

# SCOPE OF WORK FOR CONSULTANT

<b>Consultancy Title:</b>	Consultant – Developing Guidelines for Reward and Punishment based on Performance Evaluation
<b>Project:</b>	INVEST DM
<b>Location(s):</b>	Jakarta

## BACKGROUND

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 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 systems 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. These include 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 Program is designed to provide a holistic approach to support BNPB in carrying out its' roles and duties to fill gaps in several areas. Program-supported areas include increasing technical capacity from preparedness, response, and recovery; policy planning and development; governance / institutional (governance); and organizational development. All of these things lead to one aspect, namely the development of human resources (human capital). INVEST DM is a bilateral cooperation program, that in its implementation, is managed by BNPB and USAID as stipulated in an agreement by both parties as outlined in the memorandum of the Individual Arrangement (IA).

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

Minister of State Apparatus Empowerment and Bureaucratic Reform (PERMENPANRB), regulation number 14 of 2014, concerning *Guidelines for Evaluating Bureaucratic Reforms in Government Institutions*, states the evaluation of each Program in the leveraging component (process) and bureaucratic reform target is measured through indicators considered to represent the Program. Thus, assessing indicators is expected to provide a picture of the achievement of efforts that will have an impact on achieving targets.

There are eight (8) components of the leveraging (process):

1. Change Management

2. Structuring law and regulation
3. Organizational Structuring and Strengthening
4. Business Process
5. Structuring the HR Management System of the Apparatus
6. Supervisory Strengthening
7. Strengthening Performance Accountability
8. Improving the Quality of Public Services

## **OBJECTIVE OF CONSULTANCY**

The objective of this activity is to support the HR and General Affairs Bureau to develop the guidelines for rewards and punishment based on performance evaluation.

## **DELIVERABLES**

The Consultant shall deliver to INVEST DM the following deliverables:

1. Draft Rewards and Punishment Guidelines based on Employee's Performance which includes, among others:
  - a) Procedures for evaluating employee performance
  - b) The procedure for developing the predicate of employee performance
  - c) The procedure for awarding rewards based on performance assessment results and predicate of performance, including through:
    - o Competency development
    - o Career development
    - o Transfer and promotion considerations
    - o Allowances
  - d) Punishment procedures - based on the results of performance appraisal and performance predicate.

In developing reward and punishment guidelines, it must refer to the following provisions:

- Law number 5 of 2014 on State Civil Apparatus;
  - Government Regulation number 11 of 2017 on Management of Civil Servants;
  - Government Regulation number 30 of 2019 on Performance Evaluation of Civil Servants;
  - Regulation of the Minister of Empowerment of State Apparatuses and Bureaucratic Reform (PERMENPANRB) number 14 of 2014 concerning Guidelines for Evaluating Bureaucratic Reform in Government Institutions;
  - Assessment of employee's SKP;
  - Employee's Discipline;
  - Result of online survey;
  - Other documents required.
2. Presentation of the draft guidelines on reward and punishment (including slide deck) to the Human Resources and General Affairs Bureau of BNPB for feedback.
  3. Final reward and punishment guidelines based on employee's performance incorporating feedback from the HR and General Affairs Bureau of BNPB.

## **ACTIVITIES**

Under this assignment, the selected Consultant, under the direction of INVEST-DM, shall conduct the following activities:

1. Desk review of theory and practice relating to employee's performance appraisal and reward and punishment.
2. Developing a questionnaire and conducting an internal online survey of BNPB employees regarding Reward and Punishment
3. Developing the Draft of Reward and Punishment Guidelines which include, among others:
  - a) Procedures for evaluating employee performance
  - b) The procedure for preparing the predicate employee performance
  - c) The procedure for awarding rewards based on performance assessment results and predicate performance, including through:
    - o Competency development
    - o Career development
    - o Transfer and promotion considerations
    - o Allowances
    - o Punishment procedures - based on the results of performance appraisal and performance predicate.

The guidelines must refer to the following provisions:

- Law number 5 of 2014 on State Civil Apparatus;
  - Government Regulation number 11 of 2017 on Management of Civil Servants;
  - Government Regulation number 30 the year 2019 on Performance Evaluation of Civil Servants;
  - Regulation of the Minister of Empowerment of State Apparatus and Bureaucracy Reform (PERMENPANRB) number 14 of 2014 on Guidelines for Evaluating Bureaucratic Reform in Government Institutions;
  - Assessment of employee's SKP;
  - Employee's Discipline;
  - Result of online survey;
  - Other documents required.
4. Presentation of the draft guidelines for reward and punishment - based on employee's performance (including slide decks) to the Human Resources and General Affairs Bureau of BNPB for feedback.
  5. Developing the Final Reward and Punishment Guidelines Based on Employee's Performance incorporating feedback from the HR and GA Bureau of BNPB.
  6. Socialization of Reward and Punishment Guidelines Based on Employee's Performance.

## **TIMEFRAME / SCHEDULE**

The period of the performance is for 22 days intermittent input with the following schedule:

<b>Deliverables</b>	<b>Due Dates</b>
Draft working paper	First week of August 2020
Presentation of findings and recommendation (including slide deck) delivered to HR and GA Bureau of BNPB for feedback	Third week of August 2020
Final report (working paper) with recommendations incorporating BNPB feedback.	First week of September 2020

## REPORTING

The Consultant will report to the INVEST DM Workforce Planning and Development Advisor and will work closely with the HR and GA Bureau at BNPB.

INVEST-DM will provide close supervision and support. The Consultant is expected to engage in day-to-day communication with INVEST-DM and the BNPB. The Consultant shall maintain a productive working relationship and consolidate the methodology to ensure BNPB thoroughly understands the work.

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

## 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 reward and punishment.

## TO APPLY

Email your application to [procurement@id.mercycorps.org](mailto:procurement@id.mercycorps.org) with subject "Consultant RPG\_INVEST DM" highlighting your suitability for the consultancy position with your **CV** and **completed biodata sheet** (can be obtained in this link: <https://bit.ly/2ZboIDS>) by July 19<sup>th</sup>, 2020 the latest. Only shortlisted candidates will be contacted.

Thank you,  
Mercy Corps Indonesia