

TERMS OF REFERENCE
Public Financial Management Specialist

FIELD SUPPORT SERVICES PROJECT (FSSP)

SUMMARY OF THE PROJECT

Canada and Indonesia share a long-standing partnership of over 65 years. Canada has provided over \$1 billion in ODA to Indonesia since 2000, with an average of \$50M annually over the past 5 years, which aims to reduce poverty, advance gender equality and deliver sustainable development in Indonesia. In line with Canada's Feminist International Assistance Policy (FIAP) and Indonesia's Medium-Term Development Plan (2020-2024), Canada's development efforts support the Government of Indonesia to:

- Achieve green, inclusive economic growth by enhancing low carbon development and climate resilient economic opportunities;
- Enhance the empowerment, rights and services for Indonesian women, girls and youths by government and civil society;
- Seek innovative partnerships for financing development outcomes.

Over the last decade, Indonesia has maintained a strong record of fiscal prudence and macroeconomic stability, which has laid a strong foundation for furthering economic growth and welfare. However, with the outbreak of COVID-19 pandemic, Indonesia's economy has been hard-hit. Both before and during the COVID -19 crisis, Indonesia's public spending on priority areas in support of growth and shared prosperity objectives remains low. Low revenues coupled with a ceiling of budgetary deficit and a floor of education expenditure leave little fiscal space for other development expenditure. Return to higher economic growth depends on the successful implementation of the government's ambitious infrastructure development plans but that is constrained by Capital Expenditure from the budget, which has consistently remained low over the past decade.

Indonesia first embarked on a broad-based reform of its PFM systems more than a decade ago. Following the 2002 Government White Paper, a new legal framework was adopted through Law No. 17/2003 on State Finance, Law No. 1/2004 on State Treasury, and Law No. 15/2004 on State Finance Accountability and Audit. These laws created a new institutional framework for budget management and a major reorganization of the Ministry of Finance (MOF). In recent years, the need to move further forward with PFM reforms was highlighted in the Ministry of Finance's Institutional Transformation Blueprint in 2014 to keep pace with the government's evolving priorities.

The PEFA assessment of 2016 demonstrated that Indonesia has already established a strong legal and regulatory framework that aligns with most international standards on PFM, but the effectiveness of the PFM systems in place and the monitoring of performance can still be strengthened.

In addition, the PEFA assessment of gender responsive PFM conducted in 2019 found that Indonesia uses several tools to integrate gender consideration in the budget process including gender responsive budget circular and budget documentation, Gender Budget Statements, and tracking of budget expenditure for gender equality.

The gender gap in Indonesia remains huge despite its strong legal and regulatory framework that broadly supports gender equality. This is evidently seen in a huge gap between women and men in terms of access, benefit and participation in development and control over

resources. According to the government data for 2021, the Human Development Index for women is 69.59 in comparison to 76.25 for men. Average time spent by women in school is 8.1 years in comparison to 8.9 years for men. The rate of women's participation in key decision-making positions at national level and local level is still low. The ratio of women holding manager's position is only 32.5 % in comparison to 67.5 % for men and women's representation in parliament is only 21.89% in comparison to 78.11 % for men. Although the overall illiteracy rate has declined annually, the literacy rate among females (95.1%) is lower than that for males (97.6%).

A National Strategy¹ to Accelerate Gender Mainstreaming through Gender Responsive Planning and Budgeting (GRPB) was launched in 2012. The Strategy was jointly issued by four ministries which are recognized as the four drivers of gender mainstreaming: Ministry of Finance (MOF), the Ministry of Women Empowerment and Child Protection (MOWECP), Ministry of Home Affairs (MOHA), and the Ministry of National Development (Bappenas).

The institutionalization of GRPB in Indonesia was started with the issuance of the Minister of Finance Regulations² regarding the procedure of Annual Work Plans and Budget submission for the ministries and government agencies in 2009 and updated every year. It was stipulated in these regulations that the designated ministries and government agencies must implement GRPB by conducting gender analysis of their work plan and budget, and subsequently provide a Gender Budget Statement (GBS). In the center of the National Strategy for GRPB is the requirement for the ministries and agencies to do a gender gap analysis and tag the allocation of funds in their work plan and budget that would address those gaps and contribute to gender equality. Government ministries and agencies are required to produce a GBS, specifying specific activities and measures to address gender gaps defined in their analysis.

To address the above challenges and close the relevant gender gaps, it is key that the Government strengthen gender mainstreaming in PFM. The design for the supply of public services such as health, education and basic infrastructure must apply gender consideration systematically in PFM to ensure that the outputs produced, and services provided meet the needs and different pattern of usage for men and women.

In addition to the legislative and institutional framework described above, the work towards gender equality in Indonesia is supported by development partners and donor organizations. For instance, UN Women, the World Bank, and other development partners such as the Government of Canada have all provided support to Indonesian government and non-governmental sector in addressing persistent gender gaps. Canada's Feminist International Assistance Policy³ recognizes that promoting gender equality and the empowerment of women and girls is the most effective way to eradicate extreme poverty and build a more peaceful, inclusive and prosperous world.

Since 2013, Canada, the European Union (EU) and Switzerland has supported the Government of Indonesia's public financial management reform agenda through the World Bank managed *Public Financial Management Multi-Donor Trust Fund (PFM MDTF) Program*. The program aims to support the Government of Indonesia in improving the quality of revenue and expenditure policy and management at national and subnational level by enhancing their performance orientation and accountability, including through digital technology and gender equality. Canada's contribution directly supports the Government of Indonesia's efforts to mainstream gender across all aspects of the program (i.e.: revenue, expenditures, sub-national PFM, audit and digitalization of PFM).

¹ Strategi Nasional Percepatan Pengarusutamaan Gender melalui Perencanaan dan Penganggaran yang Responsif Gender (<https://www.kemenpppa.go.id/lib/uploads/list/6a361-buku-1-stranas-pprg.pdf>)

² PMK No. 119/2009 renewed with PMK No. 104/2010, and further renewed with PMK No. 93/2011.

³ [Canada's Feminist International Assistance Policy](#)

1. Objective

GAC is committed to a productive cycle of planning, measuring, and reporting development cooperation results to Canadians. The Department's Performance Review Policy calls for on-going monitoring of its programs, projects and operations. The results contribute to better informed project decision making, foster an environment of learning and knowledge exchange, and promote greater accountability.

SUMMARY OF THE POSITION

Therefore, GAC requires the services of a **Public Financial Management Specialist** (the Consultant) to effectively engage with relevant government ministries (MOWECP, MOF, Bappenas, MOHA) and development partners, particularly the World Bank, on public financial management (PFM) at the national level and subnational level.

The role of the Consultant is to provide technical advice and policy advisory services on PFM issues and actively collaborate with GAC in monitoring progress of activities and indicators related to gender budgeting. Specifically, the Consultant will work closely with the Project Team Leader of the PFM program, GAC's PFM Specialist and Gender Specialists (GAC Headquarter and Jakarta), and the PFM and Gender experts of the World Bank to provide advice on public finance management, particularly gender planning and budgeting; monitor progress of program's activities, work plans and indicators; and represent GAC in meetings and events, as requested.

The Consultant will report to the GAC Project Team Leader for the GRPB PFM III program in Jakarta.

KEY RESPONSIBILITIES

The expected services of the PFM Specialist will include, but not be limited to:

- a. **Provide advice and support to GAC** management, programs and projects as listed below:
 - Provide desk review and analysis of existing PFM diagnostics in the country/region and provide recommendations on possible impact related to PFM policies on GAC's operational and future programs;
 - Advice on possible areas for GAC project support and adjustment of on-going projects and programs to ensure that GAC programs are in line with national/regional policies and priorities;
 - Advice on best practices and approaches to achieving results, potential risks, issues, constraints, opportunities, lessons learned, and possible synergies with other programs and sectors;
 - Contribution to national, regional and inter-agency initiatives related to PFM and Gender Responsive Budgeting (GRB) in particular; and
 - Produce a mapping of actors/who is doing what on PFM, particularly on GRB, including a power analysis, through initial conversations with key people and desk review.
- b. **Facilitate knowledge building in PFM through the following:**

- Facilitate the development of knowledge and the advancement of PFM, while applying gender lens, within GAC projects and programs in the country/region as well as participate actively in corporate GAC knowledge creation; and
 - As necessary, provide training and capacity development support on PFM to GAC implementing partners, government, and other development stakeholders.
- c. Program/project planning and monitoring. This includes, but is not limited to:**
- Reviewing, analysing and providing technical comments and recommendations on work plan, activity proposals, analytic products and outputs developed under country's/region's GAC-funded PFM initiatives, particularly PFM MDTF program phase III;
 - Participating and preparing reports for meetings/seminars/webinars/workshops organised by GAC-funded related projects;
- d. Providing oral and written briefings** on any of the above services through ad-hoc and regular meetings/conference calls with GAC's Project Team Leader on PFM in Jakarta, GAC HQ and FSS specialists, and other GAC team members.
- e. Supporting for External Coordination and Engagement**
- Strengthening capacities of government partners and donor organizations on development and aid effectiveness and incorporation gender priorities in sectoral plans and budgets;
 - Participate in different working groups and interagency working groups, as needed.
 - Developing relevant contacts meetings and building network among Government of Indonesia's line ministries (MOWECP, MOF, Bappenas, MOHA), and development partners (e.g.: World Bank, UN Women, other donors);
 - Participating in and providing technical support for joint initiatives with other development partners and stakeholders;
 - Provide trainings to CSOs and women's organizations on planning and monitoring of sectoral budgets, as requested by GAC.
 - Supporting Canada's advocacy, outreach activities, as well as ensuring Canada's visibility.
- f. Any other relevant tasks as assigned by GAC.**

2. Deliverables/Outputs

The PFM Specialist is expected to work in close cooperation with GAC Project Team Leader on PFM in Jakarta to produce **deliverables** as follows:

General Deliverables/Outputs to be produced by the Consultant

Ref. no.	Description of output	Detailed description of the components to be delivered by the Consultant	Timeline
1	Quarterly Work Plan	Detailed work plan highlighting key progress, opportunities, risks, deliverables, and activities for the past three month and expected activities in the coming quarter, including anticipated budget spending as appropriate.	To be discussed together with GAC Project Team Leader
2	Back to Office Reports (BTORs)	Detailed back to office reports for every meeting or field visit, including a full list of activities, and individuals / companies / institutions met.	As Required
3	Contributions to GAC milestones objectives and	Deliverables as requested by GAC Project Team Leader. This can include, but is not limited to:	As Required

Ref. no.	Description of output	Detailed description of the components to be delivered by the Consultant	Timeline
	deliverables	<ul style="list-style-type: none"> Report / briefing note / one-pager / written comments, with either brief assessment or detailed assessment and/or recommendations as appropriate, on specific PFM policy/issue/activity conducted by stakeholders. Training to local partners and, if required, GAC internal staff on PFM and possibly gender responsive budgeting in Indonesia. 	
4	Meeting minutes and documentation	Write up of all key meetings and upload of supporting documentation onto shared folder provided by the FSSP	As Required

JOB REQUIREMENTS

GAC requires the services of a national expert in public financial management and have strong work experience on development programs that are focusing on public finance supported by international development partners. **Knowledge on how to apply gender lens into all aspects of PFM is considered as an asset.** Key areas of PFM would include (but not be limited to) budget planning and preparation, procurement, internal control and audit, revenue administration and policy, and external audit.

Competencies

- Excellent knowledge and experience of Public Financial Management (PFM) in Indonesia and, possibly, other countries;
- Have understanding on how to apply gender lens to PFM is considered as an asset;
- Strong knowledge of program development, implementation, results-based management and reporting;
- Experience in providing technical assistance and advisory support to development partners and/or government agencies;
- Demonstrate strong analytical skills;
- Demonstrate skills on preparing quality reports and other knowledge products;
- Promote sharing of knowledge and experience, and actively works towards continued learning and development; and
- Excellent English communication skills, both written and oral.

Required skills and experience

The Consultant is expected to possess skills and experience in the following areas:

- A minimum of 10 years of progressively responsible experience at national and international levels, dealing with public finance, public administration and social policies;
- Experience in providing policy advice and technical assistance on the subject;
- Demonstrated experience delivering institutional strengthening assistance to national and/or sub-national entities in public financial management;
- Demonstrate ability to liaise and develop successful working relationships with key stakeholders including development partners, government agencies and CSOs;

- Knowledge and understanding of applying gender lens to public finance is considered as an asset; and
- Knowledge on latest gender budgeting implementation and issues in Indonesia and other countries is considered as an asset.

Education:

Master's degree or equivalent in Public Finance, Public Administration, Public Policy, International Development, Business Administration, Economics, or any other related fields.

Language Requirements:

The Consultant must possess the following levels in English:

Oral = 4 – Advanced Professional Proficiency
Reading = 4 – Advanced Professional Proficiency
Writing = 4 – Advanced Professional Proficiency

Employment Conditions:

The Consultant will work from his/her home base with virtual meetings/interviews with GAC colleagues and relevant partners. As necessary, in producing analysis/report/briefs, the Consultant may need to do his/her own literature review and perform triangulation by interviewing experts. When the situation is permissible, the Consultant may attend face-to-face meetings and events.

The Consultant will submit deliverables to GAC's Project Team Leader on PFM in Jakarta. Payment is conditional upon satisfactory delivery of the assignments. In the event that travel to other regions or cities is necessary, all necessary costs will be borne by GAC, through the Field Support Services Project (FSSP).

The total expected duration of the assignment is up to 180 days and the contract ends on August 31, 2024. All reports must be finalized and submitted within this period. The Consultant is expected to start on July 2022.

Payments will be processed monthly upon the presentation of a timesheet and invoice detailing the level of efforts for each deliverable.

How to apply:

Interested individual consultants must include the following documents when submitting the applications to admin@fssproject.com latest by **08 July 2022**:

1. **CV** indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
2. **Brief statement** as to why the individual considers him/herself as the most suitable for the assignment.
3. **Financial Proposal** shall be submitted in the following format:
 - The financial proposal should specify an all-inclusive daily rate for up to 180 working days;
 - The financial proposal must be all-inclusive and take into account various expenses that will be incurred during the contract, including: the daily professional fee and when applicable any other relevant expenses related to the performance of services under the contract, **excluding** travel expenses.

Cowater International is an equal opportunity employer, basing employment on merit and qualifications as they relate to professional experience and position expectations. Cowater does not discriminate against any employee or applicant on the basis of race, religion, sex, gender identity, disability, age, or any other basis protected by law. Qualified women are encouraged to apply.

We thank all applicants, however only those shortlisted will be contacted

EVALUATION OF APPLICATION

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as: a) responsive/compliant/acceptable; and b) having received the highest score out of the weighted criteria (70% technical score (comprising of 15% technical qualifications desk review, 20% written test, and 35% interview) and 30% financial score.

The proposals that achieve a minimum of 70% for the technical qualifications desk review shall be further considered for an interview and written test. The financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received for the assignment.

Technical Qualifications Desk Review

The evaluation of the technical criteria will be as follows:

St No	Criteria	Points
1	Academic qualifications of the Consultant.	10 points
2	Minimum of 10 years of progressively responsible experience at national and international levels, dealing with public finance, public administration and social policies.	30 points
3	Excellent knowledge and experience of Public Financial Management (PFM) in Indonesia and, possibly, other countries.	20 points
4	Experience in delivering institutional strengthening assistance to national and/or sub-national entities in public financial management.	20 points

5	Strong knowledge of program development, implementation, results-based management and reporting.	20 points
	Total points	100 points

ABOUT US

With more than 35 years' experience, Cowater International is a global leader in management consulting services specializing in international development and has managed the implementation of over 800 projects in more than 80 countries around the globe. We work with

governments, partner organizations, communities and civil society to design and implement sustainable solutions that generate lasting social, financial and environmental impacts. Our adaptive approach to management has led to our yearly award-winning work and recognition as one of Canada's Best Managed Companies since 2017. Headquartered in Ottawa, Canada, Cowater International also has corporate offices in Montreal, Quebec; London, United Kingdom; Nairobi, Kenya; and Brussels, Belgium, in addition to project offices in a wide variety of other locations across Northern and Sub-Saharan Africa, the Middle East, Latin America, the Caribbean and Asia.

We thank you for your interest in building a better tomorrow with Cowater International.