
PART 2 - TERMS OF REFERENCE

Section VI. Terms of Reference

Consulting Services for Project Management, Financial Management, Procurement, and Monitoring & Evaluation Support for the Strengthening Apparatus Management and Development (SMART) Project.

1. Introduction

These Terms of Reference of Work (hereinafter referred to as "TOR") present the scope of general work on Consulting Services required for the "SMART Project" (hereinafter referred to as "Project") carried out by the National Development Planning Agency (hereinafter referred to as Bappenas)

Bappenas holds a pivotal role in charting Indonesia's long-term and medium-term development trajectory. As the leading institution for national planning, Bappenas is responsible for formulating strategic policies, coordinating development programs across sectors and regions, and ensuring the effective and efficient utilization of national resources to achieve the country's development aspirations, including those outlined in the RPJPN 2025-2045. RPJPN 2025-2045 sets several growth targets for the realization of Indonesia as a Unified, Sovereign, Advanced, and Sustainable Republic (Golden Indonesia Vision 2045).

To further enhance its strategic planning, implementation oversight, and impact assessment capabilities, Bappenas is embarking on the implementation of the Strengthening Apparatus Management and Development (SMART) Project. This initiative, financed by a JICA loan amounting to 7,048 million JPY, will be implemented over a seven-year period (2026-2032). The overarching goal of the SMART Project is to support the acceleration of national development transformation towards the Golden Indonesia 2045 through:

- The formulation of a grand design and roadmap for comprehensive capacity building for the National Development Human Resources (encompassing both state apparatus/ASN and non-ASN).
- Strengthening civil servant (ASN) management leading to productivity improvement across key sectors.
- Transforming competency development approaches within the national development framework through improvement of the ecosystem of ASN planners' professionalism and competency including establishment of a modern and efficient integrated ASN planners' information management system and training modules.
- Improving capacity of the National Development ASN through both overseas and domestic capacity building programs, primarily conducted in Indonesia and Japan.
- Setting up of a national institute to administer sustainable and integrated capacity development for planners and a think tank for national development policies.

Given the multi-faceted nature, significant financial scale, long implementation period, and critical importance of the SMART Project in realizing Indonesia's development goals, Bappenas requires robust external support in critical areas of project management, financial stewardship, procurement efficiency, rigorous monitoring and evaluation, as well as communication and knowledge management. This consulting service is sought to augment internal capacities, introduce international best practices in project execution, and ensure the project's adherence to both national regulations and JICA's guidelines. By leveraging specialized expertise, these services will be instrumental in maximizing the project's efficiency, transparency, and its overall contribution to Indonesia's accelerated development and productivity gains.

2. Objectives of the Consulting Services

The primary objective of these consulting services is to provide comprehensive and professional support to Bappenas in the effective and efficient management, implementation, and oversight of the SMART Project, thereby ensuring the achievement of its overarching goals in transforming national Human Resources (HR) management and increasing productivity.

Specifically, the consulting firm will aim to:

1. Manage Component 1 (Transforming Management of Human Resources for National Productivity Improvement) and Component 2 (Improving the Capacity of ASN Planners through Competency- and Performance-based Approaches) as the Overall Consultant, to enhance the project's impact as a whole, including supervision, facilitation of each component, and reporting in line with the Government's planning and budgeting cycle management.
2. Ensure transparent, accountable, and compliant financial management, meeting both national and JICA's related Guidelines.
3. Streamline procurement processes for services (including Component 1, 2, related studies and training), ensuring fairness, efficiency, value for money, and adherence to JICA's procurement guidelines.
4. Establish a robust and sustainable monitoring and evaluation system (including tracer study) to track progress, measure impact on national HR development and productivity, and facilitate adaptive management.
5. Build the capacity of Bappenas project staff through knowledge transfer and daily communication, enhancing their ability to manage complex development projects in the long term.
6. Establish a knowledge management system and implement communication strategies to leverage the project outputs.

3. Scope of Activities

The selected consulting firm will be responsible for providing comprehensive support across various critical functions of the SMART Project implementation. The main activities will include, but not be limited to, the following:

3.1. Project Planning and Coordination:

- a. **Preparation of Annual Work Plan and Budget (AWPB):** (i) Assist the Project Coordinating Unit (PCU) in developing detailed annual work plans, activity schedules, and corresponding budgets, aligning with the SMART Project's overall objectives and available funding (ii) Ensure coherence and integration of all project components (studies, capacity building, system development, etc.) within the AWPB. (iii) Support the PCU in obtaining necessary approvals for the AWPB from relevant government authorities and funding partners.
- b. **Support for Coordination on Implementation of Capacity Building Programs:** (i) Facilitate effective coordination among all stakeholders involved in capacity building activities (Bappenas units, regional governments, training providers, participants). (ii) Conduct and consolidate training needs assessment including the basic/pre-requisite training for immediate implementation in Year 1 and 2; (iii) Develop capacity building plan to include target participants, potential providers, key-contents and competency description; (iv) Assist in logistical arrangements, scheduling, and ensuring smooth execution of workshops, training sessions, and knowledge transfer events. (v) Support the PCU in tracking participation, feedback, and initial outcomes of capacity building initiatives.
- c. **Other Tasks to Support Smooth Project Implementation:** (i) Provide ad-hoc technical and administrative assistance to the PCU as needed to resolve implementation bottlenecks; (ii) Assist the PCU in preparing concept notes, briefs, and presentations for internal and external meetings; (iii) Support the PCU in risk identification, assessment, and development of mitigation strategies; (iv) Facilitate internal communication and coordination within the PCU and with relevant Bappenas departments; (v) Assist in maintaining comprehensive project documentation and records.

3.2. Procurement Management:

- a. **Support for Procurement of Consulting Services to Implement the Project:** (i) Assist Bappenas in finalizing high-quality Terms of Reference (TORs) for various studies required under the SMART Project; (ii) Support the entire procurement cycle, including preparation of bidding documents (Request for Proposals/RFPs), advertisement, pre-bid conferences, evaluation of proposals, contract negotiations, and contract drafting, ensuring compliance with relevant government procurement regulations and any specific donor requirements; (iii) Provide technical advice on procurement strategies to ensure efficiency and value for money.
- b. **Support for Selection of Training Providers:** (i) Assist in developing clear selection criteria and processes for identifying and engaging qualified training providers for capacity building programs. (ii) Support the entire selection process, including preparing Expression of Interest (EOI) documents, evaluating submissions, and drafting agreements/contracts with selected providers. (iii) Ensure that selected providers align with the specific needs and quality standards required by the project.

3.3. Financial Management:

1. **Prepare Financial Report for Auditing Purposes:** (i) Maintain accurate and up-to-date financial records for all project expenditures and revenues, adhering to Government financial regulations and any specific donor guidelines; (ii) Prepare comprehensive and timely financial reports (e.g., quarterly, annual) for internal review, reporting, and external auditing purposes – including quarterly monitoring report; (iii) Ensure all financial transactions are properly documented, reconciled, and ready for audit; (iv) Assist in responding to audit queries and facilitating the annual project audit process; (v) Provide financial analysis and projections to support sound decision-making and ensure optimal fund utilization.

3.4. Monitoring and Evaluation (M&E):

- a. **Monitor and Evaluate Interim Effect/Benefit:** (i) Develop and implement a robust and sustainable M&E framework, aligned with the SMART Project's framework and key performance indicators; (ii) Design and manage data collection tools and methodologies (e.g., surveys, interviews, progress reports) to track project activities, outputs, and outcomes; (iii) Develop TOR for survey and data collection, as well as supervise its implementation; (iv) Conduct monitoring visits to project sites/activities as relevant; (v) Perform quantitative and/or qualitative analysis of collected data to assess interim effects and benefits against established benchmarks and objectives; (vi) Identify emerging issues, lessons learned, and best practices to inform adaptive management.
- b. **Prepare Quarterly Reports:** (i) Compile comprehensive quarterly progress reports detailing achievements against targets, challenges encountered, lessons learned, financial summaries, and M&E updates; (ii) Update the Project Status Report (PSR) for submission to JICA; (iii) Ensure reports are accurate, timely, and meet the reporting requirements of Bappenas and any relevant funding partners.

3.5. Communication and Knowledge Management:

- a. **Develop and Implement Project Communication Strategy:** (i) Design and implement robust communication strategies that are precisely tailored to the needs of diverse project stakeholders, including the PCU, Bappenas and other key stakeholder; (ii) Develop and disseminate high-quality project outputs to public and relevant media (including social media platforms); and (iii) Provide strategic advice and support to the PCU on matters related to public relations, stakeholder engagement, and crisis communication.
- b. **Develop and Implement Knowledge Management Framework:** (i) Design and implement knowledge management strategies, products, and platforms, tailored to the project needs; (ii) Support dissemination and knowledge sharing to internal and external stakeholders.

4. Personnel/Expertise Requirements and Qualifications

The consulting firm is expected to propose a core team of highly qualified and experienced professionals to lead and implement these services. The proposed team structure should be lean, efficient, and flexible, with core experts potentially working full-time or near full-time, and others on a part-time or ad-hoc basis as the project demands.

4.1. Core Team (Key Experts):

- 1) **Team Leader/Senior Project Management Specialist (International, 60 pm- nearly full time):**
 - o **Qualifications:** Minimum Master's (S2) degree in Public Administration, Business Administration, Economics, Development Studies, or related fields. Professional certification in Project Management is desirable.
 - o **Experience:** At least 12 years (as net assigned period) of progressive experience in managing and leading similar-sized development projects, preferably within or related to the Indonesian public sector. Demonstrated experience in managing projects funded by multilateral/bilateral agencies is mandatory (required).
 - o **Responsibilities:** Overall strategic leadership, coordination, and management of the consulting team; primary liaison with Bappenas PCU and senior management; ensuring quality and timeliness of all deliverables; oversight of project planning, risk management, and overall project performance.
- 2) **Capacity Development Specialist/Co-Team Leader (international, 50 pm, Intermittent)**
 - o **Qualifications:** Minimum Master's (S2) degree in education and training, management, social studies, or related fields. Relevant training and certifications are desirable.
 - o **Experience:** At least 10 years (as net assigned period) of experience in designing and coordinating capacity development programs, including 5 years experience in designing and coordinating training in Japan.
 - o **Responsibilities:** (i) Identify urgent training needs, including prerequisite training needs; (ii) Plan capacity development programs, including prerequisite training in Indonesia and abroad, learning objectives, and target competencies; (iii) Identify potential training providers and establish cooperation and collaboration with training providers; (iv) Prepare overall design and plan for the implementation of capacity development programs; (v) Coordinate with the relevant units requiring capacity development activities; (vi) Plan and carry out monitoring and evaluation of the implementation of capacity development; (vii) Provide advice on improvement of the efficiency and effectiveness of capacity development programs; (viii) Coordinate the Japan-based Training Implementation Specialist and the Overseas Training Placement Officers in delivering the training; (ix) Provide technical inputs to other project component activities, such as the human resources development roadmap and planner human resources; and (x) Act as Co-Team Leader.
- 3) **Financial Management Specialist (national, 70 pm):**
 - o **Qualifications:** Minimum Bachelor's (S1) degree in Accounting, Finance, or related fields. A Master's (S2) degree or professional accounting qualification (e.g., CPA, CA, BKP) is preferred.
 - o **Experience:** At least 10 years (as net assigned period) of experience in financial management, budgeting, and financial reporting for similar-sized projects, preferably in government or development contexts. Strong knowledge of Indonesian government financial regulations (e.g., PMK) and experience with audit processes.
 - o **Responsibilities:** Oversee all financial management aspects of the project; prepare and manage project budgets; ensure compliance with financial regulations and audit requirements; prepare financial reports and balance sheet; provide financial analysis and advice to the PCU.
- 4) **Procurement Specialist (national, 30 pm intermittent):**
 - o **Qualifications:** Minimum Bachelor's (S1) degree in Law, Business Administration, Engineering, or related fields. Professional certification in Procurement (e.g., Certified Professional in Supply Management – CPSM, or equivalent national certification) is mandatory (required).

- o **Experience:** At least 10 years (as net assigned period) of experience in managing public procurement processes, preferably for consulting services and/or procurement of goods in the Indonesian government context. Familiarity with international procurement guidelines (e.g., World Bank, ADB, JICA) is a strong asset.
 - Responsibilities:** Lead all procurement activities for the project (consulting services, training providers); prepare procurement plans and bidding documents, support the procurement committee in preparing evaluation reports, and contracts; ensure fairness, transparency, and compliance with all relevant procurement laws and regulations; and prepare cooperation and partnership documents (including contracts) with providers of consulting services and training providers.
- 5) **Monitoring and Evaluation (M&E) Specialist (National, 40 pm intermittent)**
- o **Qualifications:** Minimum Bachelor's (S1) degree in Development Studies, Social Sciences, Statistics, Economics, or related fields.
 - o **Experience:** At least 10 years (as net assigned period) of experience in designing, implementing, and managing M&E systems for development projects. Demonstrated expertise in indicator development, data collection methodologies (qualitative and quantitative), data analysis, impact assessment, and M&E reporting. Experience with Results-Based Management (RBM) frameworks is an advantage.
 - o **Responsibilities:** Develop and implement the project's M&E framework; design data collection tools; develop TOR for and carry out survey and data collection for monitoring and evaluation; conduct data analysis and interpretation; prepare M&E reports; facilitate learning and adaptive management based on M&E findings; support baseline and end-line surveys as needed.
- 6) **Communications and Knowledge Management Specialist (national, 32 pm intermittent):**
- o **Qualifications:** Bachelor's (S1) degree in Communications, Public Relations, or relevant fields.
 - o **Experience:** Minimum 10 years (net assigned period) of experience in developing communication strategies, preparing knowledge products, and managing public relations for projects.
 - o **Responsibilities:** (i) Develop and implement a project communication strategy tailored to the needs of stakeholders (PCU, Bappenas, and others), including dissemination of project outputs to the public and the media (including social media), and provide strategic advice on public relations, stakeholder engagement, and crisis communication; and (ii) Develop and implement a knowledge management framework (strategy, products, and platforms) and support knowledge dissemination and sharing.
- 7) **IT/Data Management Specialist (national, 40 pm):**
- o **Qualifications:** Bachelor's (S1) degree in Information Technology, Computer Science, or relevant fields.
 - o **Experience:** Minimum 5 years (net assigned period) of experience in data management, database support, project management information system, or basic IT system administration.
 - o **Responsibilities:** (i) Develop a project management system; (ii) Support the M&E Specialist with data collection tools, data entry, basic data management, and potentially system user support; and (iii) Design and implement integration of the project management system with the existing system.
- 8) **Japan-based Training Implementation Specialist (international, 40 pm)**
- o **Qualifications:** Bachelor's (S1) degree in education, management, economics, public policy, or other relevant fields.
 - o **Experience:** Minimum 5 years (net assigned period) of experience in planning and managing training activities in Japan in the public sector.
 - o **Responsibilities:** (i) Coordinate the placement of training participants; (ii) Coordinate with training providers (e.g., universities, research institutions, government institutions, and other training institutions) and bridge the communication and coordination between the providers and

Bappenas, including partnership/agreement documents related to the training implementation; (iii) Oversee training implementation, including the development of training implementation plan; (iv) Identify suitable training providers; (v) Supervise and provide direction to the Overseas Training Placement Officers; (vi) Review and consolidate the training implementation reports; and (vii) Develop and maintain networks with relevant Japanese organizations to support project activities, provide technical inputs on Japanese policies, systems, and institutional practices relevant to the training themes, and support the development of long-term institutional collaboration and networking.

4.2. Non-Key Experts:

- 1) **Subject Matter Experts** (unidentified, to be proposed during implementation, national, 40 pm, to be covered under a specified provisional sum)
 - o This is to anticipate the project's needs for specific experts or resource persons during implementation, for example, to provide quality assurance on technical issues and/or specific topics in each sub-component. The types of expertise will be determined during implementation based on actual needs on a case-by-case basis. The recruitment of these experts will be subject to the approval of the PCU. The cost allocation for this consultant will be put under a provisional sum, where all bidders will propose the same amount – to be determined in the Request for Proposal (RFP).
- 2) **Indonesia-based Training Placement Officer (national, 88 pm, 2 persons)**
 - o **Qualifications:** Bachelor's (S1) degree in education/training or related subjects.
 - o **Experience:** Minimum 5 years (net assigned period) of experience in arranging the overseas training participants' placement.
 - o **Responsibilities:** (i) Support and coordinate with the Capacity Development Specialist and Japan-based Training Implementation Specialist in planning and implementing capacity development; (ii) Provide administrative and logistical arrangement support for the training participants; and (iii) Assist in processing the departure documents of overseas training participants.
- 3) **Overseas Training Placement Officer (international, 120 pm)**
 - o **Qualifications:** Bachelor's (S1) degree in education, management, economics, public policy, or other relevant fields.
 - o **Experience:** Minimum 2 years of experience in arranging training activities in Japan in the public sector, covering logistical, institutional, and other arrangements.
 - o **Responsibilities:** (i) Handle training and institutional logistics: coordinate training schedules, venues, meetings, site visits, and institutional activities; communicate with the Japanese host institutions on day-to-day arrangements; confirm activity schedules, participants, venues, and requirements; and prepare agendas, itineraries, and activity information; and (ii) Handle participant placement: coordinate participant arrival, departure, accommodation, transportation, and local movements; support participant registration, orientation, and daily schedules; provide day-to-day assistance to the participants during the program; coordinate changes, cancellations, and other operational requirements; and handle first-line participant inquiries and issues.

General Qualifications for All Experts:

- Demonstrated ability to work effectively in a team environment.
- Strong analytical, problem-solving, and organizational skills.
- Excellent communication skills, both written and verbal, in Bahasa Indonesia and English.
- Proficiency in relevant software applications (e.g., Microsoft Office Suite, project management software, M&E software).
- High level of integrity, professionalism, and ability to work with government counterparts.

4.3. Support Staff:

- 1) **Administrative & Logistics Officers (Full-time, 2 personnel):**
 - o **Qualifications:** Diploma or Bachelor's (S1) degree in Administration, Secretarial Studies, or related fields.
 - o **Experience:** Minimum 3 years of experience in project administration, office management, and logistics coordination.
 - o **Responsibilities:** Provide administrative and logistical support to the entire team, including managing schedules, organizing meetings, handling travel arrangements, and maintaining office records.
- 2) **Publication Officer (Full-time, 1 personnel):**
 - o **Qualifications:** Diploma or Bachelor's (S1) degree in Visual Communication Design, Digital Media, Communication, or related fields.
 - o **Experience:** Minimum 3 years of experience in graphic design, social media management, and content creation.
 - o **Responsibilities:** (i) Prepare design and visualization for project reports and publications; and (ii) Assist in the implementation of project communication strategies.
- 3) **Accountants/Bookkeepers (Full-time/Near Full-time, if FM Specialist focuses on high-level strategy, 2 personnel):**
 - o **Qualifications:** Diploma or Bachelor's (S1) degree in Accounting or Management.
 - o **Experience:** Minimum 3 years of experience in bookkeeping and preparing financial documentation for projects.
 - o **Responsibilities:** Day-to-day bookkeeping, processing payments, preparing financial reconciliations, and supporting the Financial Management Specialist.
- 4) **Drivers (Full-time, 2 personnel).**
- 5) **Office Operational Service (OB) (Full-time, 1 personnel).**

5. Duration of Services

The consulting services will be provided throughout the entire implementation period of the SMART Project (estimated 70 months). The exact start and end dates will be specified in the contract. While the overall duration aligns with the project life, it is understood that the engagement of individual experts may be intermittent or part-time, as and when their specific expertise is required by the project activities. The consulting firm should propose a detailed personnel deployment schedule that aligns with the project's anticipated phases and activities.

6. Implementation Schedule and Arrangements

The consulting firm will need to propose a detailed work plan as part of its technical proposal, outlining the phased implementation of activities and personnel deployment. The overall timeline will align with the SMART Project's implementation schedule. Key phases include:

- **Inception Period (1 month):** Mobilization of the consulting team, detailed work plan finalization, review of existing project documents, establishment of coordination mechanisms with Bappenas PCU, and initial needs assessment. An Inception Report detailing the confirmed work plan, team deployment, and initial findings will be submitted.
- **Continuous Implementation Phase:** Provision of ongoing support across all scope areas (project management, financial management, procurement, M&E) throughout the project's life. Activities will be integrated into the PCU's regular operations.
- **Reporting Cycles:** Regular submission of quarterly reports, financial reports, and specific M&E reports as outlined in Section 3.
- **Close-out Phase:** Final reporting, knowledge products, and handover of all relevant documentation and systems at the end of the project.

The project management consultant will report to the PCU in Bappenas and coordinate with the Project Implementation Units (PIUs) both in Bappenas and in KemenPANRB. For day-to-day operations, the

consultant team will have to coordinate closely with the key officials/personnel of PCU and PIUs, including the in-house consultant team assigned by Bappenas, who are tasked to oversee the overall project implementation.

The consulting firm will be selected using the QCBS method in line with JICA Guidelines. The winning consulting firm should immediately commence its services upon contract signing and issuance of notice to proceed. The firm will have to establish an office space within the vicinity of the Center for Human Resources Empowerment, Education, and Training in Development Planning/Pusbindiklatren's office to ensure close cooperation and seamless coordination with the PCU and PIUs.

7. Reporting Requirements

The consulting firm will be required to submit the following reports:

- **Inception Report:** Within one (1) month of contract signing, detailing the firm's understanding of the TOR, proposed work plan, methodology, team deployment schedule, and initial findings.
- **Quarterly Progress Reports:** Within 15 calendar days after the end of each quarter, covering all aspects of the services provided, including achievements against targets, challenges encountered, solutions proposed, financial summary, and M&E updates. There will be two types of Quarterly Progress Reports: 1) JICA's standard form (Project Status Report) and 2) Bappenas' quarterly monitoring reports.
- **Annual Work Plan and Budget (AWPB) Drafts:** As per Bappenas' annual planning cycle.
- **Annual Reports:** Within one (1) month after the end of each fiscal year, covering all aspects of the services provided, including achievements against targets, challenges encountered, solutions proposed, financial summary, and M&E updates.
- **Specific Procurement Documents:** Including TORs, bidding documents, evaluation reports, and draft contracts for studies and training providers.
- **Financial Reports:** As required by Bappenas and JICA, ensuring audit readiness.
- **M&E Reports:** Regular monitoring reports and specific evaluation reports on interim effects/benefits.
- **Communication and Knowledge Management Strategy Reports:** Consists of a communication and knowledge management strategy report and regular communication and knowledge management reports.
- **Project Completion Report:** Within six (6) months of the project completion date, synthesizing all activities, achievements, lessons learned, and recommendations for future sustainability. The report should be aligned with JICA's standards.
- **Ad-hoc Reports/Briefs:** As requested by Bappenas PCU.

All reports shall be submitted in English (unless otherwise specified), in both hard copy (5 exemplars) and editable electronic format.

8. Client's Role and Responsibilities

Bappenas, through the SMART Project Coordinating Unit (PCU), will provide the following:

- Overall strategic guidance and oversight for the consulting services.
- Timely access to all relevant project documents, data, and information.
- Designated counterpart staff for day-to-day coordination and collaboration.
- Facilitation of meetings and engagements with relevant internal and external stakeholders.
- Prompt review and feedback on reports and deliverables.

9. Contract Type and Selection Method

The contract for these services will be a Time-Based Contract given the continuous support nature, where payments will be made based on agreed daily/monthly rates for each expert, against approved timesheets and delivered outputs.

The selection method for this consulting firm will be **Quality and Cost-Based Selection (QCBS)**, in accordance with the applicable donor (JICA) guidelines and relevant government procurement regulations. The technical proposal's quality (methodology, work plan, team qualifications) will carry significant weight.