

Yayasan Mercy Corps Indonesia

Consultancy Scope of Work

Project/Consultancy Title: Consultant - YMCI Governance Advisor

Project Location(s): Jakarta, Indonesia

About Yayasan Mercy Corps Indonesia (YMCI)

YMCI (<https://www.mercycorps.or.id/>) is a registered non-profit organization in Indonesia, based in Jakarta, that provides humanitarian and development assistance throughout the country. YMCI mission is to empower people in Indonesia to become healthy, productive, and resilient communities. With funding from various donors, YMCI works together with communities to address poverty and financial inclusion, vulnerability to climate change and natural disaster, and to engage citizens across Indonesia. YMCI has collaborated with millions of people across Indonesia to support their efforts to build a better future, for themselves, their families and their communities.

Purpose

YMCI implements a variety of programming throughout Indonesia and is committed to delivering high quality, high impactful programming to reach communities and individuals in need. Organizationally, YMCI governance structure consists of three key organs of Dewan Pembina (Board of Trustee), Dewan Pengawas (Board of Supervisory) and Dewan Pengurus (Board of Management). While the Dewan Pengurus is responsible for day to day operations of the yayasan with the support and supervision of the Dewan Pengawas; the Dewan Pembina plays an important role in governing the organization's overall direction.

Recognizing the new context and challenges where YMCI is operating, we identify a need to revitalize the governance systems of YMCI. For that reason, YMCI aims to establish a roadmap to strengthen its governance structure and systems including to look at the current structure and practices as well as lay out steps to improve them; By putting into considerations the Indonesian regulatory framework and good governance practices around yayasan and its operations, as well as YMCI existing relationship with Mercy Corps.

Consultant Objectives

YMCI is looking for an experienced consultant to help its Dewan Pembina to establish the aforementioned roadmap that will help ensure a more responsive and better functioning governance system of YMCI. The consultant will work to gather relevant information and carry out consultations with relevant stakeholders including relevant government agencies, peer organizations, key donors (in particular Mercy Corps) and YMCI board¹ and team members.

The specific objectives of this assignment are to:

- Assess any improvement areas on the existing governance structure and practices, by taking into account relevant laws or regulations in Indonesia, good governance practices and accountability mechanisms of a yayasan, donor landscape, relationship between YMCI and Mercy Corps and other relevant issues,
- Recommend ways to strengthen the YMCI governance structure and practices including a proposal on the composition of Dewan Pembina, Dewan Pengurus and Dewan Pengawas and how those improvements will be sequenced and implemented as a roadmap,
- Develop operating procedures/practices to support the operationalization of the proposed governance structure and to strengthen reporting and accountability mechanisms between YMCI governance organs,

Consultant Activities

¹ Refers to all members of Dewan Pembina, Dewan Pengurus dan Dewan Pengawas

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The Consultant will:

- Develop a report structure/framework and tools (i.e. questions' guides for different stakeholders) by incorporating key elements or characteristics of good governance structure and practices, aligning with relevant laws and regulation and YMCI values and strategy. Key questions to be addressed include but are not limited to:
 - What are the gaps in the current YMCI governance structure and practices that hinders YMCI ability to better deliver its mission and strategy? How to improve them?
 - What kind of improvements can be made -- specifically in terms of governance structure and practices, to strengthen the relationships between YMCI and the Government of Indonesia and between YMCI and Mercy Corps or other funders?
 - What are steps to be taken to establish a more responsive, transparent and better functioning governance structure and system of YMCI, i.e. management roles and responsibilities, procedures, and other guidelines? By whom and when?
 - What are key operational procedures that need to be developed/strengthened to operationalize the recommended governance structure? How to improve them?
- Undertake a desk review of relevant documents, including existing YMCI bylaws (*Akta Pendirian* and its amendments, *Anggaran Dasar* and *Anggaran Rumah Tangga*), YMCI internal audit report, minutes of board meetings, relevant laws or regulations, previous legal opinions, YMCI strategy, etc.
- Interview key stakeholders, including the relevant government agencies, peer organizations, key donors (in particular Mercy Corps) and YMCI board and team members,
- Closely assess different possibilities for Mercy Corps engagement in the YMCI governance structure including presenting the pros and cons of each option,
- Identify key prominent individuals, based on criteria discussed and approved by the Dewan Pembina, who can potentially be recruited as new board members, by considering YMCI values and strategy,
- Drafting a report consisting of a recommended roadmap that consists of means/ways to strengthen the YMCI governance and how those improvements will be sequenced and implemented, with a clear timeline attached to the roadmap
- Drafting key operating procedures/practices to support the operationalization of the proposed governance structure.
- Circulate and present the draft of report and key operating procedures with YMCI and Mercy Corps for feedback and ground-truthing,
- Incorporate feedback into final consultant's products.

Consultant Deliverables

The Consultant will produce:

- A workplan,
- A concise document that lays out report structure, an initial set of exploratory questions to be considered and assessment tools,
- Presentation of initial findings and thoughts as an update to Dewan Pembina,
- A draft report consisting of a recommended roadmap for improving YMCI governance system,
- A draft set of key operating procedures for the operationalization of the recommended governance structures,
- A presentation of the draft report and set of key operating procedures delivered to YMCI and MC,
- Final modifications or adjustments of the report and operating procedures incorporating feedback from YMCI and MC.

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Timeframe

The Consultant will work up to 30 working days between the end of November or early December 2020 to the mid of February 2021, and final deliverables to be submitted by 15 February 2021. A detailed work plan is left to the discretion of the consultant, but a suggested timeline is presented below:

Deliverable	Schedule
Workplan	1 Dec 2020
Set of questions and a list of key informants identified	4 Dec 2020
Presentation of Initial Findings	8 Jan 2021
First draft of Roadmap and SOPs	22 Jan 2021
Final products	15 Feb 2021

The Consultant will report to:

Dewan Pembina of YMCI

- Julisa Tambunan
- Wahyu Nugroho

Required Skills and Experience

- Experience in conducting review of yayasan organizational governance system in Indonesia,
- Understanding of relevant laws and regulations pertaining to yayasan organizations and the government of Indonesia,
- Demonstrable knowledge of good yayasan governance practices especially for organizations working in the humanitarian and development sectors,
- Ability to work with a diverse teams,
- Excellent in both Bahasa Indonesia and English writing and communication skills and the ability to present information logically and concisely,
- Ability to work under pressure and deliver quality products under tight deadlines and in sparse working environments.

Accountability to Beneficiaries

YMCI team members, including consultants, are expected to support all efforts toward accountability, specifically to our beneficiaries and to international standards guiding international relief and development work, while actively engaging beneficiary communities as equal partners in the design, monitoring and evaluation of our field projects.

Travel and Working Conditions

A combination of remote and ground work (in Jakarta) and on a part-time basis are required. Number of consultancy days to be clarified in a work plan submitted by the consultant and agreed with Dewan Pembina of YMCI.

Diversity Statement

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

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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 Statement

YMCI is an equal opportunity employer that does not tolerate discrimination on any basis. We actively seek out diverse backgrounds, perspectives, and skills so that we can be collectively stronger and have sustained global impact.

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.

How To Apply

Interested candidates shall email their application and CV, to procurement@id.mercycorps.org with subject "Consultant - YMCI Governance Advisor " by 25 November 2020 the latest. Only shortlisted candidates will be contacted.