TERMS OF REFERENCE – National Consultant

Job Title	:	Legal and Advocacy Analyst
Duty Station	:	KIAT Guru Program Office, Jakarta; with frequent field travel
Type of Contract	:	Individual Consultant
Expected Duration of Assignment	:	9 months until December 2019

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, which was amended by Presidential Regulation No. 96/2015, 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 Program

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 program 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. The KIAT Guru Pilot is planned as a multiyear program, started as pre-pilot to test the research instrument & mechanism in 2014-2016 and followed by a pilot program in 2016-2020.

The KIAT Guru Pilot Program Phase 1 (KGP1) has been implemented since 2016 to test two mechanisms to improve teacher presence, teacher service performance, and student learning outcomes. A Community Empowerment Mechanism (CEM) provides community members with an explicit role to monitor and evaluate teacher service performance and to ensure teacher accountability. There is also a Pay for Performance Mechanism (PPM), which links the payment of TKG with either teacher presence or teacher service quality. The efficacy of the two mechanisms has been tested by combining them into three intervention groups i.e. (1) CEM; (2) CEM + PPM based on teacher presence; and (3) CEM + PPM based on a broad measure of the quality of teacher service performance.

The World Bank conducted an Impact Evaluation (IE) to identify which KGP1 intervention was most effective in achieving the outcome indicators. A total of 270 schools were randomly assigned into three intervention groups and compared to a control group. The IE analysis found statistically significant positive impacts. The CEM combined with the PPM based on teacher presence ("Group 2") had the strongest positive effects on student learning outcomes in mathematics and Indonesian language (at 0.19 and 0.17 standard deviations respectively), as it increased the presence of TKG-recipient teachers in classrooms and improved parental involvement in meeting with teachers and in supervising learning at home.

Based on findings and lessons learned from KGP1, GoI plans to expand the scope of implementation and apply a similar intervention to make TPG performance-based. The five pilot district governments have also committed their own funding (around US$ 700,000) in 2019 to sustain "Group 2" intervention in 68 schools, convert 135 schools in "Group 1" and "Group 3" to "Group 2" schools, and expand field implementation to 207 additional schools in the same five districts. In November 2018, MoEC requested the World Bank support to expand the scope as proposed by the five districts, and to test the mechanisms for implementation in secondary education and using TPG.

The KIAT Guru Pilot Program Phase 2 (KGP2) will provide evidence-based recommendations to inform the policies of MoEC, National Planning Agency (BAPPENAS), and the Ministry of Finance (MoF) on government-led cost-effective up-scaling of a performance-based TKG and a performance-based TPG. The GoI plans to make TKG and TPG performance-based as national policy starting in 2020 and will consider the results of KGP2 as policy inputs. It is also anticipated that KGP2 will inform the design of mechanisms for adapting the Civil Servant Law for the education sector, and the utilization of village fund for community participation in improving basic education service delivery. KGP1 and KGP2 are implemented by Yayasan BaKTI, a national Non-Government Organization (NGO), with directions from the Steering Committee chaired by MoEC and the National Team for Acceleration of Poverty Reduction, under the Secretariat Vice President Office (TNP2K).

BaKTI Foundation
The KIAT Guru Program is supported by the Government of Australia - Department of Foreign Affairs and Trade (DFAT) and the United States Agency for International Development (USAID). Both institutions provide their financing for the program through the Local Solutions to Poverty (LSP) Multi-Donor Trust Fund and Local Service Delivery (LSD) Single Donor Trust Fund respectively, both 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.

Scope of Works

Purpose of Job
The role of the Legal and Advocacy Analyst is to develop and manage the legal, policy and governance mechanism of KGP2 in district level and to document, monitor, and draw lesson learnt from its implementation. She/he will ensure effective advocacy and partnerships between KIAT Guru District Team and District Government; Education and Culture Dines, BAPPEDA, Dines of Village Community Empowerment, Dines of Finance and Asset Management and with other local stakeholders that implement KGP2.

Responsibilities

The Legal & Advocacy Analyst will be responsible to deliver following services:

1. Support the drafting and enactment of the Regulations in District and Village level, *inter alia* Bupati Regulati on Technical Guidance for KIAT Guru Implementation in 2019 and 2020 and Head of Village Decision on User Committee Establishment and Cadre Appointment.
2. Review the governance of KIAT Guru Implementation in district level and revise the Bupati Decision on District Coordination Team to ensure the effective collaboration between relevant government district offices..
3. Ensure effective advocacy and partnerships between KIAT Guru District Team and District Government; Education and Culture , *BAPPEDA*, Village Community Empowerment, Finance and Asset Managementand with other relevant stakeholders of KGP2.
4. Manage and facilitate meetings/workshops of MoEC and district governments in drafting regulatory umbrellas of KGP2 in district level.
5. Develop monitoring system of KGP2 legal and policy implementation in district level and analyze the result of monitoring for various purposes; effective and better KIAT Guru local governance, draw lesson learnt and recommendations for policy reform, report to local and national stakeholders, etc.
6. Support Legal and Advocacy specialist in ensuring transfer of knowledge and skills of governance and advocacy to the KIAT Guru field team and local government.
7. Support Legal and Advocacy Specialist in providing timely reports on progress to Program Coordinator – Technical.

Coordination

Report to the Legal and Advocacy Specialist, the Legal and advocacy Analyst will regularly update and discuss technical issues with Program Coordinator – Technical and work closely with other practice area/ technical personnel.

Key deliverables

The Legal and Advocacy Analyst will be responsible for providing the following deliverables:

1. Enactment of the Bupati Regulation on Technical Guidance for KIAT Guru implementation in 2019 and 2020 and Head of Village Decision on User Committee Establishment and Cadre Appointment.
2. Engagement with local government *inter alia:*
   a. Key counterpart in various local government regulations and structure that support the implementation of KIAT Guru pilot project are identified.
   b. Management, mechanism and organization of local governance in district government that implement KIAT Guru pilot project are identified.
   c. Revision of District Coordination Team
3. Development of regulations and governance in district level to implement KGP2 which sustain CEM combined PPM based on teacher presence ("Group 2"), convert group 1 and 3 into group 2 and expand field implementation to additional schools in the same five districts and test the mechanisms for implementation in secondary education and using TPG.
4. Workshops and meetings of MoEC and district governments in drafting regulatory umbrellas of KGP2 in district level are conducted.
5. Monitoring system of KGP2 legal and policy implementation in district level is established
6. Analysis on the result of monitoring for various purposes; effective and better KIAT Guru local governance, draw lesson learnt and recommendations for policy reform, report to local and national stakeholders, etc:
   a. Written report on findings and recommendations are provided
   b. Presentation to local government regarding findings and recommendation is delivered.
7. Summary reports and presentation materials on regulations, policies, practices and planning, along with analysis and recommendations.

Competencies and Requirements

Education:
1. Bachelor's Degree in Law, Public Policy or related fields.

Work Experience:
1. At least 3 (three) years of experience working with government agencies on policy issues in Indonesia, preferably in the field of education reform.
2. Demonstrated knowledge of government policy, preferably in the field of education sector and civil servant reform.
3. Strong knowledge and skills in advocating service provision accountability/transparency and multi stakeholder engagement.
4. Proven knowledge and skills in managing and establishing multi stakeholder coordination in national and district level.
5. Fluency in written and oral Bahasa Indonesia and in English.

Functional:
1. Demonstrate strong analytical, planning, monitoring, and troubleshooting skills, and capacity to put concepts into workable actions and/or activities; ability to perform process monitoring, and identify issues and risks;
2. Sound knowledge and experience in public policy research.

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.

KIAT Guru Phase 2 ORGCHART

DESIGN TEAM — The World Bank

Lead Program Manager

- Gov Liaisons Officer

Project Coordinator Technical

Project Coordinator Operation
- Finance & Admin Officer
- Finance & Admin Officer
- Finance & Admin Officer

Community Development Specialist

Public Finance Management Specialist

Legal & Advocacy Specialist
- Legal & Advocacy Analyst

Result Monitoring Specialist

- Research & Knowledge Management Analyst
  - Research & Knowledge Management Assistant
- Capacity Development Analyst
  - Capacity Development Assistant
- Data Management Analyst
  - Data Management Assistant
- Monitoring Quantitative & ICT Analyst

Regional Advocacy Coordinator
- Field Officer
- Data Management Officer
- Local Community Facilitator
- Local Assistant of Administration and Finance

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