# TERMS OF REFERENCE – National Consultant

| Job Title | : | Capacity Development Assistant |
|---|---|---|
| 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 through a Recipient Executed Trust Fund (RETF) 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 Work

**Purpose of Job**
The purpose of the Capacity Development Assistant is to support the revision the facilitation guidelines, manuals and instruments of community development of KGP1 to be used for KGP2 and the documentation of their implementation; the development and management of a system and process of stakeholder capacity development; and the execution of capacity development for districts, village and school stakeholders in KGP2. S/he will assist the Capacity Development Analyst in analyzing, writing, and drawing lesson learnt and recommendations from the implementation of capacity development for various stakeholders in KGP2 for scaling out in district levels and scaling up in national level.

**Responsibilities**

The Capacity Development Analyst will be responsible to deliver following services (KIAT Guru Remote and Urban):

1. Support the revision of the facilitation guidelines, manuals and instruments of community development to be included in to technical guidelines of KGP2 implementation.
2. Support the documentation the implementation of the facilitation guidelines, manuals and instruments which enable communities to asses and evaluate the performance of teachers.
3. Support the identification of facilitation steps variations and differences between practices of facilitation with facilitation guidelines, manuals and instruments.
4. Support the planning and administration of district, villages, and school stakeholder trainings and mentoring on community development executed by KIAT Guru District Team and Districts Government.
5. Support the analysis and recommendations from the implementation of community development in KGP2 for effective and efficient facilitation process for scaling out in district levels and scaling up in national level.
6. Contribute ideas, thoughts, and technical inputs in developing Progress and Final Report of program implementation, including its related documents, in relevance to the performed role and tasks.


**Coordination**

Report to Capacity Development Analyst and work closely with other practice area / technical personnel.

**Key Deliverables:**

The Capacity Development Assistant will be responsible for providing the following deliverables:

1. Final layout and design of revised facilitation guidelines, manuals, and instruments documents.
2. Support the documentation of the implementation process of facilitation guidelines, manuals and instruments.
3. Support the recommendations for effective and efficient facilitation process for scaling out in district levels.
4. Support a comprehensive planning for the process of trainings and mentoring for districts, villages and school stakeholders
5. Support the administration of trainings and mentoring for stakeholders in district levels.
6. Relevant section(s) in KGP2 Progress and Final Reports.

**Competencies and Requirements**

**Education:**

1. Bachelor Degree in Public Policy, Development Studies, Social Policy or similar qualitative discipline

**Work experience:**

1. A minimum of 2 (two) years of experience in community development program, preferably in rural / remote area and in education sector.
2. Proven experience in writing facilitation manuals and conducting capacity building to civil society organization, national and district government on community participation to increase public service delivery.
3. Proven experience and knowledge of community participation especially relating to education sectors.
4. Proven experience in administering and executing trainings at the district and sub-districts levels.
5. Fluency in written and oral Bahasa Indonesia.

6. Proven knowledge and skills in adapting local cultures and Indonesia's diversity is s an advantage.

**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 qualitative research methodologies.

**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 PILOT ORGCHART

**DESIGN TEAM**
The World Bank

**Lead Program Manager**

**Gov Liaisons Officer**

**Project Coordinator Technical**

**Project Coordinator Operation**

**Community Development** Specialist

**Public Finance Management** Specialist

**Legal & Advocacy** Specialist

**Legal & Advocacy** Analyst

**Finance & Admin Officer**

**Finance & Admin Officer**

**Finance & Admin Officer**

**Result Monitoring** Specialist

**Research & Knowledge Management** Analyst

**Capacity Development** Analyst

**Data Management** Analyst

**Monitoring Quantitative & ICT** Analyst

**Research & Knowledge Management** Assistant

**Capacity Development** Assistant

**Data Management** Assistant

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

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