

TERM OF REFERENCES
INDIVIDUAL CONSULTANT
PROJECT TEAM LEADER
FOR PROJECT IMPLEMENTING UNIT - COMPONENT 3 LAUTRA

A. BACKGROUND

The Oceans for Prosperity Project (*Lautan Sejahtera*, LAUTRA) will support implementation of key policy recommendations from the Oceans for Prosperity by (i) investing in Marine Protected Areas (MPAs)¹ management effectiveness (ii) enhancing fisheries monitoring and strengthening fisheries management institutions for more effective management of priority fisheries; (iii) promoting diversified livelihoods and business growth in coastal communities through investments in infrastructure, business skills-building, and access to finance programs; and (iv) developing the systems to provide a sustainable flow of financing for MPA management and the development of coastal community livelihoods.

MPAs conserve marine and coastal ecosystem services and are a key nature-based solution to promote climate adaptation and mitigation. Effectively managed MPAs have the potential to deliver ecological and socioeconomic benefits² that far exceed their capital and operational investment. According to United Nations Environment Programme (UNEP) and Ministry of Maritime Affairs and Fisheries (MMAF) data, between 0.08³ and 15 percent⁴ MPAs are managed effectively in Indonesia. Responding to international commitments to protect marine and coastal habitats (for example, Aichi Biodiversity Targets and the Sustainable Development Goals), the Government of Indonesia (Gol), supported by the World Bank-financed Coral Reef Rehabilitation and Management Program (COREMAP, P127813), has established 201 MPAs encompassing 24.1 million hectares (ha)⁵ and containing around 40 percent of Indonesia's coral reef and seagrass meadow areas and 25 percent of mangrove forests.⁶ The Gol further aims to expand the MPA network to 32.5 million ha of *effectively managed* MPAs by 2030.⁷ Technical Guidelines and Partnerships for evaluating conservation area effectiveness (*Evaluasi Efektivitas Pengelolaan Kawasan Konservasi*, EVIKA)⁸ were recently established to support meeting this goal and to ensure MPAs are delivering targeted biophysical and socioeconomic benefits. An EVIKA Gold rating denotes a "sustainably managed"

¹ Indonesia's regulatory framework adopts the IUCN definition of an MPA as "a clearly defined geographical marine space, recognised, dedicated, and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values."

² Campbell et al. (2020). "Fishing Restrictions and Remoteness Deliver Conservation Outcomes for Indonesia's Coral Reef Fisheries."

³ UNEP-WCMC and IUCN. (2021). "Protected Planet: The World Database on Protected Areas." Accessed March 2021.

⁴ MMAF. (2018). "Our MPAs: Sharing Plans, Investments, and Responsibilities."

⁵ MMAF. (2021). MPA management Status in 2020.

⁶ Amkieltiela et al. (2022). "The rapid expansion of Indonesia's marine protected area requires improvement in management effectiveness."

⁷ Republic of Indonesia (2020). The National Medium-Term Development Plan 2020–2024; Indonesia National MPA Vision 2030.

⁸ DG Marine Spatial Management decree 28/KEP-DJPRL/2020 on Technical Guidelines for Evaluating Conservation Area Effectiveness; Ministerial Regulation 21/PERMEN-KP/2015 on Partnerships for Marine Conservation Area Management.

MPA, Silver an “optimally managed” MPA, and Bronze a “minimally managed” MPA.

To increase the contribution of MPAs to the sustainability of fisheries, MPAs need to be better integrated into wider fisheries management planning. Indonesia’s oceans are divided into 11 Fishery Management Areas (*Wilayah Pengelolaan Perikanan*, WPP), with 38 percent of fish stocks currently overfished.⁹ Recent stock assessments¹⁰ indicate that coral reef fisheries are overexploited in eight of the 11 WPPs and represent one of Indonesia’s most overexploited fish stocks. The Gol recently took steps to strengthen fishery management frameworks, and key institutions need to be operationalized, including a central Fishery Management Council (*Lembaga Pengelolaan Perikanan*, LPP) and WPP-level Fishery Management Units (*Unit Pengelolaan Perikanan*, UPP) that incorporate stakeholder coordination structures.

Indonesia’s MPAs are also expected to deliver socioeconomic benefits, especially enhanced access to economic opportunities¹¹ for local communities by encouraging investments in small community institutions and coastal enterprises, in the sustainable tourism, fisheries, and aquaculture sectors. The MPA zoning system includes areas dedicated to the development of these three sectors. A stronger MPA management framework will also help prioritize and target local investments in sustainable small-scale infrastructure and MSMEs. There is also a need to increase finance for and investment in MSMEs in villages in and around MPAs, especially for women-led MSMEs. The success of coastal enterprises is limited due to remoteness, poor market linkages and value-chain integration, as well as gaps in basic infrastructure and services. Several financial institutions offer financial services to marine sectors, but access to these sources of capital and credit is limited for many coastal enterprises in the informal sector, due to information asymmetry and limited capacity of coastal enterprises. Barriers for women are further exacerbated by traditional gender norms, which drive disparities in asset ownership, decision-making, and access to finance and technical support, leading to low levels of female business ownership and higher exposure of women to economic shocks.

Sustaining MPAs and resilient communities will require enhanced access to blue finance,¹² particularly targeted to: (i) MPA operational and capital investments, (ii) infrastructure to support coastal livelihoods and value chains, and (iii) access to financial services for coastal MSMEs. Mobilizing blue finance is critical since the national budget (State Revenue and Expenditure Budget, APBN)¹³ amounts to only 20 percent of the funding required to meet the Gol’s marine and fisheries sector targets, including MPAs. Indonesia is also the largest impact investing market in Southeast Asia in terms of both capital deployed and number of transactions, facilitating potential access to a blue finance market. Yet, two sets of key challenges hinder the development of robust blue finance instruments. First is the uncoordinated enabling environment, including poor coordination among government institutions,

⁹ Ministerial Regulation 19/KEPMEN-KP/2022 on Estimation of Potential, Total Allowable Catch, and Utilisation of Fish Resources in the Fishery Management Areas of the Republic of Indonesia.

¹⁰ Ministerial Decree 19/KEPMEN-KP/2022 on Estimation of Potential, Total Allowable Catch, and Utilisation of Fish Resources in the Fishery Management Areas of the Republic of Indonesia

¹¹ “Access to economic opportunities” is defined in this project as access by individuals and MSMEs to improved infrastructure and facilities, and/or receipt of business development assistance, and/or receipt of financial instruments; for activities associated with sustainable coastal enterprise.

¹² Blue finance refers to the capital required to preserve and restore oceans and to promote their sustainable use.

¹³ National Medium-Term Development Plan 2020–2024.

development partners, and the private sector, the lack of consistent policies (particularly for the rapidly developing blue carbon market and payments for ecosystem services), suboptimal government expenditure in the fisheries and marine sector, and the lack of an agreed monitoring and reporting framework for blue finance. The second relates to undefined financing requirements and strategies encompassing the operating and capital requirements for MPAs and investments in coastal infrastructure as well as intermediary financing for MSMEs.

LAUTRA aims to strengthen government management capacity, data, and information systems, and to encourage enabling policies to leverage blue finance for enhanced coastal and marine management and livelihoods. LAUTRA builds on successful past operations such as COREMAP¹⁴ to address the complexities and sequencing of interventions inherent in reforming the blue economy within the world's largest archipelagic nation and second largest national fishery. LAUTRA advances Indonesia's national and international commitments to develop the blue economy. The project will also contribute to the implementation of the Enhanced Nationally Determined Contributions actions, such as protection of MPAs and improving the livelihoods of communities living in coastal areas.

LAUTRA strengthens coastal resilience by improving management of marine protected areas and coral reef fisheries; improving the economic opportunities of local communities and MSME's in sustainable fisheries, tourism, and aquaculture; and building government capacity to mobilize associated sustainable blue financing. The investments in Components 1 and 2 will inform the development of the sustainable blue finance strategies in Component 3, along with enabling environment investments.

As an effort to provide sustainable financing for MPA and livelihoods, the Component 3 of LAUTRA addresses strengthening the enabling environment and policy framework for Blue Finance and the development of long-term investment strategies for priority Blue Economy Sectors. 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 for: (a) Marine Protected Areas operating and capital investments; (b) developing coastal infrastructure with biodiversity-positive or neutral development impacts; and (c) enhancing MSME access to finance in the sustainable tourism, fisheries, and aquaculture sectors. It builds upon, sustains, and extends the outcomes of Components 1 and 2 of the LAUTRA Project beyond the project life. This component will finance technical assistance, workshops, goods and services and trainings. This Terms of Reference is part of Component 3 of the project.

In the context of project implementation, it is needed to recruit one Project Leader to lead the implementation of this project in coordination with all stakeholders, as well as develop the project exit strategy and sustainable project outputs and outcomes.

B. OBJECTIVES & SCOPE OF WORKS

The objective of Project Team Leader assignment is to support the

¹⁴ See paragraph 47 on COREMAP lessons learned.

implementation of LAUTRA component 3 project and lead the coordination with all stakeholders (Bappenas, MMAF, MoF, OJK, provincial and district governments) to ensure the achievement of project outputs and outcomes. Project Team Leader would be selected in accordance with provisions in the Bank's Regulations.

Scope of Work

The scope of works for Project Team Leader are outlined below:

1. Oversee and manage the PIU as well as ensure the performance of PIU in ICCTF-Bappenas.
2. Coordinate and supervise the team of specialists and consulting firm housed in the PIU, as well as other technical personnels
3. Establish effective coordination and communication with PMO and other PIU under LAUTRA project to achieve the PDO indicators.
4. Ensure that the PIU support services are provided to enable effective implementation, preparation, monitoring and reporting of the project, in accordance with legal agreements and relevant policies and procedures.
5. Lead the PIU team for the preparation of all deliverables of Component 3 LAUTRA, including gender aspects as required in the report
6. Work together with M&E Specialist to conduct regular monitoring of the Component 3 LAUTRA implementation, in line with WB regular review mission, mid-term review and project completion review.
7. Review the monitoring and evaluation report for Component 3 LAUTRA, including PROBLUE report requirements
8. Provide support to Program Manager and Executive Director in synthesizing program reports to develop investment and communication strategy, as well as project cycle management.
9. Lead the PIU team for the project financial management and procurement of works, goods and services under Component 3 LAUTRA
10. Maintain role as ICCTF's focal point for component 3 LAUTRA, in regards to coordination and communication with donors, proponents and related partners according to the direction of the Program Manager and Executive Director
11. Provide assistance in preparing yearly budgets, program budgets, Terms of Reference, and strategies to achieving program targets and budget spending.
12. Perform other relevant tasks as directed by Program Manager and Executive Director

C. TIME SCHEDULE

The assignment is expected to be for 23 months with annual performance review and contract renewal/extension (with at least three months' notice) subject to the performance evaluation, project needs and budget availability.

D. OUTPUT

Project Team Leader will be assigned by time base and will need to deliver the expected deliverables as follows:

- a) Documents related to project operations of Component 3 and Component 4b LAUTRA including annual workplan and procurement plan.
- b) Program monitoring and evaluation report including project completion report of Component 3 LAUTRA
- c) Component 3 LAUTRA knowledge products and dissemination plan
- d) Document related to other relevant tasks

D. QUALIFICATION REQUIREMENTS

The assignment requires a consultant with extensive experience in Project Team Leading. The successful candidate will be expected to have the following qualifications:

- a) Master's degree (S2) in economics/science/environmental/social science/marine science/public policy/public finance/natural resource economics/Humaniores, or other relevant studies to public funding
- b) Has a minimum of 15 years of working experience with at least 5 (five) years of experience in lead project/equivalent position in relevant fields under projects financed by multi-donors
- c) Experience in project management implementation
- d) Experience in administering and managing grant funds
- e) Having skills in communication and advocacy and possessing extensive networks with Governments (national and sub-national), NGOs, and development partners
- f) Familiar with terms of public finance, investment, and finance policy
- g) Familiar with the marine and fisheries sector will be an advantage.
- h) Excellent communication skills, including good oral and written English, report writing, and presentation skills to a variety of stakeholders

E. REPORTING

The monthly report should be submitted to the Program Manager for clearance and approved by Executive Director ICCTF after the month end.

F. FUNDING

The Funding will be charged to LAUTRA Component 4 Project budget in MWA ICCTF Working Unit (Satker), Ministry of National Development Planning/Bappenas.

The type of contract is a time-based contract, and will be based in the Jakarta office.

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