Mercy Corps Indonesia

Scope of Work for Consultant

Project/Consultancy Title: Developing Guideline for Performance Management System at BNPB

Project Location(s): Jakarta

Finance Department Code: 20087

Background:

Indonesia's overall development has resulted in an enabling environment for Indonesia's disaster management agencies to be independent, responsive, proactive, and able to prepare and respond to disasters in a way that reduces adverse impacts.

Badan Nasional Penanggulangan Bencana (BNPB) is present as an institution that is expected to be able to carry out the functions of coordination, planning, and implementation of disaster management activities in an integrated manner, starting from before, during and after disasters that include prevention, preparedness, emergency the response, and recovery. Until the last ten years, BNPB has made significant progress in the formulation and determination of disaster management policies; implementation of policies and good practices of the policies formulated; disaster management by acting quickly, precisely, effectively and efficiently; coordinating the implementation of disaster management activities in a planned, integrated and comprehensive manner with related cross sectors; and the development of strong international relations and integrating global best practices in the framework of institutional arrangements, early warning systems, coordination, response management, and disaster risk reduction.

However, in carrying out its role, BNPB is faced with several challenges including empowering human resources within the framework of human resource development (workforce development) to sustain the work of disaster management institutions both at national and regional levels (provincial & district/city).

The INVEST DM 2.0, a USAID funded the program and implemented by Mercy Corps Indonesia, is present to supply a holistic approach that can support BNPB in carrying out its roles and duties to fill gaps in priority areas, including increasing technical capacity starting from preparedness, response, and recovery; policy planning and development; governance / institutional; and organizational development. All of this boils down to one aspect, namely the development of human capital.

The main objective of the INVEST DM 2.0 Program is to strengthen the capacity of disaster management agencies in Indonesia and resources at various administrative levels so that they are able to fulfil their mandate in providing effective and life-saving disaster management services.

Mercy Corps Indonesia is part of the global Mercy Corps family, a leading global organization powered by the belief that a better world is possible. In disaster, in hardship, in more than 40 countries around the world, we partner to put bold solutions into action — helping people triumph over adversity and build stronger communities from within.

Purpose / Project Description:

The purpose of this activity is to support the HR and General Affairs Bureau to develop the performance management system guidelines applied for development of BNPB employee performance targets *(Sasaran Kinerja Pegawai/SKP).* This includes annual performance planning and setting of targets that must be achieved by civil servants.

The government already issued the Government Regulation number 30 of 2019 on Performance Evaluation of Civil Servants, followed by PERMENPANRB number 8 of 2021 on Performance Management System of Civil Servants. The civil servants performance management system aims to:

1. Align the goals and objectives of the agency/ work unit/direct supervisor to the SKP;
2. Measure, monitor, and coach performance and performance appraisals; and
3. Determine follow-up actions based on the results of the performance appraisal.

Strengthening civil servant performance management is a high priority of GoI and BNPB for supporting:

1. Career Development for Civil Servants covering transfer, promotion and competency development based on performance;
2. Talent Management: employee performance has to be one of the determined factor to place in the talent tool;
3. Performance Allowance: the performance allowance is paid on the basis of performance achievement;
4. Rewards: the reward will be given on the basis of objective and transparent performance evaluation;
5. Sanctions: the civil servants who do not achieve the performance target will be imposed on administrative sanction up to dismissal.

Consultant Activities:

Under this assignment, the selected consultant, with INVEST DM 2.0 direction shall perform the following activities:

1. Desk review on theory and practice of the performance management system described in the government regulation number 30 of 2019, and PERMENPANRB number 8 of 2021.
2. Develop the draft Performance Management System Guidelines applied for BNPB staff. This guidance shall be derivative of PP number 30 of 2019 and PERMENPANRB number 8 of 2021. This should include the *tools* to be applied for covering, among others:
   a. performance planning;
   b. implementation, performance monitoring, performance coaching;
   c. performance evaluation including the calculation of the amount of allowance deductions for non-achievement of performance targets both daily, weekly and monthly where all of these will affect the performance allowances that will be received by each employee;
   d. follow up actions; and
   e. civil servants performance information system;
   f. the role of leadership in cascading performance: performance dialogue (organizational performance and individual performance), performance expectation, ongoing feedback;
   g. performance guidance within the context of continuous professional development and learning/lifelong learning for people management;
   h. performance counseling;

     i.   Rewards and sanctions.
3. Presentation of the draft Performance Management System Guidelines (including slide deck) to INVEST DM 2.0 and the Human Resources and General Affairs Bureau of BNPB for feedback.
4. Develop the Final Performance Management System Guidelines incorporating feedback from the INVEST DM 2.0, and the Human Resources and General Affairs Bureau of BNPB.

Consultant Deliverables:

The Consultant shall deliver to INVEST DM 2.0 the following deliverables:

1. Draft Performance Management System Guidelines applied for staff within BNPB. This guideline shall be derivative of PP number 30 of 2019, and PERMENPANRB number 8 of 2021 and should include the *tools* to be applied for covering, among others:
   a. performance planning;
   b. implementation, performance monitoring, performance coaching;
   c. performance evaluation including the calculation of the amount of allowance deductions for non-achievement of performance targets both daily, weekly and monthly where all of these will affect the performance allowances that will be received by each employee;
   d. follow up actions; and
   e. civil servants performance information system;
   f. the role of leadership in cascading performance: performance dialogue (organizational performance and individual performance), performance expectation, ongoing feedback;
   g. performance guidance within the context of continuous professional development and learning/lifelong learning for people management;
   h. performance counseling;
   i. Rewards and sanctions.
2. Policy brief and presentation of draft Performance Management System Guidelines applied for BNP staff (including slide deck) to the INVEST DM 2.0 and the HR and GA Bureau BNPB.
3. Final Performance Management System Guidelines applied for BNPB staff incorporating feedback from INVEST DM 2.0 and the HR and GA Bureau BNPB.

Timeframe / Schedule:

The period of the performance is for **20 days** intermittent input with the following schedule:

1. Draft Working Paper: fourth week of October 2021
2. Presentation of Draft Working Paper (including slide deck) delivered to INVEST DM 2.0 and the HR and GA Bureau BNPB: second week of November 2021
3. Final Performance Management System Guidelines incorporating feedback from INVEST DM 2.0 and the HR and GA Bureau BNPB: fourth week of November 2021

The Consultant will report to:

The INVEST DM 2.0, Workforce Planning and Development Advisor

The Consultant will work closely with:

The INVEST DM 2.0 team and specifically with the Workforce Planning and Development Advisor with input as needed from the Senior Knowledge Management, Communications and Research Specialist, Senior GEDSI Specialist, and HR and General Affairs Bureau at the BNPB.

Close supervision and support will be provided by INVEST DM 2.0. The selected consultant is expected to engage in day-to-day communication with INVEST DM 2.0 and the BNPB. The

selected consultant shall maintain an effective working relationship and consolidate the methodology to ensure that the work is thoroughly understood by the BNPB.

INVEST DM 2.0 will facilitate communications throughout the period of the contract, and shall actively participate in coordination, oversight, and implementation of this work. This may include adjustments in implementation as deemed necessary by INVEST DM 2.0.

Required Experience & Skills:

- Advanced degree in Human Resources Management, Psychology, or relevant subjects from a recognized and reputable institution.
- At least 5 years demonstrated expertise, skills, and experience working on the implementation of bureaucratic reform within the government institutions, such as ministries/state institutions/regional government.
- Has in-depth understanding in the process of implementation of competency-based human resources management.
- Has prior experience working in developing guidelines related to the performance management system.

How to Apply:

Prospective candidate shall email application letter, updated curriculum vitae, and price quotation to **procurement@id.mercycorps.org** with subject "Guideline for Performance Management System" before **October 15, 2021.** Only candidates who meet the qualifications will be contacted.

Diversity, Equity & Inclusion

Achieving our mission begins with how we build our team and work together. Through our commitment to enriching our organization with people of different origins, beliefs, backgrounds, and ways of thinking, we are better able to leverage the collective power of our teams and solve the world's most complex challenges. We strive for a culture of trust and respect, where everyone contributes their perspectives and authentic selves, reaches their potential as individuals and teams, and collaborates to do the best work of their lives.

We recognize that diversity and inclusion is a journey, and we are committed to learning, listening and evolving to become more diverse, equitable and inclusive than we are today.

Equal Employment Opportunity

We are committed to providing an environment of respect and psychological safety where equal employment opportunities are available to all. We do not engage in or tolerate discrimination on the basis of race, color, gender identity, gender expression, religion, age, sexual orientation, national or ethnic origin, disability (including HIV/AIDS status), marital status, military veteran status or any other protected group in the locations where we work.

Safeguarding & Ethics

Mercy Corps Indonesia team members are expected to support all efforts toward accountability, specifically to our stakeholders and to international standards guiding international relief and development work, while actively engaging communities as equal partners in the design, monitoring and evaluation of our field projects. Team members are expected to conduct themselves in a professional manner and respect local laws, customs and MCI's policies, procedures, and values at all times and in all in-country venues.