

**UNICEF INDONESIA**

Posting date: 27 May 2016

UNICEF Indonesia welcomes applications from qualified candidates for the terms of reference below. Interested applicants should submit electronically their application through the link provided below.

**Closing date: 10 June 2016**

**UNICEF is committed to diversity and inclusion within its workforce, and encourages qualified female and male candidates from all nationalities, religious and ethnic backgrounds, including persons living with disabilities, to apply.**

**Title:** Evaluation Systems Strengthening Consultant ([Link to apply: Job #496149](#))  
**Type of Contract:** SSA (Special Service Agreement)  
**Duty Station:** Jakarta at BAPPENAS Office  
**Duration:** June until 31 December 2016

**Please indicate the expected daily rate and/or total lump sum fee. Applications without proposed fee may not be considered.**

**BACKGROUND:**

Monitoring and evaluation (M&E) are core components of the UNICEF-Government of Indonesia country programme of cooperation, which currently spans the 2016-2020 period. A key strategy of this work is support to national evaluation capacity development.

In Indonesia, law (UU) no. 25/2004 states that the national development planning system consists of development plans in the long term, medium term, and the annual term, which are implemented in an integrated procedure of planning in both the central and regional levels (article 3). Evaluation of the implementation of the plans is part of the National Development Planning Stages (article 8), while the results of evaluations are to serve as the basis for preparing National/Regional development plans of the next period (article 29).

The presidential decree (Perpres) no. 20/2016 gives a mandate to the National Development Planning Agency (BAPPENAS) to perform the function of monitoring, evaluation, and control of the implementation of national development plans (article 3), which will be coordinated by the Deputy of Monitoring, Evaluation, and Control of Development, MECD (article 33).

To support this function and referring to Government regulation (PP) no. 39/2006 on control and evaluation procedures on implementation of development plans, the Deputy of MECD established an "e-monev" web application ([www.e-monev.bappenas.go.id](http://www.e-monev.bappenas.go.id)). The site consists of information on budget disbursements and physical achievements referring to working plans and budgets of ministries/institutions.

Based on regulation (UU) no. 25/2004, Deputy of MECD conducts an ex-ante evaluation of National Mid-Term Development Plans (RPJMN), reviews mid-term implementation of RPJMN, assesses the implementation of the RPJMN, holds ex-ante evaluation and assesses the government annual work plan (RKP), conducts thematic sector evaluations, conducts ex-ante evaluations between Regional Medium-Term Development Plans (RPJMD) and RPJMN, and ex-ante evaluations between regional annual work plans (RKPD) and RKP.

However, the current M&E activities are scattered in various government agencies. Each institution - such as BAPPENAS, other Presidential Offices, line ministries, and local government – usually has a working unit to conduct M&E, able to enact internal regulations and develop their own applications to support their M&E activities. There is no standard quality and procedure for evaluation, mutually agreed regulations, or coordination and integration of evaluation across all government institutions at national and sub-national level.

To respond to the situation, BAPPENAS, in this case the Deputy of MECD, intends to develop an integrated, comprehensive, effective, efficient, harmonious, and cross-sector evaluation system, in line with the relevant government laws and regulations. Initially, the new system will be implemented in BAPPENAS and other Presidential Offices. It will integrate evaluation systems in all working units in BAPPENAS as well as among agencies in the Presidential Office (BAPPENAS, Presidential Staff Office, State Secretariat, Cabinet Secretariat, Agency of Finance and Development Supervisory).

In the long run, it is expected that successful implementation of the proposed M&E system in BAPPENAS and other Presidential Offices will be replicated or further adapted to fit the needs of Line Ministries at national level and Local Governments at sub-national level.

Development of national capacity is one of UNICEF's key roles under the UNICEF-GOI country programme of cooperation, including development of national evaluation capacity. Concerning the development of a national integrated monitoring and evaluation system, UNICEF is committed to support the Indonesian government in the provision of technical assistance to the Deputy of MECD – BAPPENAS. UNICEF will support the engagement of an individual consultant to study the current M&E legal and regulatory framework of government, identify best practices from within the country and abroad, and then use this information as a basis to develop an integrated M&E system that will be implemented in BAPPENAS and among other Presidential Offices.

The objectives of the assignment are:

1. To assist BAPPENAS, through the Deputy of MECD, to develop a model of an integrated monitoring and evaluation system to accommodate needs across sectors and working units in BAPPENAS and among agencies of other Presidential Offices, with linkage to the planning and budgeting process.
2. To assist BAPPENAS, through the Deputy of MECD, to develop a framework and a roadmap towards the establishment of the model of an integrated monitoring and evaluation system.
3. To use appropriate participatory methodologies by involving related stakeholders and partners in this work, to help build consensus for analysis of the current situation and priority directions moving forward.

#### **WORK ASSIGNMENT:**

Under direct supervision of the Chief of the Planning, Monitoring and Evaluation (PM&E) unit, UNICEF Jakarta, the consultant will provide technical assistance to develop an integrated monitoring and evaluation system that will be implemented in BAPPENAS and other Presidential Offices.

The consultant is also expected to work closely with senior management (echelon 1 and echelon 2) in the office of the Deputy of MECD (BAPPENAS), and work closely with the team from the Directorate of Performance Evaluation of Sectoral Development.

The consultant will work on a daily basis with the BAPPENAS team, and report to the Chief of PM&E unit of UNICEF. There will be a regular monthly meetings between the consultant, UNICEF, BAPPENAS, and other related stakeholders/ partners to review the progress of work, discuss challenges and barriers, and identify solutions or other suggestions. The consultant should prepare a brief monthly progress report to be presented in the meeting as a basis for discussion.

Recommendations for a proposed M&E system must be developed via a systematic and structured approach, based on the situation of the current M&E systems and practices which are implemented in government agencies, either at the National Development Planning Agency (BAPPENAS), Presidential Office, ministries, or local governments (current state “as-is”).

However, for the first phase of implementation, the proposed M&E system will only be planned for BAPPENAS and other Presidential Offices (future state “to-be”). This plan will include principles, organizational structures, roles, standards and regulations, governance, management, business processes, and technologies used.

The consultant is expected to use appropriate methodologies for analysis of the current situation and for developing the proposed M&E system, including the identification of appropriate KPIs for monitoring performance of the system.

An M&E system implementation plan document (roadmap) should be produced and include plans for institutional alignment, regulatory harmonization, developing techniques and tools for change management, including a risk mitigation plan in order to transform and integrate the plan into a new M&E system (for future phases of support, beyond the scope of this consultant).

First of all, to support the required work, the consultant has to develop a work plan which comprises his/her approach to the work described above, including clear and detailed steps of each task, resources needed, and the schedule of work (timeline), including potential risks.

Some of the deliverables should be written both in Bahasa Indonesia and English (as identified below). All deliverables have to be submitted to UNICEF and BAPPENAS in both soft and hard copy formats.

To increase effectiveness, the consultant is encouraged to act as a lead and manage a team under his/her supervision. In this case, all expenses and risks associated are to be borne by the (lead) consultant. Team members should have knowledge, skills and expertise as described below:

#### **TASKS/MILESTONES:**

1. Develop a work plan for the assignment
2. Conduct a comprehensive study on current state of M&E systems and practices: method, approach, management, regulations, including the use of M&E result at all levels of government system.
3. Analyze the current state of M&E system to develop a new model of proposed integrated monitoring and evaluation system
4. Develop an Implementation Plan Document (road map) towards the new proposed integrated M&E system.

#### **EXPECTED OUTPUTS**

1. Work plan document (inception report)
2. Comprehensive study report on current M&E systems; discussion in consultative workshop
3. Analysis Document with recommendations for a new model of an integrated M&E system; discussion in consultative workshop
4. Implementation Plan Document (road map) including risk mitigation strategy; discussion in consultative workshop.

#### **IDEAL PROFILE OF THE CONSULTANT:**

1. University degree in social sciences, Business management or change management;
2. At least ten (10) years proven professional experience for a Bachelor’s degree, or at least seven (7) years proven professional experience for a Master’s degree, in the fields of: (1) change management and (2) business analysis. Specific monitoring and evaluation experience is an asset;

3. Public sector experience in Indonesia is highly preferable;
4. Good report writing and communication skills in English and Bahasa Indonesia;
5. Experience with capacity development of government institutions, especially in Indonesia, is a plus.
6. Specific discipline/s needed:
  - Change/project management; monitoring and evaluation;
  - For change management:
    - Expertise in stakeholder management, ability to identify and work with stakeholders in a change initiative, and ability to plan, execute, and measure the effective communication required to build and maintain engagement.
    - Strong business acumen with solid analytical skills, conceptual thinking and understanding of organizational issues and challenges.
    - Experience with business transformation processes is highly desired.
  - For business analysis:
    - Strong business acumen with solid analytical skills, conceptual thinking and problem solving skills; especially creative thinking, system thinking, and visual thinking in support of decision making.
    - An excellent knowledge of business analysis, ideally to be formally trained in recognized business analysis disciplines.
    - A sound knowledge of business processes, procedures, risks and mitigation strategies.

**Disclaimer:** The screening of your application will be conducted based on the information in your profile. Before applying, we strongly suggest that you review your profile to ensure accuracy and completeness.

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