

**PROCUREMENT SERVICE UNIT
MINISTRY OF MARINE AFFAIRS AND FISHERIES**

REQUEST FOR EXPRESSION OF INTEREST

Loan No. 9498-ID

Reference No. ID-MMAF-542150-CS-INDV

**INDIVIDUAL CONSULTANT FOR
MPA MANAGEMENT SPECIALIST (INDIVIDUAL
CONSULTANT)**

**Procurement Unit
Selection Committee of MPA Management
Specialist (Individual Consultant)**

**MINISTRY OF MARINE AFFAIRS AND FISHERIES
2026**

REQUEST FOR EXPRESSION OF INTEREST

INDIVIDUAL CONSULTANT MPA MANAGEMENT SPECIALIST (INDIVIDUAL CONSULTANT)

Loan No. 9498-ID
Reference No. ID-MMAF-542150-CS-INDV

The Ministry of Marine Affairs and Fisheries has received financing from the World Bank toward the cost of the Infrastructure for Coral Reef Areas - Oceans for Prosperity Project (INSAN TERANG – LAUTRA, henceforth LAUTRA). These MPAs face bottlenecks in SUOP readiness, EVIKA documentation, infrastructure preparation, community engagement, and compliance. EVIKA assessments (2025) identified nine priority MPAs that have not yet demonstrated the required step-change in management effectiveness due to bottlenecks in SUOP readiness, EVIKA documentation and evidence, infrastructure preparation, community engagement, and compliance. MMAF therefore seeks a dedicated MPA Technical Assistance Consultant to accelerate improvements ahead of the 2026 and 2027 EVIKA assessment cycles.

The objective of the Assignment:

To accelerate management effectiveness improvements in nine priority MPAs by resolving site-specific bottlenecks and delivering measurable improvements in the 2026 and 2027 EVIKA cycles, evidenced by:

EVIKA “inputs/evidence completeness” for all nine MPAs in the 2026 cycle; and

At least two EVIKA dimensions showing improved ratings in each MPA in 2026, with further consolidation in 2027.

The activity will be executed by 1 (one) Individual Consultant for 12 months from the start date. Further details regarding the Terms of Reference (TOR) for this assignment are attached.

The Ministry of Marine Affairs and Fisheries now invites eligible individual consultant (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services (attach curriculum vitae with description of experience in similar assignments, similar conditions, etc. including a Cover Letter and reference letter). The qualification criteria are as follows:

1. Minimum Bachelor's Degree (S2) in relevant field (e.g., Marine Resources Management, natural resources management, oceans/marine science, fisheries management, coastal/marine ecology or environmental policy).
2. At least seven (7) years' experience, working with large institutions and government on issues related to natural resource management, oceans, coastal management, fisheries, MPA effectiveness, and related field.
3. Demonstrated technical expertise in MPA management, including familiarity with national (EVIKA) or formulating / adopted management effectiveness tools and international (IUCN, METT or equivalent) MPA management frameworks. Evidence of having led or contributed to assessments, management planning, zoning and/or

effectiveness monitoring for MPAs. Has added value if Knowing of IUCN Green List Standar Tools.

4. Strong understanding of MPA governance, adaptive management approaches, biodiversity conservation, community engagement, women empowerment, and integration of ecological and socio-economic considerations in coastal and marine management is highly desirable.

Attention of interested Consultants is drawn to Section III, paragraphs 3.14, 3.16 and 3.17 of the World Bank's Procurement Regulations for IPF Borrowers dated September 2023 ("the Regulations"), setting forth the World Bank's policy on conflict of interest.

Further information can be obtained at the address below during office hours (08.00 to 16.00 GMT+7).

Expressions of interest must be delivered in a written form along with Curriculum Vitae to the address below by e-mail no later than Wednesday, 20 May 2026 at 16.00 WIB.

Jakarta, 7 May 2026

Selection Committee of MPA Management Specialist (Individual Consultant)

Ministry of Marine Affairs and Fisheries

Email: pokmilwb@gmail.com



OCEANS FOR PROSPERITY PROJECT – LAUTRA

TERMS OF REFERENCE

Marine Protected Areas (MPA) Management Specialist (Individual Consultant)

**Kementerian Kelautan dan Perikanan
May, 2026**

1. Background

Indonesia's ocean economy is the largest amongst ASEAN countries, with fisheries, tourism, and coastal livelihoods contributing substantially to jobs, nutrition, and growth. Coral reefs and associated ecosystems underpin these benefits by supporting fisheries, tourism, and coastal protection and by storing blue carbon. However, climate change and local anthropogenic pressures (overfishing, destructive practices, pollution, and coastal development) have degraded a significant share of reefs, mangroves, and seagrass, reducing biodiversity and resilience and increasing coastal vulnerability. Women in low-income coastal households are disproportionately affected given their roles in fisheries and coastal value chains. OECD reveals that Indonesia's ocean economy contributes more than a quarter of GDP.^{0F0F}^[1] Indonesia's fisheries provide 2.6 percent of GDP, 20 percent of the country's agricultural product,^{1F1F}^[2] and around seven million jobs.^{2F2F}^[3] Fish contribute half of the protein in the national diet—well above the global average of one-sixth. In 2018, fishery supplied three percent of the global seafood market.^{3F3F}^[4] Before the worldwide COVID-19 pandemic, in 2017, Indonesia's tourism sector was the fourth largest source of foreign exchange and provided 10.5 percent of employment. Around 30 percent of Indonesia's tourism occurred in coastal locations, particularly around coral reef areas.^{4F4F}^[5]

Coral reefs deliver ecosystem services and benefits that include tourism, fisheries, and flood protection. Diverse and productive coral reefs extend over 39,538 square kilometers and represent 16 percent of the world's total, while coral reef associated ecosystems comprise 17 percent of the world's blue carbon reservoir and are in urgent need of protection to contribute to climate change mitigation.

However, climate change and local human activities jeopardize Indonesia's coastal ecosystems, with one-third of the coral reef already in poor condition, and an estimated 40 percent of the country's mangrove and seagrass degraded or lost. Overfishing, destructive fishing, watershed pollution and coastal development affect over 90 percent of Indonesia's reefs, reducing their biodiversity, their resilience to climate change, and the ecosystems services they deliver to the people. These have increased the vulnerability of Indonesia's coastal communities to flooding, biodiversity loss, deteriorating fish stocks, and declining viability of coastal agriculture and aquaculture. This situation, moreover, during economic recovery post the COVID-19 pandemic, will further widen the poverty gaps in coastal villages than in non-coastal villages, particularly for women in low-income households who have significant contribution to coastal livelihoods and household incomes.

Recognizing that healthy natural assets are foundational to a sustainable blue economy and to poverty reduction in coastal communities, the Government of Indonesia (GoI) is strengthening policies and implementation for coral reef sustainability. With strategic support from the World Bank, GoI is implementing the Infrastructure for Coral Reef Areas – Oceans for Prosperity Project (INSAN TERANG – LAUTRA, henceforth LAUTRA) to improve the sustainable management effectiveness of selected Marine Protected Areas (MPAs) and coral reef fisheries, and to expand access to economic opportunities for local communities in targeted areas

The LAUTRA project

LAUTRA strengthens coastal resilience by improving management of marine protected areas and coral reef fisheries; improving the economic opportunities of local communities and MSMEs in sustainable fisheries, tourism, and aquaculture; and building government capacity to mobilize associated sustainable blue financing. The project will finance four components, working in 15

MPAs and villages located in 11 Provinces in Eastern Indonesia. Specific investments and actions in each MPA and village will be selected by MMAF based on assessment of the MPA management plans, EVIKA (Evaluasi Efektivitas Pengelolaan Kawasan Konservasi) score rating of MPAs, village development plans, small infrastructure project proposals, and MSME capacity. Following existing practices, livelihood development and diversification activities will follow a cycle of socialization, planning, and financing/technical assistance for target villages and MSMEs. Investments in Components 1 and 2 will inform the development of the sustainable blue finance strategies in Component 3, along with enabling environmental investments.

The LAUTRA project has four components

- **Component 1. Infrastructure and Institutional Strengthening for Sustainable Marine Protected Areas Management.** This component, led by MMAF, will strengthen ecosystem-based and participative management of MPAs and selected coral reef-associated fisheries within three target WPPs.
- **Component 2. Expanding Economic Opportunities in and around Marine Protected Areas.** This component in which the Business Incubator Firm (BIF), led by MMAF, will enhance the values, and benefits that local communities capture from marine resources in and around MPAs by taking a multipronged approach to improving access to economic opportunities, especially in the tourism, fishery, and aquaculture sectors.
- **Component 3. Sustainable Financing for Marine Protected Areas and Livelihoods.** This component, led by the National Development Planning Agency (Bappenas), through the Indonesia Climate Change Trust Fund (ICCTF) under the Deputy for Marine Affairs and Natural Resources (ICCTF-Bappenas), in collaboration with MMAF, will improve the government's policy framework and capacity to mobilize long-term blue financing.
- **Component 4. Project Management.** This component will support project management and coordination activities to ensure the project is effectively managed to achieve the Project Development Objective and by fiduciary procedures and environment and risk management requirements.

-change" in management effectiveness. These MPAs face bottlenecks in SUOP readiness, EVIKA documentation, infrastructure preparation, community engagement, and compliance. EVIKA assessments (2025) identified **nine priority MPAs** that have not yet demonstrated the required step-change in management effectiveness due to bottlenecks in SUOP readiness, EVIKA documentation and evidence, infrastructure preparation, community engagement, and compliance. MMAF therefore seeks a dedicated MPA Technical Assistance Consultant to accelerate improvements ahead of the **2026 and 2027 EVIKA assessment cycles**.

2. Objective of the Assignment

To accelerate management effectiveness improvements in **nine priority MPAs** by resolving site-specific bottlenecks and delivering measurable improvements in the 2026 and 2027 EVIKA cycles, evidenced by:

EVIKA "inputs/evidence completeness" for all nine MPAs in the 2026 cycle; and

At least two EVIKA dimensions showing improved ratings in each MPA in 2026, with further consolidation in 2027.

3. General and Detailed Scope of Work

The consultant will support the Ministry of Marine Affairs and Fisheries (MMAF) under the Directorate of Ecosystem Conservation (KE), and in close coordination with SUOP/PPSUs, the LAUTRA PMO/PIUs, and MPA Master Plan Consultants to:

1. Support the Directorate of Ecosystem Conservation (KE) in tracking and monitoring the implementation of Component 1.1 project indicators, reviewing the performance and quality of implementation of Component 1.1;
2. Translate EVIKA 2025 findings into actionable improvement plans for each of the nine MPAs, including prioritized activities, timelines, and resource needs.
3. Develop a strategy for developing and improving MPA management effectiveness, improving monitoring mechanism, and carry-out spot-check and quality control;
4. Provide technical inputs and advice/guidance for project documents (AWP, Training and Workshop Plans, TORs, etc)
5. Strengthen SUOP operationalization, including support for zoning plan finalization, SOP development, staffing plans, and medium-term budgeting.-term budgeting.
6. Support preparation of MPA infrastructure inputs, including coordination with masterplan, DED, and civil works teams.
7. Enhance management partnerships, including co-management arrangements, community engagement, and stakeholder coordination management arrangements, community engagement, and stakeholder coordination.-management arrangements, community engagement, and stakeholder coordination.
8. Improve socio-economic outcomes, including alignment with livelihood and MSME activities under Component 2.
9. Support compliance and enforcement improvements, including zoning compliance, surveillance planning, and reporting systems.
10. Participate in the 2026 EVIKA cycle to ensure assessment findings directly inform implementation sequencing.
11. Monitor progress and provide quarterly reports on readiness for EVIKA 2026 and 2027.
12. Coordinate with SUOP/PPSUs to sequence and resource site-level activities in each MPA, ensuring coherence across LAUTRA sites and the integration of lessons learned
13. Provide inputs to the data analysis and reporting concerning project achievement to be presented in web-dashboard (MIS), presentation to PMO, PIUs and the Bank, and NMC reports.

Consultant will conduct detailed work as follows:

A. SUOP Strengthening (All 9 MPAs)

For each MPA, the consultant shall:

1. Assess SUOP readiness (staffing, SOPs, zoning, budget).
2. Prepare SUOP strengthening packages per site, including:
 - Inputs for Updated zoning plan (if needed)
 - Inputs for SOPs for surveillance, reporting, community engagement
 - Staffing plan and TORs
 - Medium term budget plan-term budget plan
 - Coaching/on-site facilitation to operationalize SOPs for surveillance, reporting and community engagement.

-site facilitation. **Target:** All nine MPAs achieve **EVIKA inputs ≥80%** in the 2026 cycle.

B. EVIKA Improvement Plans (Per MPA)

For each MPA:

1. Translate EVIKA 2025 findings into a **12-month improvement plan.-month improvement plan**
2. Identify weakest EVIKA dimensions per site.
3. Provide evidence templates aligned with PAD definitions.

Target: All nine MPAs have approved EVIKA Improvement Plans by end of June **2026**.

C. Infrastructure Readiness

The consultant shall:

1. Review MPA infrastructure masterplan drafts and identify missing gaps relative to EVIKA management effectiveness needs and safeguards requirements.
2. Provide technical inputs to ensure masterplans support EVIKA improvements.
3. Support preparation of DED inputs.
4. Coordinate with DED & supervision consultants.

Target: All nine MPAs have **DED ready masterplan inputs** by end May **2026.-ready masterplan inputs**

D. Community Engagement & Socio-Economic Strengthening Economic Strengthening-Economic Strengthening

For each MPA:

1. Identify socio-economic EVIKA gaps.
2. Work with Component 2 KKP team to prioritize livelihood pipelines .
3. Facilitate community consultations and partnership agreements.

Target: Livelihood pipeline ready **Q2 2026 (based on C2 works) which allow** implementation to start **Q3 2026**.

E. Compliance & Enforcement Strengthening

For each MPA:

1. Assess zoning compliance risks and gaps in surveillance and reporting.
2. Develop compliance improvement plans per MPA.
3. Provide support for SUOP staff training on surveillance and reporting.

Target: Compliance improvement plans for 20 MPAs based on zoning compliance assessment

F. Participation in EVIKA 2026 Cycle

The consultant shall:

1. Participate in the EVIKA 2026 assessments.
2. Update action plans based on 2026 findings and sequence activities for 2027 consolidation.

Target: . Updated action plans for 20 MPAs based on EVIKA 2026 Assessment findings

G. Reporting

- Monthly progress notes
- Quarterly consolidated reports
- Final report summarizing improvements and remaining gaps

The consultant will report to the Director of Ecosystem Services (KE) - MMAF, and working closely with the LAUTRA PMO

4. Location Specific Problem of 9 MPAs-Specific Problem

MPA	Key Problems	Required Actions
KKD Buru	SUOP incomplete; EVIKA stagnation	SUOP docs, EVIKA plan, livelihood pipeline
KKD Buru Selatan	Same as Buru	Same actions
KKD Babar	Weak socio-economic outcomes	Livelihood prioritization, community engagement
KKD Wetar	Not gazetted	Support gazettement follow-up, prepare SUOP post gazettement-up, prepare SUOP post-gazettement
KKD Kei Kecil	Weak participation & compliance	Community engagement, compliance plan
KKD Pulau Mare	SUOP weak; EVIKA low	SUOP strengthening, EVIKA evidence
KKD Gorontalo	Compliance issues	Zoning enforcement plan
KKN Banda	Low budget; infrastructure gaps	Infrastructure inputs, SUOP support
KKN Sulawesi Utara	Newly gazetted; baseline weak	Full SUOP package, EVIKA baseline

5. Duration

May 2026 – May 2027

6. Qualifications

- Minimum Bachelor's Degree (S2) in relevant field (e.g., Marine Resources Management, natural resources management, oceans/marine science, fisheries management, coastal/marine ecology or environmental policy).
- At least seven (7) years' experience , working with large institutions and government on issues related to natural resource management, oceans, coastal management, fisheries, MPA effectiveness, and related field.
- Demonstrated technical expertise in MPA management, including familiarity with national (EVIKA) or formulating / adopted management effectiveness tools and international (IUCN, METT or equivalent) MPA management frameworks. Evidence of having led or contributed to assessments, management planning, zoning and/or effectiveness monitoring for MPAs. Has added value if Knowing of IUCN Green List Standar Tools.
- Strong understanding of MPA governance, adaptive management approaches, biodiversity conservation, community engagement, women empowerment, and integration of ecological and socio-economic considerations in coastal and marine management is highly desirable
- Substantial experience in stakeholder analysis, engagement and communication strategies is preferable.
- Having an extensive knowledge in community-driven development approach is preferable.
- He/she should be highly computer literate, he/she shall have good interpersonal communications and management skills, teamwork, result-oriented

- Prior experience with donor-funded projects (e.g., World Bank, GEF, other MDBs) and safeguards/ESMF implementation related to coastal and marine activities is desirable.
- He/she will be based in Jakarta but shall be able to travel to LAUTRA sites occasionally, or as required by KKP/PMO. Minimum 10 years of experience in MPA management.