Implementation arrangements. The Directorate General of Aquaculture (DGA), Ministry of Marine Affairs and Fisheries (MMAF) will be the executing agency (EA). The EA will establish a Project Implementation Unit (PIU) with its secretariat at the Directorate of Freshwater Fish (DFF) of DGA. The DFF will oversee the overall projects with support from PIU, individual consultants, and consulting firm. BAPPENAS will work closely with MMAF on executing some of the project components related with market linkages and knowledge production development.

10. **Project Period and Stages.** The project implementation stages are shown in Appendix 1

B. Objectives of the Assignment

11. The Development and Implementation of Shrimp Feed to Product Traceability System and Domestic Ingredients Value Chain Model will support the MMAF through the Directorate General of Aquaculture (the executing agency) in the development of credible and functional shrimp feed management system that link shrimp feed to shrimp products (traceability).

C. Scope and Detailed Tasks

12. The Development and Implementation of Shrimp Feed to Product Traceability System and Domestic Ingredients Value Chain Model will include, but not limited to: (i) laboratory testing for snakehead fish meal quality, (ii) manage pilot snakehead fish production and shrimp feed production (with inclusion of snakehead fish meal) that will include transporting fish meal to partner feed mill/s, collaborate with partner feed mill/s for shrimp feed production, ensuring shrimp feed quality as per agreed technical specification, (iii) manage shrimp production with snakehead fish meal – optimized feeds (collaborate with partner feed mill/s and farmer/s on feed supply and use, manage farming data collection, manage biosecurity and all aspects to ensure optimum shrimp growth and survival), (iv) improve feed formulation to optimize inclusion of snakehead fish meal in shrimp feed formulation (ensuring least cost feed formulation is prioritized), (v) develop web based shrimp feed traceability system, including beta testing the platform with feed industry, (vi) ensure active involvement of women in project implementation and analysis, (vii) strict implementation of social and environmental safeguard, (viii) assist PIU on getting fish meal certification from accreditation bodies, (ix) collaborate with and engage shrimp feed industry supply chain to promote industry transparency and accountability, (x) develop policy recommendation to allow better inclusion of sustainable ingredient for feed production, particularly the use of snakehead fish meal, (xi) monitoring and surveillance of shrimp traceability across feed mills in Indonesia; and (xii) design, layout, and publishing of knowledge products.

13. Development and Implementation of Shrimp Feed To Product Traceability System and Domestic Ingredients Value Chain Model shall be familiar with all technical assistant (TA) grant documentation, including ADB technical assistant disbursement handbook and social and environment safeguards frameworks for the project. There will be five core tasks of the project technical consultant, i.e., (i) technical support to PIUs on development of efficient and intensive production modelling of snakehead for albumin/fish meal production, (ii) development of manuals or SOPs regarding all aspects of sustainable and conversion-free aquaculture, that include, but not limited to, production of quality and certified snakehead fish meal, shrimp feed formulation with inclusion of snakehead fish meal, pilot sustainable fish farming (with sustainable feeds), and development of shrimp feed traceability, (iii) reporting, evaluation, and improvements and or corrective actions from lessons learnt, (iv) ensuring compliance of the project implementation to the ADB procurement policies and safeguards guidelines and requirements, and relevant government regulations, (v) collaboration with partner farm/s and feed mill/s (through MoUs) on snakehead fish production across Indonesia, snakehead fish meal – optimized shrimp feed production, and pilot sustainable shrimp production.

14. The overall tasks of the consulting firm's will consist of, but not limited to:

- i. Set up an administration office and assemble a team of technical experts (and support staff) assigned to deliver the overall project output satisfactorily to ensure achieved project outcome and impact towards sustainable and conversion-free aquaculture;

- ii. Maintain close coordination, and liaise, with ADB, MMAF, and BAPPENAS on project planning, implementation, and progress evaluation throughout project duration;
- iii. Work with various project partners and collaborators, including academia, to ensure better project partnerships and collaborations, data collection, assessments and analysis, and knowledge product quality;
- iv. Manage all legal and administrative paperwork in relation to internal recruitment of core and support staff, including Memorandum of Understanding (MoUs) with partner feed mill/s and farmer/s;
- v. Manage technical seminars, trainings, and workshops to engage relevant stakeholders on project planning and collaboration, capacity building, dissemination of results, etc;
- vi. Work with feed mill/s to conduct trash fish supply chain assessments to collect valid (and up-to date) data on trash fish use in aquaculture industry across Indonesia, with special focus on responsible and IUU fisheries.
- vii. Conduct social, environmental, and gender analysis to ensure social and environmental protection and safeguard, and women participation in the project.
- viii. Work with ADB consultant team to ensure appropriate technical specifications of all project goods and knowledge products produced by the project;
- ix. Develop and submit inception, periodic/thematic, and final reports for review and approval by ADB and MMAF on timely manner;
- x. Manage administrative and field travel of all staffs and experts as per schedule and budget agreed by ADB and MMAF.
- xi. Manage all technical activities in the field to ensure goods/product quality, particularly at pilot feed mill/s and farm/s, project sites at Pulau Pisau, and other external (partner) facilities outside of project area scope but within IISAP project locations;
- xii. Develop manuals or technical papers of all project goods/activities for review by ADB and MMAF and publication/publishing purposes.
- xiii. Conduct quality control/analysis of all raw materials and finished products to ensure better feed formulation and production processes, quality assurance, and improvements;
- xiv. Other technical assessments needed by the project.

D. Firm Qualification

The interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the assignment. The shortlisting criteria are articulated around (i) the firm had experience in aquaculture-related project management, of which its consultants are composed of aquaculture value chain experts (weight 20%); (ii) the firm or its consultants had experience in managing projects in the field, with specific areas of Kalimantan, Java and Sulawesi are preferred (weight 10%); (iii) the firm or its consultants have core expertise in managing projects related to aquaculture/feed and or traceability system project in the last 10 years (weight 20%); (iv) the firm or its consultants had experience in managing shrimp farming (or production) projects, particularly on the aspect of biosecurity, and health and feeding management in the last 10 years (weight 15%); (v) the firm or its consultants had experience in working with private feed mills and or fish/shrimp feeds production with pelleting machine or extruders (weight 20%); and (vi) the firm or its consultants had experience in managing loan/grant funded project in the last 10 years (weight 15%).

E. Personnel

15. The consulting firm will recruit and oversee/manage key specialist/experts as shown in Table 1 below. All experts/specialists shall contribute fully to the preparation of project planning, reports, manuals, and other deliverables. The firm will also manage meetings, trainings, and workshops at project sites and or Jakarta as stipulated in the contract. All specialists/experts are expected to have excellent communication skills in spoken and written English.

Table 1. Team Composition for Key Experts and Supporting Staffs

No	Position	No of Persons	Months	Person-Months
<u>Key Experts</u>				
1	Aquaculture Specialist (Team Leader)	1	15	15
2	Aquaculture Feed Nutrition Specialist	1	10	10
3	Aquaculture Economics	1	6	6
4	Feed Production and Logistics Specialist	1	6	6
5	Quality Assurance Specialist	1	5	5
6	Shrimp Feed Traceability Specialist	1	6	6
7	Aquaculture Certification Specialist	1	4	4
8	Feed Ingredient Procurement Specialist	1	4	4
9	IT Specialist	1	6	6
10	Shrimp Farming Specialist	1	6	6
11	Social and Environmental Specialist	1	6	6
12	Aquaculture Policy Specialist	1	4	4
13	Knowledge Management Specialist	1	4	4
14	Gender Equality Specialist	1	4	4
<u>Supporting Personnel</u>				
1	Technician	1	12	12
2	Field Facilitator	2	12	24
3	Office Manager	1	15	15
4	Secretary	1	15	15
5	Office helper	1	15	15

F. Terms of Reference of Key Specialists and Support Staffs

Key Experts:

16. **Aquaculture Specialist and Team Leader (15 person-months).** The consultant will serve as coordinator and supervisor for all technical team (expert/specialist/assistant) and will oversee and manage all project deliverables to ensure timely and smooth delivery as per project documents and contracts. The role will also ensure all project and progress reportings are prepared and submitted on timely manner as per standard format provided by DGA and ADB. The team leader will primarily represent consulting firm in every meetings and presentations on behalf of experts team and must have comprehensive knowledge on all aspects of project scope and characteristics. Team leader also serves as aquaculture specialist and will specifically oversee pilot snakehead fish production across Indonesia and assist in the development of efficient and intensive snakehead farming modelling developed at Pulang Pisau. As detailed tasks, the consultant will: (i) assemble and manage a strong technical expert and support team to ensure timely and satisfactorily project delivery; (ii) setting up representative office, supporting staffs, and all administrative and legal matters; (iii) develop project planning, budgeting, monitoring, and evaluation system; (iv) consolidate, prepare, and submit all reports on timely manner; (v) represent consulting firm at all meetings and presentations; (vi) ensuring all works specified in project contract meet technical specifications as per MoUs and contracts; (v) ensuring all consulting services are inline with project schedule and budget planning; (vi) manage all pilot snakehead fish production with partner farmers across Indonesia.

Expected Outputs: a) regular technical coordination meeting with project team and liaise with core team from DGA and ADB; b) develop project planning, timeline, and own estimate project budget; c) project reports, expenditures, and MoUs/contracts with partners/cooperators; d) Monitoring sheet of project progress and team level of efforts; e) project materials repository for distribution to relevant parties; f) manage all pilot snakehead fish production across Indonesia.

Qualifications: minimum education of Master's degree (S2) in Aquaculture or a related field. He or she has at least 10 (ten) years of experience in the field of aquaculture, sufficient knowledge of ADB project systems, strong background in project management and leadership, proven experience in leading a team on aquaculture-related projects, and excellent oral and written communication skills in English .

17. Aquaculture Feed Nutrition Specialist (10 person-months). The consultant will support team leader and will be responsible for developing feed formulation for snakehead fish production, analyse and assess the quality of snakehead fish meal for inclusion into shrimp feed formulation, as well as develop feed formulation with snakehead fish meal for shrimp feed production, and conducting adjustment in feed re/formulation following results from pilot shrimp production. The role also involves liaising with partner feed mill/s on snakehead feed and shrimp feed production for pilot snakehead/shrimp farming, providing technical advice on feed quality for pilot shrimp farming, and preparing regular reports on status of feed formulation and production. As detailed tasks, the consultant will: (i) assess the quality of fish meal originated from snakehead products and supply relationships to partner feed mills; (ii) develop feed formulation for snakehead fish production and snakehead fishmeal-optimized shrimp feeds; (iii) assess the quality of both snakehead and shrimp feeds to ensure quality as per agreed specifications; (iv) assist IT specialist in developing web-based shrimp feed traceability system (key data indicator, coding, etc.); (v) assist knowledge management specialist in developing manuals on sustainable shrimp feed with inclusion of snakehead fish meal .

Expected outputs: a) at least 5 (five) feed re/formulations for snakehead fish farming and pilot shrimp farming; b) comprehensive nutritional analysis on snakehead fish meal for shrimp feed formulation and recommendations for filling the gap on nutritional requirements/values; c) progress reports on status of pilot feed production (quality analysis, challenges, recommendations/resolutions); d) assist in workshops and develop guideline/manual of shrimp feed formulation with inclusion of snakehead fish meal.

Qualifications: minimum education of Master's degree (S2) in aquaculture or animal nutrition with at least nine (9) years of experience in aquaculture feed formulation or fish nutrition, knowledge of specific nutrition profiles for carnivorous species and amino acid digestibility, ability to develop least cost feed formulation, knowledge on nutritional profiles of locally produced feed ingredients, proficiency in providing technical advice on feed-related issues, and excellent oral and written communication skills in English.

18. Aquaculture Economics (6 person-months). The consultant will support team leader to carry out economic analysis of integrated snakehead aquaculture industry, particularly on the aspects of cost-benefit analysis, future trends of blue economy from snakehead products (for albumin and other food and feed related products), as well as economics of sustainable use of feed ingredients and industrial scale of snakehead and shrimp aquaculture industry. As detailed tasks, the consultant will: (i) provide economic analysis of industrial scale of snakehead aquaculture (various scenarios following laboratory analysis results) to support albumin and fish meal production; (ii) provide insights and recommendations to inform better approaches on profit optimization from integrated snakehead aquaculture industry; (iii) prepare economic analysis reports, presentations, or briefing documents for general reporting by team leader; (iv) provide economic analysis on sustainable feed development (with alternative sustainable ingredient use) for potential export market expansion.

Expected Outputs:

a). economic analysis of integrated snakehead aquaculture industry and use of sustainable feeds for shrimp aquaculture industry; b) provide recommendations on optimum scale of snakehead aquaculture industry for highest return on investment; c) economic reports, presentations, or other necessary information for team leader to develop general report; d) special report on economic analysis on the use of alternative sustainable ingredient to fish meal.

Qualifications: minimum education of Master's degree (S2) in economics, finance, or management with at least nine (9) years of experience in aquaculture economic analysis, proficiency in analysing aquaculture enterprises and conducting cost-benefit analysis, experience in providing economic insights to optimize profitability in aquaculture production, familiarity with sustainable financing or related projects is preferred, strong communication skills for stakeholder engagement and coordination, and excellent oral and written communication skills in English.

19. Feed Production and Logistics Specialist (6 person-months). The consultant will support team leader to ensure pilot feed production is streamlined with partner feed mill/s and finished product quality is maintained. The consultant will also work with feed nutrition and feed ingredient procurement specialist to ensure selection of feed ingredient with good functional properties. The role involves managing pilot feed production optimized for snakehead fishmeal inclusion to ensure agreed quality and technical specifications within timely schedule of production and delivery. As detailed tasks, the consultant will: (i) supervise and monitor pilot feed production processes to ensure finished products have the quality as per technical specifications (density control, water stability, and texture); (ii) develop a guideline on feed production practices optimized for snakehead fishmeal use; (iii) provide regular advice on hardware and software configuration for improved feed throughput; (iv) oversee the production and distribution of feed to ensure timely and reliable delivery.

Expected outputs: a) report on status of and recommendations to improve pilot feed production quality to ensure improved nutrient bioavailability and digestibility for fish and shrimp (including the challenges and resolutions appeared during production processes); b) report on optimum machinery configuration (for pelleting machine or extruder) for feed production optimized for snakehead fish meal inclusion; c) pilot feed production by partner feed mill/s has optimum density control, water stability, and texture for pilot projects in timely manner; d) guideline/manual of shrimp feed production with inclusion of snakehead fish meal.

Qualifications: minimum bachelor's degree (S1) in mechanical engineering, aquaculture, or industrial engineering with at least seven (7) years of experience in feed production and logistics in the aquaculture industry or related projects, knowledge of feed production machinery and automation, proficiency in overseeing transportation and distribution of feed, experience in managing feed logistics and ensuring timely delivery, familiarity with feed production processes, and excellent oral and written communication skills in English.

20. Quality Assurance Specialist (5 person-months). The consultant will support team leader to ensure quality assurance of feed ingredients for pilot feed production, including but not limited to, assessments on key nutrients and potential occurrence of toxins (e.g. dioxins, DON, PCB, cyanogen, etc.). The role also involves liaising with feed nutrition and feed ingredient procurement specialist as well as quality control manager at partner feed mill/s on quality evaluation of feed ingredients and pilot feed production and preparing regular quality control reports. As detailed tasks, the consultant will: (i) work with partner feed mill/s to ensuring quality feed ingredient and pilot feed products comply with agreed technical specifications (ii) conduct regular reporting on quality control of feed ingredients used and pilot feed products.

Expected outputs: a) regular reports on feed ingredient and pilot feed products quality; b) regular reports on recommendations to improve quality control and assurance of feed ingredients and pilot feed products.

Qualifications: minimum bachelor's degree (S1) in bio/chemical science, aquaculture, or chemical science. He or she has at least seven (7) years of experience in feed ingredient quality control or related projects, knowledge of various types of feed ingredients and capable of assessing their quality and sustainability, experience in improving quality assurance protocols and excellent oral and written communication skills in English.

21. Shrimp Feed Traceability Specialist (6 person-months). The consultant will support team leader to develop shrimp feed traceability (feed to shrimp tracking system) in collaboration with IT specialist, feed nutrition specialist, and feed ingredient procurement specialist. His/her tasks will involve defining

agreed key data elements (KDE), feed ingredient coding, tracking system and market linkage, and level of transparency with stakeholders. As detailed tasks, the consultant will: (i) collaborate with the government and aquaculture industry stakeholders to develop a feed-to-shrimp tracking (traceability) system; (ii) define the level of transparency on feed ingredient data and its relation to accountability and market access; (iii) collaborate with aquaculture industry on level of data input mechanism and appropriate key data elements required in the system without compromising data sensitivity.

Expected outputs: a) set of agreed key data elements, ingredient coding, and level of transparency for traceability system; b) regular report to elaborate progress of traceability system development including clear records on data sensitivity raised by industry stakeholders; c) assist in workshops with relevant stakeholders and government on feed traceability; d) final report to show key information and key data elements, methodology of data input and collection, and all aspects to link with market requirements.

Qualifications: minimum education of Master's degree (S2) in aquaculture, animal nutrition, or fishery post-harvest technology. He or she has at least nine (9) years of experience in food traceability and/or aquaculture export marketing, experience in collaborating with government and industry stakeholders, knowledge of feed-to-shrimp tracking systems and related requirements, and excellent oral and written communication skills in English.

22. Aquaculture Certification Specialist (4 person-months). The consultant will support team leader to assess the compliance of aquaculture practices with certification standards, develop certification gap analysis, and guide pilot farm and fishmeal producers in achieving certification. He or she will liaise with certification bodies, provide training on certification requirements, and support the implementation of certification processes. As detailed tasks, the consultant will: (i) assess aquaculture practices, evaluate the compliance of aquaculture operations with certification standards and identify areas for improvement. (ii) develop certification gap analysis and provide training to fill in the gaps. (iii) develop self-assessment protocols and guidelines for aquaculture certification, including criteria, indicators, and auditing processes. (iv) guide aquaculture producers to work with certification bodies towards certification requirements, corrective actions, and continuous improvements.

Expected outputs: a) compliance assessment report: evaluation of aquaculture practices against certification standards, highlighting areas of compliance and areas needing improvement; b) gap analysis report: develop comprehensive gap analysis for major certification standards and guidelines to fill in the gaps for aquaculture certification, ensuring clarity and consistency in the compliance process; c) report on self-assessment exercises and scoring against major certification: support provided to aquaculture producers in achieving certification, resulting in certified operations that meet international standards for sustainability and responsible practices.

Qualifications: minimum education of Master's degree (S2) in Aquaculture or fishery post-harvest technology. He or she has at least nine (9) years of experience in aquaculture certification, excellent understanding of aquaculture certification systems and standards, proven experience in assessing compliance with certification standards, ability to provide guidance and training on certification requirements, and excellent oral and written communication skills in English.

23. Feed Ingredient Procurement Specialist (4 person-months). The consultant will support team leader and feed nutrition specialist to assess and select sustainable feed ingredients for pilot projects, particularly when feed production still requires inclusion of fish meal from capture fisheries. The consultant will work closely with feed nutrition specialist to formulate feeds with the least-impact to the environment. The consultant should have sufficient knowledge on various feed ingredient sources, quality, and prices. As detailed tasks, the consultant will: (i) assess the trash fish supply chain and supply relationships to partner feed mill/s. (ii) identify species and sources of trash fish supplying the shrimp feed chain. (iii) design and test trash fish tracking pilot. (iii) work with International consultant of mass balance expert to support in the workshop on aquaculture feed mass balance.

Expected outputs: a) report documenting the species, gears, and fleets (and fishing grounds) where trash fish is captured in Indonesia; b) trash fish tracking methodology that is simple, replicable, documented,

functional; c) develop a report to track alternative fish meal replacement, including its sources, quality, and prices; d) develop analysis report on sustainable certified fish meal resources and use in aquaculture industry.

Qualifications: minimum education of Master's degree (S2) in aquaculture, supply chain management or fishery post-harvest technology. He or she has at least nine (9) years of experience in supply chain management, excellent understanding of aquaculture supply chain dynamics, proven experience in assessing and optimizing supply chain performance, ability to identify bottlenecks and inefficiencies in the supply chain, and excellent oral and written communication skills in English.

24. IT Specialist (6 person-months). The consultant will support team leader and shrimp feed traceability specialist to design, develop, and beta-test a web-based traceability system (feed to shrimp traceability system) for integration with shrimp to market traceability system managed by processing plants/exporters thus enables end-to-end tracking of feed ingredients, feed production, distribution and utilization throughout shrimp aquaculture value chain. The role will specifically develop the system, traceability and data management, integration, reporting and analytics, and closely work with aquafeed industry to accommodate industry requirements. The role will also include potential upgrade of SIPINA for aquafeed feed traceability purposes. As detailed tasks, the consultant will: (i) conduct a review of the current SIPINA and STELINA system and look for integration opportunities within the Satu Data system of MMAF or, if not possible, develop an independent (feed to shrimp) traceability system. (ii) review potential integration of the system with those managed by processing plants, (iii) design and develop parallel system and interface for the feed mill and supply chain traceability system, (iv) support mass balance calculations and inventory reconciliation.

Expected outputs: a) fully functional feed to shrimp traceability web platform, with dashboard and analytics components; b) integration of feed traceability to (shrimp to market) traceability system managed by shrimp exporters; b) assist in workshops with aquaculture industry organization (Shrimp Club and GPMT) on integration with enterprise systems, laboratory databases, IOT devices, and external traceability platforms where required; c) data integrity, consistency, and auditability throughout the system; d) generate compliance report for sustainability certification and customer requirements.

Qualifications: minimum education of Master's degree (S2) in computer science, Information Technology, or software engineering. He or she has at least nine (9) years of experience in the field of information technology, excellent understanding of IT systems and practices, strong background in IT system management and programming, data security, and technical support, proven experience in implementing innovative IT solutions, and excellent oral and written communication skills in English.

25. Shrimp Farming Specialist (6 person-months). The consultant will support team leader to prepare and implement pilot shrimp production in one of seven IISAP locations. The role will include working with partner farm/s to conduct a full cycle of shrimp production that uses sustainable feeds (with snakehead fish meal inclusion) and ensuring biosecurity and better farm management at pilot shrimp farms. The consultant will work closely with field facilitators on farm preparation and data recording for analysis and reporting and develop training program on better farm management practices, particularly about feeding management with sustainable feeds. This specialist should have a strong background in aquaculture, with extensive knowledge of intensive shrimp production at farm. As detailed tasks, the consultant will: (i) assess shrimp farming systems: evaluate existing systems for productivity and sustainability and identify areas for improvement. (ii) manage one full cycle pilot shrimp production located in one of seven IISAP projects, including developing MoUs with partner farm/s. (iii) develop and provide trainings: guidance on better shrimp farm management practices, including water quality, health management, and feed management. (iv) assist in workshops on the results of pilot sustainable shrimp production, (v) develop guideline/manual on better farm management practices, specifically feeding management with sustainable feeds.

Expected outputs: a) improved shrimp aquaculture systems with specific aspects on biosecurity and better shrimp farm management practices: enhancements based on assessments and recommendations for sustainable practices; b) improved knowledge and skills of local shrimp farmers through training and

workshops; c) technical reports on pilot shrimp farm operations, with specific aspects on shrimp feeding behavior, survival and growth, and harvests; d) manual on the use of sustainable feeds for shrimp production at one of IISAP project locations.

Qualifications: minimum education of Master's degree (S2) in aquaculture, fisheries science, or biology. He or she has at least nine (9) years of experience in the field of aquaculture, excellent understanding of aquaculture systems and practices, strong background in assessing and implementing sustainable aquaculture initiatives, proven experience in providing technical advice and training to aquaculture practitioners, and excellent oral and written communication skills in English.

26. Social and Environmental Specialist (6 person-months). The consultant will support team leader to ensure social and environmental safeguards particularly in relation to project beneficiaries and inclusivity as well as the use of sustainable energy and attention to carbon emissions. The specialist will also be expected to collaborate with stakeholders, provide technical training on ways to reduce carbon emission from farming operations. As detailed tasks, the consultant will: (i) ensure project inclusivity, allowing all stakeholders to participate in the project or receive benefits from the project (ii) provide trainings on carbon footprint and carbon reduction across shrimp aquaculture industry value chains. (iii) develop guideline/manual on carbon footprint reduction in shrimp aquaculture industry value chains.

Expected outputs: a) report on social inclusivity in project implementation; b) trainings on carbon footprint reduction across shrimp aquaculture value chains; c) guideline/manual on carbon footprint reduction across shrimp aquaculture value chains

Qualifications: minimum education of Master's degree (S2) in aquaculture, environmental science, or social science. He or she has at least nine (9) years of experience in the field of aquaculture value chain management, social and environmental assessments, knowledge on carbon footprint in aquaculture and industry practices in Indonesia, strong background in assessing carbon emission in aquaculture, and excellent oral and written communication skills in English.

27. Aquaculture Policy Specialist (4 person-months). The consultant will support team leader to conduct policy research, analysing existing policies, and developing policy recommendations aligned with project objectives. The specialist will also be expected to collaborate with stakeholders, provide technical advice on policy matters, and contribute to the formulation of policy guidelines. As detailed tasks, the consultant will: (i) conduct comprehensive policy research relevant to the project objectives. (ii) analyse existing policies and develop policy recommendations. (iii) collaborate with government and relevant stakeholders to formulate policy guidelines.

Expected outputs: a) a comprehensive aquaculture policy research report; b) a set of policy recommendations based on the analysis of existing policies, particularly on key aspects of sustainable and traceable aquaculture; c) formulated policy guidelines on conversion-free aquaculture, in collaboration with relevant stakeholders.

Qualifications: minimum education of Master's degree (S2) in aquaculture, public policy, international development, or fishery socioeconomics. He or she must have at least nine (9) years of experience in the field of aquaculture or policy analysis and development, excellent understanding of policy research and analysis, strong background in analysing existing policies and developing recommendations, technical expertise in policy formulation and guidelines, knowledge of local policy contexts and government processes in Indonesia, and excellent oral and written communication skills in English.

28. Knowledge Management Specialist (4 person-months). The consultant will support team leader in developing, implementing, and maintaining knowledge management systems and processes; and ensures that technical knowledge, lessons learnt, best practices, research findings, and project data are effectively captured, organized, shared, and utilized across stakeholders to improve decision-making and promote continuous learning within the aquaculture sector. The specialist will design a knowledge management strategy, develop a monitoring framework, and oversee the setup of knowledge storage portals and websites. This specialist will review knowledge products, create 25 infographics, facilitate

knowledge-sharing events, and ensure appropriate dissemination of the knowledge products. As detailed tasks, the consultant will: (i) design a knowledge management strategy for the whole project, including the 8 (eight) knowledge products. (ii) create standards, protocols and guidelines for knowledge documentation and sharing. (iii) design and maintain knowledge repositories, databases, digital libraries, and information management systems. (iv) promote cross-project learning and replication of successful aquaculture projects. (v) work with MMAF to use relevant portals and websites to store and capture knowledge.

Expected outputs: a) visual identity template for all project outputs; b) storyboards and all knowledge products as laid out in the project implementation framework; c) infographics and other visual communication; d) training materials and knowledge-sharing products; e) technical reports, case studies, best practices, lessons learnt and project learning documentation.

Qualifications: minimum education of Master's degree (S2) in communications, media, or mass communications. He or she must have at least nine (9) years of experience in the field of knowledge management, excellent understanding of knowledge management principles and practices, strong background in developing knowledge management strategies and frameworks, proven experience in overseeing the setup of knowledge storage portals and websites, and excellent oral and written communication skills in English.

29. Gender Equality Specialist (4 person-months). The consultant will support team leader to conduct gender equality surveys, following the project results framework, engaging in consultations and focus group discussions to ensure inclusiveness and women empowerment, and tracking project activities to mainstream gender equality. Support knowledge-sharing events, ensure multisectoral engagements, and highlight gender equality in knowledge products. As detailed tasks, the consultant will: (i) conduct gender assessments and analysis to identify barriers, opportunities, and inequalities within aquaculture value chains. (ii) conduct gender equality surveys and follow the Project Results framework. (iii) engage in consultations and focus group discussions to ensure inclusiveness and women empowerment. (iv) track project activities to mainstream gender equality. (v) support the development of gender-sensitive policies, procedures, and operational guidelines.

Expected outputs: a) completed gender equality surveys and a report following the Project Results framework; b) a report on consultations and focus group discussions ensuring inclusiveness and women empowerment; c) develop gender-equality and social inclusion (GESI) strategy and action plan.

Qualifications: minimum education of Master's degree (S2) in social sciences, gender studies, or sociology and anthropology. He or she must have at least nine (9) years of experience in social development, poverty, and gender mainstreaming projects, strong understanding of gender equality principles and practices, experience in conducting gender equality surveys and data analysis, knowledge of gender mainstreaming approaches and strategies, and excellent oral and written communication skills in English.

30. Technician (12 person-months). The project assistant will support technical experts to fill in the gaps on any technical support needed for the project. The specific roles and responsibilities will vary based on the project requirements and may include positions such as technical supervisor, technical facilitator, field coordinators, and or administrative staff. The project assistant will be expected to contribute their specialized knowledge and skills to the project activities, collaborate with the technical experts and stakeholders, and ensure the successful implementation of project deliverables. As detailed tasks, the project assistant will: (i) support and assist technical expert team and stakeholders to ensure delivery of project output and outcome. (ii) contribute specialized knowledge and skills to project activities, ensuring high-quality outputs. (iii) assist in the implementation of workshops and trainings, as well as preparation of reports and knowledge products.

Expected outputs: a) contributions to project activities (technical support), strategies, and methodologies (workshops); b) assist on data analysis, or assessments that contribute to decision-making and quality improvements; c) support in developing project reports, presentations, technical manuals, or other deliverables showcasing the results of assigned tasks.

Qualifications: minimum bachelor's degree (S1) in aquaculture or fishery science. The candidates shall have at least 2 (two) years of experience in their respective fields, with expertise in various technical support relevant to the project, a thorough understanding of the project requirements and industry standards in their respective roles, extensive knowledge and practical experience in their specific area of expertise are essential for effective problem-solving and decision-making, proven track record of successful project implementation and a proven ability to work collaboratively in a multidisciplinary team, and excellent oral and written communication skills in English.

31. Field Facilitator (24 person-months). The facilitator will support aquaculture specialist and shrimp farming specialist to prepare pilot projects at farm level, collect and analyse farm data, conduct surveys and interviews, as well as assist aquaculture economics specialist on pilot project economics analysis. The role also involves liaising with stakeholders at field level, preparing weekly reports, and providing insights to support project strategies. As detailed tasks, the facilitator will: (i) conduct pilot project preparation with PIU and partner farmer/s. (ii) collect and analyse data through field observations, surveys, and interviews to gather relevant information for the project. (iii) liaise with PIU and other stakeholders, including local communities and project partners, to collect data for pilot farm performance and economics analysis and facilitate technical meetings for visiting technical consultants.

Expected outputs: a) weekly reports on pilot (field level) project preparation, implementation, and completion; b) data collection and analysis that provides valuable information for pilot project performance and economics analysis; c) facilitate all requirements for technical consultants visit to pilot project location (including workshops and trainings).

Qualifications: minimum bachelor's degree (S1) in aquaculture or fishery science, with at least two (2) years of experience in shrimp farming, or fish production, proficiency in data collection, analysis, and research methodologies, experience in conducting surveys, interviews, and observations, familiarity with the preparation of workshops and training, and excellent oral and written communication skills in English.

32. Office Manager (15 person-months). The role will support team leader to manage all legal and administrative matters throughout the project. He or she will oversee administrative services, like budgets, record keeping, office policies, office operations, meeting schedules, contracting or terminating personnels. As detailed tasks, the office manager will: (i) manage project budget and expenditures, specifically as liaison officer with DGA and ADB for budget addendum and reconciliation; (ii) manage meetings and presentations in office and with project partners; (iii) develop finance and accounting reports for review by team leader; (iv) develop legal documents for personnel hire and contract with partners/cooperators.

Expected outputs: (a) finance and accounting reports for review by all relevant parties. (b) contract documents for personnel hire and partner/cooperator farm/s and feed mill/s.

Qualifications: minimum Bachelor's degree in accounting/finance, law science or economics/management. He or she must at least two (2) years of experience in managing project finance and accounting, strong multi tasking abilities and is able to work independently with minimum supervision, and excellent oral and written communication skills in English.

33. Secretary (15 person-months). The role will support office manager to manage administrative works in office. He or she will be responsible for daily administrative matters such as paper works, duplicating reports, communication and correspondence, and all other office works throughout the project. As detailed tasks, the secretary will: (i) manage all communication and correspondence internally or with project partners or cooperators; (ii) draft legal paper works for office manager to review; (iii) support with meetings and presentations by technical team.

Expected outputs: (a) meeting schedule both internally and with project partners. (b) draft documents for personnel hire and contracts with partners. (c) meeting notes and other records for future reference.

Qualifications: minimum Diploma's degree in management, economics, or law science. He or she must at least two (2) years of experience in managing office administration, strong multi tasking abilities and is able

to work independently with minimum supervision, and fair knowledge of oral and written communication skills in English.

34. **Office helper (15 person-months).** The role will support the smooth day-to-day office operations by ensuring cleanliness, tidiness, and the availability of basic logistical and administrative needs throughout the project. The Office Helper will also assist staff and guests with operational needs as directed by the Office Manager or Secretary. As detailed tasks, the Office Helper will: (i) maintain the cleanliness and tidiness of all office areas, including workspaces, meeting rooms, pantry, and toilets; (ii) prepare refreshments and meals for meetings, guests, and other office activities; (iii) assist with photocopying, filing, and distribution of office documents; (iv) deliver or collect documents and goods as required for project operations; (v) ensure the availability of office supplies and household necessities; (vi) assist in preparing meeting rooms and supporting office activities; (vii) perform other operational duties assigned by the Office Manager or Secretary.

Expected outputs: (a) clean and well-maintained office environment on a daily basis; (b) logistical and basic administrative support for office activities and meetings; (c) proper distribution of documents and office supplies; (d) adequate availability of office supplies and daily operational necessities.

Qualifications: minimum graduated from high school or equivalent. He or she should have at least 1 year of experience as an Office Helper or in a similar position will be an advantage. Must be diligent, disciplined, honest, responsible, able to work independently as well as in a team, and possess good communication skills

G. Duration of Services

35. The Consultant will provide services for a period of 15 (fifteen) months. The services are expected to commence in early December 2026 and continue until the end of February 2028.

36. The Consultant shall commence the work on the date of issuance of the Notice to Proceed (NTP) by the Commitment Making Official (Pejabat Pembuat Komitmen/PPK). The Consultant shall be fully aware that, in order to avoid unnecessary additional expenses, personnel must be mobilized in accordance with the actual commencement and requirements of the Project. To ensure efficient deployment of the Consultant's personnel, staff mobilization shall be confirmed and validated by the PPK

H. Deliverables

Deliverable	Outline	Timing
Inception Report	The inception report at least will include: (i) confirmation, elaboration, and proposed adjustments as necessary to the consultant's approach, methodology and work plan based on information received during the inception phase; (ii) a detailed plan of the consultant's activities and confirmation and adjustment to the tasks of each expert with further elaboration as required; (iii) a detailed implementation plan for the project's activities; (iv) discussion of any issues identified during the inception phase; (v) work and staffing schedule; (vi) outline of the planned implementation of the provisional items (meetings, workshops, seminars, equipment) with scopes and costs (vii) proposed outline of all reports to be prepared under this task.	This report will be delivered by the consultant 4 (four) weeks after the contract signing and will be presented at DGA MMAF. The report should be concise. Final 3 (three) copies)

Deliverable	Outline	Timing
Project Monthly Reports	The Project Monthly Report at least will summarize all project activities conducted during the reported month including respective technical progress and achievement (realization), s-curve graph, pilot project status (feed and farm), number of workshops held, analysis of delay if any, inspection results, recommendations. It will also include the consultant's activities in conducting its tasks and responsibilities.	By 5th calendar day after the end of the reported month. The report should be concise.
Project Quarterly Progress Report including safeguards, gender, participatory aspects	Each PQPR at least summarizes the highlights per quarter, the activities undertaken and a summary of disbursements; technical and financial progress of the project; achievement of targets for outputs/components.	Quarterly, to be submitted within 10 working days of the first month of the succeeding quarter. The report should be concise, 3 (three) copies.
Social and Environmental Safeguards Report	The Social and Environmental Safeguards Report mainly will present the environment and social safeguards monitoring activities and results during the first 6-months and the last 3-months period of project implementation including social and environment negative impacts and their mitigation measures taken if any, grievance and the response, recommendations.	Six months after the contract signing in digital copy and final report upon project completion
Special/thematic Reports	The special report will be prepared to report specific thematic activity including minutes of meeting, workshop or seminars proceeding as required by the project. Those thematic reports will also include gender analysis report, economic analysis of snakehead aquaculture, quality control analysis of pilot feeds, aquaculture policy recommendations, shrimp feed supply chain analysis and KDE for shrimp feed traceability	As required, in digital copy.
Technical Manuals and Guidelines	Technical guidelines and manuals of specific technical products including (a) Efficient snakehead fish farming, (b) Snakehead fish feed production, (c) sustainable shrimp feed production with inclusion of snakehead fish meal, (d) Sustainable shrimp farming production, (e) Shrimp feed traceability guidelines, (f) Aquaculture certification guidelines, (g) Least cost feed formulation for snakehead fish and shrimp, and (h) Sustainable aquafeed ingredient supply chain guidelines	As required, in digital copy
Final Report	The final report will include summaries of all project delivery including workshop reports, pilot project reports, and all recommendations for improved sustainable and conversion-free aquaculture	As required, in digital copy

I. Client's Input and Counterpart Personnel

The Client shall provide the following:

- i. All available documents, reports, data and all other information related to the proposed assignment;
- ii. Counterpart staff at Bappenas and DGA to support with guidance on project details
- iii. Counterpart staff at Pulang Pisau as the location for snakehead fish meal production and at the shrimp aquaculture site in one of the IISAP project locations, who will work in collaboration with the Consultant (to be determined during contract negotiation or contract implementation) and
- iv. Provide any letters or assistance required by the consultants in obtaining all necessary permits and authorizations for carrying out the services.

J. Reimbursable Facilities and Provisionals Sum

37. The Consultant will establish a main office in rented office space in Jakarta city. The size for the office should consider the required space about 9 m2 for each staff, plus 30 m2 for meeting room.

38. The Consultant will propose the offices rental cost and office equipment and furniture as part of Out-of-Pocket Expenses (reimbursable expenses) section of financial proposal. In addition, the Consultant will have to carry out workshops or training activities to support project implementation. The direct costs of these activities (e.g. logistical costs and workshop/training materials) will be financed by provisional sum budget allocation on an 'at-cost' reimbursable basis. The Consultant's costs in arranging those activities (e.g. administrative costs in organizing and managing workshops, and participation of firm's experts in workshops) must be included in the firm's competitive financial proposal.

39. The Consultant should provide all facilities and items needed for conducting the service, among others:

- i. Laptops for all experts (see spec in table below);
- ii. Laptop/Desktop for supporting staff (see spec in table below);
- iii. Printer Laser A4, digital projector;
- iv. Housing allowance for experts who come from outside Jakarta;
- v. Office furniture;
- vi. Office stationeries (paper, notebooks, toner, folders, mailing supplies, writing instruments, etc);
- vii. Duty trip to Jakarta which includes train, out of station allowance, local transport or car rent in destination city.

All reimbursable expenses shall be reimbursed at actual cost, unless otherwise explicitly provided in the contract.

Technical Requirements for Reimbursable Expenses

DESCRIPTION	TECHNICAL REQUIREMENTS AND MINIMUM SPECIFICATIONS
● Air Fare Tickets	● Economy class air tickets by the most direct route
● Local Transport	● Fuel for duty outside the city if using operational car ● Public transport, bus tickets at cost. ● Other mode of transport by the most direct route by commercial operators including aircraft, vessels, speed boats, etc.

• Out Station Allowance	• Accommodation in hotel at province level and per diem • Transport from the office to the airport must use operational car available in the central office. From the airport to the field or regional office, should use car rental or taxi;
• Office Space	• Office rent with the maximum distances of 15 km from CPMU office • Min. 96 m2 plus 30 m2 for meeting room incl. furniture (work table), AC and telephone and internet line. • Office location must ensure good signal of telephone and mobile internet.
• Office Running Cost	• Subscription electricity, water supply, purchase of equipment and materials for cleaning and sanitation of office. • Purchasing materials for appropriate snacks, Buying lighting Equipment, Security Instruments, at cost
• Office Supply and Consumables, Computer Supply and Photocopy Supply	• Utilities: electricity, water supply • Sanitation equipment and office cleaning materials • Cost of paper, notebooks, toner, folders, mailing supplies, writing instruments, and other office consumable materials • All consumable cost to print reports, except for Quarterly, Annual Report & Final Report, can be reimbursed with this category
• Laptop/Notebook	• Core i5 or better, with RAM 16 GB, SSD 500GB, Wifi, bluetooth, External/Internal Web Camera, LCD 14" or smaller, Original Microsoft Windows 10 or newer;
• Desktop Computer/ Portable Computer	• Core i5 or better, with RAM 16 GB, SSD 500GB, Wifi, bluetooth, External/Internal Web Camera, LCD 19" or bigger, Original Microsoft Windows 10 or newer;
• Digital Projector	• HDMI input, Min XGA resolution, 3400 lumens, 16.7 mm focal length, 100-240 Volt, 50/60 Hz
• Printer Laserjet B/W	• Size: A4, 600 x 600 dpi, 30 ppm print • Min 2 units
• Communication Cost	• Telecommunication cost, postage and internet subscription fee, purchase of pre-paid mobile phone vouchers, Internet Connection
• Fullboard Package	• For training activities including the rental of classrooms, training equipment, accommodation for 1 room/2 persons and consumptions. Hotel - Minimum Standard Government Echelon III.
• Reporting	• Quarterly, Annual Report & Final Report shall be printed on A4/80gsm paper with soft cover binding and digital files on SSD or HDD and upload to cloud storage

40. The Consultant will rent 2 (two) 7-seater MPV with automatic transmission and 2 WD, minimum 2000cc, to be used by consultants for operational during the contract period.

K. OTHERS

41. The consulting firms are requested to ensure that EOIs are submitted online through the LKPP's SPSE ICB (Government's e-procurement platform) and through the ADB's CMS CSRN by the prescribed deadline. The LKPP's SPSE ICB can be accessed at <http://spseicb.lkpp.go.id/spseicb/>. In case differences between the EOIs submitted through SPSE ICB and CMS, the former prevails. Interested and eligible firms are requested to submit the EOIs only in the prescribed template of ADB's EOI (see Appendix 1). The short – listing will be carried out using the three (3) major criteria corresponding to the EOI's template.

Appendix 1. Project Implementation Plan (2026-2028)

No	Description of Activities	Expert/s	2026	2027												2028	
			Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1	Kick off meeting with project stakeholders	CEO, TLA, OMO, SEO	X														
2	Recruitment of experts and project personnels	CEO, TLA, OMO, SEO	X	X													
3	Office rent and setup	CEO, TLA, OMO, SEO	X	X													
4	Finalize project implementation plan and budget	CEO, TLA	X	X													
5	Inception Report	TLA, OMO, SEO		X													
6	Deployment of field facilitators to project sites in Kalimantan	FFS			X												
7	Co-manage the workshop with DGA and Bappenas	TLA, OMO, SEO			X				X				X				X
8	Support partner feedmills on production of snakehead feeds	AFN, QAC, FPL					X	X									
9	Support farmers on production of snakehead fish across Indonesia	TLA, FFS			X	X	X	X	X	X	X	X	X	X	X	X	
10	Workshop on quality and efficient feeds for snakehead fish production	AFN, FPL, QAC						X									
11	Develop manual on snakehead feeds production	AFN, TEC								X							
12	Assessments and reporting on social and environmental safeguards	SES, FFS				X	X			X	X			X	X		
13	Support PIU on snakehead fish meal production (from existing not from pilot project)	FPL, QAC								X	X						
14	Support PIU on snakehead fish meal production (from pilot project)	FPL, QAC												X	X		
15	Laboratory analysis of snakehead fish meal	AFN, QAC, TEC										X				X	
16	Economic analysis of snakehead fish production and optimization	AEC, FFS							X	X	X						
17	Workshop on snakehead fish/meal production	TLA, FPL, QAC									X						
18	Develop manual on snakehead fish/meal production	TLA, FPL, QAC										X					
19	Develop MoUs with partner farms and feedmills on pilot feeds and shrimp production	TLA, OMO, SEO					X	X	X								

No	Description of Activities	Expert/s	2026	2027												2028	
			Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
38	Support PIU and farmers towards aquaculture certification	ACO, FFS								X	X	X	X				
39	Develop manual on aquaculture certification guidelines (including self assessments)	ACO, TEC										X	X				
40	Develop self-assessment protocols for aquaculture certification	ACO, FFS								X	X	X	X				
41	Develop knowledge products for dissemination and public distribution	KMN									X	X	X	X			
42	Workshop on aquaculture certification and marketing	ACO, TLA, SFM						X				X	X				
43	Coordination meeting with DGA and Bappenas	TLA, OMO, TEC	X				X				X				X		
44	Monthly and Quarterly Report	TLA, OMO, TEC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
45	Terminal workshop on project completion	TLA, OMO, SEO														X	
46	Final Report	TLA, OMO, TEC															X

Code Remarks:

TLA : Team Leader/Aquaculture Specialist
 AFN : Aquaculture Feed Nutrition Specialist
 AEC : Aquaculture Economics
 FPL : Feed Production and Logistics
 QAC : Quality Assurance Specialist
 SFT : Shrimp Feed Traceability Specialist
 ACO : Aquaculture Certification Specialist
 FIP : Feed Ingredient Procurement Specialist
 ITS : IT Specialist
 SFM : Shrimp Farming Specialist
 SES : Social and Environmental Specialist
 APC : Aquaculture Policy Specialist
 KMN : Knowledge Management Specialist
 GET : Gender Equality Specialist
 TEC : Technician
 FFS : Field Facilitator
 OMO : Office Manager
 SEO : Secretary
 CEO : Consulting Firm Rep

Appendix 2. EOI template



Expression of Interest (EOI) Consulting Firms

Project Number	
Project Name	
Project Country	

I. Consulting Firm Information

CMS No. ¹ / date:	Country of Incorporation: ²
Consultant Name:	Acronym:
EOI Submission Authorized by:	Position

Associations (Joint Venture or Sub-consultancy)

CMS No. ¹	Consultant	Acronym	Country of Incorporation ²	Joint Venture (JV) or Sub-consultant	EOI Submission Authorized By	Position

Present the rationale for and benefits of working in association (JV or Sub-consultant) with others rather than undertaking the assignment independently (as appropriate). Describe the proposed management and coordination approach of the association and the role of each firm.

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I confirm that:

¹ If already registered on ADB's Consultant Management System (CMS). CMS registration is not mandated under EA-administered selection.

² The lead consultant must submit a copy of the Certificate of Incorporation of itself and of each JV member and sub-consultant through VII. EOI Attachments.

Documentation regarding our corporate structure including beneficial ownership has been attached.

☐

Documentation regarding our Board of Directors has been attached.

☐

A written agreement to associate for the purpose of this Expression of Interest has been signed between the consortium partners and has been attached.

Once your team is shortlisted and invited for submission of the Proposal, it is not permissible to transfer the invitation to any other firm, such as Consultant's parent companies, subsidiaries and affiliates. The Client will reject a Proposal if the Consultant drops a JV member without the Client's prior consent, which is given only in exceptional circumstances, such as debarment of the JV partner or occurrence of Force Majeure.³

II. Assignment Specific Qualifications and Experience

For online submission: Your EOI shall demonstrate technical competence and geographical experience based on project references entered in full registration under your CMS profile. We encourage you to update Project Information under your CMS prior to filling EOI.

For offline submission: Please provide relevant project information in Section E below.

A. Technical Competence

Cross-referencing from your profile projects in Section E. Project References, highlight the technical qualifications of your entity/consortium in undertaking similar assignments. Provide details of past experiences working with similar project authorities.

--

B. Geographical Experience

Cross-referencing from your profile projects in Section E. Project References, present experiences in similar geographic areas.

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³ Paras. 3 and 7, Section 1 of the Standard Request for Proposal (SRFP), ADB website.

C. Management Competence (Please answer each question in one paragraph of 3-5 sentences)

1. Describe standard policies, procedures, and practices that your entity has to assure quality interaction with clients and outputs. Please state if your company is ISO certified.

2. How will your firm/consortium handle complaints concerning the performance of experts or quality of the reports submitted for this assignment? What internal controls are in place to address and resolve complaints?

3. How will you ensure the quality of your firm's/consortium's performance over the life of this assignment?

4. Describe standard policies, procedures and practices that your firm has put in place to avoid changes/replacements of personnel and to ensure the continuity of professional services once contracted.

5. Describe what social protection practices you have in place to safeguard the well-being of your proposed experts? Specifically describe arrangements you have in place for medical, accident, and life insurance coverage during the assignment.

D. Other Information (maximum of 500 words)

E. Project References

Please select most relevant projects to demonstrate the firm's technical qualifications and geographical experience (maximum 10 projects).

S N	Project	Period	Client	Country	Firm
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Project Summary

SN 1	
Project Title	
Country / Region	
Start Date	
Completion Date	
Continuous / Intermittent	
Client	
Funding Source	
Description	(indicate your role and input in person-months)

SN 2	
Project Title	
Country / Region	
Start Date	
Completion Date	
Continuous / Intermittent	
Client	
Funding Source	
Description	(indicate your role and input in person-months)

(Please insert more tables as necessary)

III. Comments on Terms of Reference

IV. Comments on Budget Adequacy

V. Key Considerations in approaching this assignment (no more than 9,000 characters summarizing approach and methodology)

VI. Key Experts

List of experts is only required for Consultants' Qualifications Selection (CQS). Attach CV of each expert.

SN	Name	Email	Position/Title	Nationality
1				
2				
3				
4				
5				

(Please insert more rows as necessary)

VII. EOI Attachments

SN	Description
1	Certificate of Incorporation of the lead member
2	Certificate of Incorporation of the JV member (for each member)
3	Certificate of Incorporation of the Sub-Consultant (for each sub-consultant)
4	Letter of Association
5	

(Please insert more rows as necessary)

VIII. Eligibility Declaration⁴

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

- ☐ We have read the advertisement, including the terms of reference (TOR), for this assignment.
- ☐ Neither the consulting firm nor its JV member or sub-consultant or any of its experts prepared the TOR for this activity.
- ☐ We confirm that the project references submitted as part of this EOI accurately reflect the experience of the specified firm/consortium.
- ☐ We further confirm that, if any of our experts is engaged to prepare the TOR for any ensuing assignment resulting from our work product under this assignment, our firm, JV member or sub-consultant, and the expert(s) will be disqualified from short-listing and participation in the assignment.
- ☐ All consulting entities and experts proposed in this EOI are eligible to participate in ADB-funded, -supported and -administered activities.
- ☐ The lead entity and JV member or sub-consultant are NOT currently sanctioned by ADB or other MDBs. 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 or coercion.
- ☐ We understand that it is our obligation to notify ADB should any member of the consortium become ineligible to work with ADB or other MDBs or be convicted of an integrity-related offense or crime as described above.
- ☐ JV member or sub-consultant, including all proposed experts named in this EOI, confirmed their interest in this activity in writing.
- ☐ JV member or sub-consultant, including all proposed experts named in this EOI, authorized us in writing to represent them in expressing interest in this activity.
- ☐ None of the proposed consortiums are subsidiaries of and/or dependent on the Executing Agency or the Implementing Agency or individuals related to them.
- ☐ 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 ADB's Anticorruption Policy.

8 August 2018

⁴ Eligibility refers to ADB's Guidelines on the Use of Consultants by Asian Development Bank and its Borrowers 2013 or ADB Procurement Policy 2017 and Procurement Regulations for ADB Borrowers 2017, as relevant.