

TERMS OF REFERENCE – National Consultant

Job Title	:	Public Finance Management Specialist
Duty Station	:	KIAT Guru National Office, Jakarta; with frequent travel to KIAT Guru pilot's fields
Type of Contract	:	Individual Consultant
Expected Duration of Assignment	:	Initial Contract 1 year; extendable based on performance, budget and organizational needs.

General Background and Organizational Context

The Government of Indonesia (GoI) is committed to accelerating the pace of poverty reduction and the President of Indonesia has declared that poverty reduction is among the highest development priorities of his administration. This commitment is reflected in Indonesia's national medium-term development plan (*Rencana Pembangunan Jangka Menengah Nasional, RPJMN, 2015-2019*), as poverty rate is set to decrease from 11.25% in 2014 to 7-8% by 2019.

Indonesia's achievement to reduce poverty has been significant, as poverty rate since 1998 to date steadily decreases. However, more than 28.3 million Indonesians continue to live below the poverty line, while 30% of the population within 12.5% of the poverty line remain vulnerable to falling back into poverty.

In a bid to intensify the poverty reduction effort, GoI has elevated the overall oversight and coordination of poverty and social protection programs to be under the Vice-President's Office. Through Presidential Regulation No. 15/2010, the National Team for the Acceleration of Poverty Reduction (*Tim Nasional Percepatan Penanggulangan Kemiskinan, TNP2K*) was founded and given the mandate to carry out those oversight and coordination roles. TNP2K plays a key role in defining policies for poverty reduction and social protection by:

- Improving program targeting using a common method and household list for all social protection programs;
- Improving the performance of poverty reduction programs through reforms in program design;
- Undertaking monitoring and impact evaluation of the social assistance programs; and
- Support line ministries in maintaining quality implementation.

TNP2K - KIAT Guru Project

To improve frontline service delivery in education sector, starting in 2014, the National Team for Acceleration of Poverty Reduction (TNP2K), under the Secretariat of the Vice President of the Republic of Indonesia has been implementing a pilot project to improve teacher performance and accountability of teachers (KIAT Guru: Kinerja dan Akuntabilitas Guru). The primary objective of KIAT Guru is to empower communities to make investments that contribute to improvements in the quality of primary education service delivery, measured in terms of reduced levels of teacher absenteeism, improved quality of service, and improved levels of student learning outcomes. KIAT Guru utilizes two main mechanisms: (1) Community Empowerment – e.g. empowering the communities to participate in improving availability and quality of education services; and (2) Pay for Performance – e.g. tying payment of teacher allowances with teacher presence and quality of service. The secondary objective of KIAT Guru is to influence policies related to: (a) adaptations of Civil Servant Law for the education sector to tie teacher allowance payment with concrete performance measures, including availability and quality of service; and (b) operational mechanisms to implement the Village Law at the village, district, and national levels to:

- Ensure community monitoring and input into evaluation of teacher service performance;
- Strengthen community linkage to village, sub-district, and district government structures and mechanisms; and

- Strengthen village governance to improve education service delivery, including technical assistance to effectively utilize the village fund.

BaKTI Foundation

The KIAT Guru Project is supported by the Government of Australia - Department of Foreign Affairs and Trade (DFAT), and its financing is provided through the PNPM Support Facility (PSF) multi-donor trust fund managed by the World Bank. The Social Development Unit at the World Bank is responsible for the program governance in support to TNP2K, and therefore has appointed *Bursa Pengetahuan Kawasan Timur Indonesia (BaKTI)* Foundation as the Grant Recipient to provide management, operational, and fiduciary oversights for technical assistance and activities implementation at national and sub-national levels. The post is a part of KIAT Guru Program Office at TNP2K, which responsible for managing program activities implementation and operations support.

Scope of Work

Purpose of Job

The purpose of the Public Finance Management Specialist is primarily to lead the development of government regulation and financial mechanism for a pilot of tying service provider's allowance with performance and diverting undisbursed allowance in order to increase service delivery by teachers in remote areas; also to oversee, analyse, and draw recommendations from the implementation of pay for performance pilots for national, provincial and district policy reform.

Responsibilities

The Public Finance Management Specialist will be responsible to deliver following services:

1. Carry out primary and secondary research and analysis on: (i) financial policies and mechanisms for budgeting and disbursement processes from the national to district governments; (ii) national and district level budgeting processes and financial mechanisms for securing national, provincial and district budgets for the pilot of pay for performance of civil servant allowance; and (iii) financial mechanisms from previous experiments or piloting on pay for performance or community grant that tap into existing government budgets.
2. Assess, analyze and identify financial policies and mechanisms which would enable piloting from selected existing government budget and utilize it for Pay for Performance and community grant schemes.
3. Formulate financial mechanisms and structures including its related institutional arrangement to enable greater community monitoring and control over service provision in remote areas.
4. Work with relevant ministries in national level and piloting districts and provinces to secure government regulation, budget allocation and disbursement for the pilot of KIAT Guru.
5. In collaboration with relevant ministries and piloting districts and project partners develop financial, institutional and managerial mechanisms that: (i) as much as possible tap into existing mechanisms; (ii) secure for the project the selected government allowances and budgets for service providers in education sectors, (iii) enable community engagement in monitoring, and (iv) ensure transparency and accountability.
6. Working closely with Legal and Governance Specialist of KIAT Guru develop technical operational manual in close collaboration with the national and district government and project partners, and lead the training and coaching of project and district government staffs and KIAT Guru field staff.
7. Working closely with Legal and Governance Specialist and Local Governance Specialist advise relevant national ministries staff, KIAT Guru field staff and district government staff for the development and implementation of national and district regulations that tying government allowance with performance and community involvement for the implementation of the KIAT Guru pilot project.
8. Oversee the process of implementation of the pilot at the districts, analyze issues and findings, and write progress report.

Coordination

The Public Finance Management Specialist will work under technical supervision of the Program Coordinator - Technical of KIAT Guru.

Key deliverables

The Public Finance Management Specialist will be responsible for providing the following deliverables:

1. Secondary research and analysis on following area are provided:
 - a) financial policies and mechanisms for budgeting and disbursement processes from the national to district governments
 - b) national and district level budgeting and disbursement processes and financial mechanisms for securing national, provincial and district budgets for the pilot of pay for performance of civil servant allowance
 - c) financial mechanisms from previous experiments or piloting on pay for performance or community grant that tap into existing government budgets.
2. Assessment, analysis and identification of financial policies and mechanisms of following area are provided:
 - a) Existing government budget and disbursement for civil servant allowance, which would enable piloting selected existing government budget and utilize it for Pay for Performance and community grant schemes.
 - b) Civil servant allowance, *inter alia* and in particular teacher's allowance which potentially can be tied with performance and utilized for pay for performance and community grant scheme for piloting it in selected districts.
3. Formulation of financial, institutional, and managerial regulations, mechanisms and structures:
 - a) For greater community monitoring and control over service provision in remote areas are provided.
 - b) Of the usage of undisbursed fund of allowance for increasing education service delivery in remote areas by involving community participation are provided.
 - c) Of the usage of village fund to support community participation in demanding quality of service delivery are provided.
4. National and district government budget allocation for the contribution of KIAT Guru pilot implementation are secured.
5. Financial, institutional and managerial mechanisms in national and selected district pilot that:
 - a) tying civil servant allowance, in particular teacher's allowance with performance so that enable pay for performance are secured.
 - b) enable community participation in assessing civil servant, in particular teacher's performance are secured.
 - c) ensure transparency and accountability are secured.
6. Technical operational manual:
 - a) is developed in close collaboration with the national and selected district pilot government and project partners
 - b) for the quality of implementation is trained and coached to district government staffs and KIAT Guru field staff.
7. Advises to relevant national ministries staff, KIAT Guru field staff and district government staff for the development and implementation of national and district regulations that tying government allowance with performance and community involvement for the implementation of the KIAT Guru pilot project are provided.
8. Quality of KIAT Guru Pilot implementation is improved, including but not limited to :
 - a) the implementation of pay for performance that involving community participation
 - b) analysis and report of implementation of KIAT Guru pilot.

- c) Recommendations drawn from the implementation of KIAT Guru pilot to district and national government for government reform of civil servant allowance

Competencies and Requirements

Education:

1. Master degree in Finance, Management, Public Administration or similar discipline

Work experience:

1. Minimum 3 (three) years of experience in working in public finance reform, a majority of which is conducted at the district level.
2. Proven experience and knowledge of public finance mechanism, preferably in education and health sectors.
3. Proven analytical, problem-solving and quantitative/qualitative skills.
4. Proven ability to liaise and coordinate with government officials at the national and sub-national levels.

Functional:

1. Demonstrate commitment to deliver results; strong analytical, forecasting, planning, monitoring, and evaluation skills; ability to analyze ongoing situations, adapt with change, and determine course of actions to reflect new situations/circumstances; decision-making and problem-solving skills; ability to plan and deliver multiple activities/deliverables in a complex and time-pressing circumstances with high levels of precision and quality; ability to communicate complex issues in a concise and engaging way; ability to manage issues and risks

Managerial:

1. Demonstrate ability to determine priorities and manage multiple tasks efficiently and effectively, able to cope with changing priorities and work program, and able to manage multiple tasks under pressure
2. Demonstrate ability to work in sensitive situations and challenging policy environments, and in providing prompt and quality response to stakeholders' requests.
3. Demonstrate able to work independently with minimum supervision, while consultative with others.

Behavioral:

1. Demonstrate strong willingness to nurture and maintain positive working relationships with others, both externally and internally, to achieve common goals of the organization and relevant stakeholders.
2. Demonstrate strong interpersonal skills and potentials as a strong team player, able to communicate effectively, and able to work in a team-oriented approach in a diverse group of people.
3. Demonstrate motivation and potentials as a quick learner and self-starter.

Reporting and Coordination Structure

