

# Terms of reference



Empowered lives.  
Resilient nations.

## GENERAL INFORMATION

**Title:** International Consultant for roadmap development on change management and training curricula to strengthen LAPOR! capacity as national public complaint handling system in Indonesia

**Project Name:** SP4N-LAPOR! Project

**Reports to:** National Project Manager of SP4N-LAPOR! Project

**Duty Station:** Jakarta

**Expected Places of Travel:**

- Yogyakarta Special Province including Sleman regency;
- Bali Provincial government including Badung regency;
- Tangerang regency; and
- West Sumatra province.

**Duration of Assignment:** 40 working days, spread over a period of 4 (four) months

### REQUIRED DOCUMENT FROM HIRING UNIT

	TERMS OF REFERENCE
	<b>CONFIRMATION OF CATEGORY OF LOCAL CONSULTANT, please select:</b>
	(1) Junior Consultant
	(2) Support Consultant
	(3) Support Specialist
	(4) Senior Specialist
	(5) Expert/ Advisor
	<b>CATEGORY OF INTERNATIONAL CONSULTANT, please select:</b>
(7)	(6) Junior Specialist
	(7) <b>Specialist</b>
	(8) Senior Specialist
V	APPROVED e-requisition

### REQUIRED DOCUMENTATION FROM CONSULTANT

✓	P11
✓	Copy of education certificate
✓	Completed financial proposal
✓	Completed technical proposal

**Need for presence of IC consultant in office:**

- ☐ partial (explain)
- ☐ intermittent (explain)
- ☐ full time/office based (needs justification from the Requesting Unit)

**Provision of Support Services:**

- Office space: ☐ Yes ☒ No
- Equipment (laptop, etc.): ☐ Yes ☒ No
- Secretarial Services ☐ Yes ☒ No

If yes has been checked, indicate here who will be responsible for providing the support services:

## I. BACKGROUND

### Project Description

On 20 September 2011, Indonesia, as one of the 8 founding governments formally launched the Open Government Partnership (OGP), endorsed the Open Government Declaration, and announced its national action plan. Following the launch of OGP, President Yudhoyono established an online G2C system (LAPOR!) that supports the national public service complaint management system (SP4N) under the coordination of the President's Delivery Unit for Development Monitoring and Oversight (UKP4) in 2012.

LAPOR is an online citizen complaints management system and was designed to increase public participation in the supervision of programs and government performance as well as the provision of public services. LAPOR! is an integrated online system that is easily accessible through various online platforms including: 1) text messaging 1708 (based on Indonesia's Independence day on 17 August), 2) mobile application (LAPOR!) on Android and Blackberry – IOS still under development, (3) the internet ([www.lapor.go.id](http://www.lapor.go.id)), 4) Facebook ([facebook.com/Layanan Pengaduan Online Rakyat](https://facebook.com/LayananPengaduanOnlineRakyat)), 5) Twitter (@LAPOR1708 or #LAPOR), 6) YouTube (@LAPOR1708), and 7) Instagram (@LAPOR1708).

Through these online platforms, citizens can submit their petitions and complaints to uncover issues internally or in-service provision in highlighting existing challenges. The Ministry of Administrative and Bureaucratic Reforms (KemenPAN-RB) is the responsible agency for the management of daily operations and administration of LAPOR!. Up to 2018, LAPOR had attracted more than 798.711 users and continues to receive, on average, 570 daily reports through the platform. To this end, LAPOR! has become the forerunner of national integrated complaints management systems.

Currently, under President Joko Widodo (Jokowi), LAPOR! is still a cornerstone for complaints handling with KemenPAN-RB, Executive Staff Office (Kantor Staf Presiden/KSP), and Ombudsman of Republic of Indonesia (ORI) as the national partners of the system. In 2016, LAPOR! was defined as the National Public Service Complaints Management System (SP4N: Sistem Pengelolaan Pengaduan Pelayanan Publik Nasional) based on KemenPAN-RB regulation No.3/2015 which it has been revised kemenPAN-RB regulation number 62/2018 which led to the Presidential Regulation No.76/2013 on the management of public complaints within public services. Together, KemenPAN-RB, ORI, and KSP have been managing LAPOR! after the signing of Joint Memorandum of Understanding in March 2016 on the utilization of LAPOR! as SP4N.

The United Nations Development Programme (UNDP) in Indonesia is initiating a new programme with the Korean International Cooperation Agency (KOICA) to support the Government of Indonesia in strengthening the capacity of government to handle civil petitions that can improve public service provision over time. In doing so, UNDP and KOICA established a tripartite collaboration with KemenPAN-RB to develop a comprehensive and integrated national strategy on the public service complaint management system. This joint collaboration is also intended to capacitate respective agencies responsible for the management and operation of LAPOR!.

The program aims to enhance the e-governance system in the government of Indonesia by strengthening of the national complaint handling system (SP4N-LAPOR!). In achieving the objective, there are three main outputs that expected to be achieved: 1) developed masterplan and roadmap for a comprehensive national complaint handling system (SP4N-LAPOR!); 2) Enhanced institutional capacity on complaint handling of national and subnational governments through invitational and local trainings; and 3) Increased government and public awareness on SP4N-LAPOR!, and citizen participation to improve the system, with particular attention to women, youth, Persons with Disabilities (PwDs) and other marginalized groups of the population through Workshops and Promotions. This project will conduct benchmarking with other e-governance success story to accommodate public complaint and aspiration to improve the quality of public service, such as E-People in the Republic of Korea.

#### Context of this TOR

In relation with the output one in which is the masterplan and roadmap development that it will be developed with consist of several mayor issues including : a) strategy on improvement of public complaint management and business process; b) strategy for integration of various complaint handling information system into the national system (SP4N LAPOR!); c) change management and training curricula to strengthen institution and individual capacity; d) marketing and communication

strategy for the national complaint handling system (SP4N) LAPOR!; and e) performance monitoring strategy for evaluating the national complaint handling system (SP4N-LAPOR!). In doing so, UNDP hires consultant to develop each part of the roadmap.

In this assignment, the consultant will develop roadmap on change management strategy and plans and training curricula which are needed in order to improve the capacity of institution and performance of the personnel. These must align with and incorporate the strategy on improvement of public complaint management and business process (output 1.1.) and also with strategy on integration of various complaint handling information system (output 1.2.) which previously have been drafted by other consultants.

The consultant will identify aspects of management identified by Output 1.1., including organizational culture and structure, business process, human resource and other resources, which need to be reformed to achieve better capacity. The change management aspect especially also needs to assess capacity building of national and sub-national personnel. This can be conducted by assessing the personnel's current skill, expertise and knowledge, the needs of change strategy and capacity improvement. The consultant will develop training curricula for three levels of participants (policy makers, mid-level managers, and IT staff), identify targeted trainers and participants at national and sub-national levels, and formulate appropriate training methods based on Training Need Analysis (TNA).

Under supervision of the National Project Manager and working closely with Technical Officer of SP4N LAPOR! Project, the Consultant will establish regular coordination and consultation with UNDP-KOICA SP4N-LAPOR! Project and KemenPAN-RB which is as main beneficiary of the project.

## **II. SCOPE OF WORK, ACTIVITIES, AND DELIVERABLES**

### **Scope of Work**

The Individual Consultant will work with PMU of SP4N-LAPOR project and undertake the following tasks:

1. Developing inception report which consists:
  - Background, objective, expected output, theoretical framework, methodology and work plan on roadmap development;
  - Lesson learned from other countries with regard to change management strategy and trainings needed to improve performance of public complaint handling system;
  - Tools or data collection instrument/method.
2. Developing first draft report of roadmap and masterplan on change management strategy and training curricula, that covers:
  - Executive summary;
  - Background and methodology;
  - Analysis of current organizational culture and structure, business process, human resource and other resources to improve implementation of public complaint handling system;
  - Gender analysis on organizational culture and structure, business process, human resource and other resources to improve implementation of public complaint handling system
  - Strategy of change management toward institutional and human resource capacity improvement;
  - Analysis of the trainings that are needed to close the gap between the current capacity and expected results using Training Need Analysis (TNA).
3. Developing final report on roadmap and masterplan on change management strategy and training curricula;
4. Developing training curricula for three levels of participants with particular attention to gender equality (policy makers, mid-level managers, and IT staff);
5. Identifying targeted trainers and participants at national and sub-national levels; and
6. Formulating appropriate training methods with particular attention to women, youth, Persons with Disabilities and other marginalized groups.

## Expected Outputs and deliverables

Deliverables/ Outputs	Estimated number of working days	Completion deadline	Review and Approvals Required (Indicate designation of person who will review output and confirm acceptance)
<b>1<sup>st</sup> payment will be made upon submission of the following outputs:</b> Inception report including tool or data collection instrument;	5 working days	10 January 2010	<ul style="list-style-type: none"> <li>- NPM of SP4N LAPOR! Project</li> <li>- Assistant Deputy for Policy Formulation and Information System Management of Public Service of KemenPAN-RB</li> </ul>
<b>2<sup>nd</sup> payment will be made upon submission of the following outputs:</b> 1. First draft report of roadmap and masterplan on change management strategy and training curricula 2. Minute of relevant meetings or workshops	15 working days	31 January 2020	
<b>3<sup>rd</sup> payment will be made upon submission of the following outputs:</b> 1. Final report on roadmap and masterplan on change management strategy and training curricula 2. Minute of relevant meetings or workshops	10 working days	20 February 2020	
<b>4<sup>th</sup> payment will be made upon submission of the following outputs:</b> Final draft of training curricula for three levels of participants (policy makers, mid-level managers, and IT staff), targeted trainers and participants at national and sub-national levels, and training methods for improvement of capacity of institution and human resource of national public complaint management system in Indonesia	10 working days	25 March 2020	
Total of working day	40 working days		

### III. WORKING ARRANGEMENTS

#### Institutional Arrangement

The consultant for masterplan and roadmap development on change management and training curricula will be part of SP4N-LAPOR! Project technical consultant team. S/he will work closely with NPM of SP4N-LAPOR! Project and project team and Assistant Deputy for Policy Formulation and Information System Management of Public Service, KemenPAN-RB in delivering expected outputs. Further, the Consultant will provide regular update on agreed schedule to National Project Manager and UNDP. The Consultant will be home based but will attend relevant meetings as required in Jakarta or other location as pilot project areas.

#### Duration of the Work

The assignment expected to be accomplished overall in 40 working, spread over a period of 3 (three) months in which the duration of assignment is from January 02, 2020 to March 30, 2020.

**Duty Station**

The Consultant will work from home. It means that UNDP does not provide a special office space for the Consultant during his/her assignment in Jakarta.

**Travel Plan**

The Consultant will be required to travel to the below indicated destinations and include the relevant costs into the proposal.

Travel costs from home-based to Jakarta return and travel cost to project sites (roundtrip from Jakarta to Bali, to Yogyakarta and to West Sumatra that all will be using air transport and also from Jakarta to Tangerang in which using land transport) should be included in the financial proposal and arranged by the consultant.

Below is an indicative travel plan for the duration of the assignment.

No	Destination	Frequency	Duration/days
1.	Bali (including Badung regency)	1 time	5 days
2.	Tangerang regency	1 time	3 days
3.	Yogyakarta (Including Sleman regency)	1 time	5 days
4.	West Sumatra	1 time	4 days

**IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS****Academic Qualifications:**

Master's degree in human resource management, public/business administration, economics, public management, development management, public policy or other related discipline

**Years of experience:**

- Minimum 7 years of professional experience in leading change management process for e-governance transformation in private or public sector at national and international level;
- Have an international experience in the area of public service, development management or public management particularly on public complaint mechanism management;
- Experienced in training curricula development for public service and/or public management, as well as in providing strategic advisory on change management process;
- Strong understanding government policy and government administration and operation management in public service;
- Have working experience with government sector in providing technical expertise in public service and/or public management;
- Experienced in writing reports.

**III. Competencies and special skills requirement:**

- Practical experience in public organizations at the national and international level;
- Experience in formulating development strategies and policies; as well as in development research and report writing through a participatory approach;
- Excellent public speaking and presentation skills;
- Fluency in English with excellent written communication skills;
- Have ability to work effectively in a team, showing initiative, flexibility and innovation;
- Having an understanding of gender equality/gender mainstreaming and global mind set;
- Ability to work in a multicultural environment and limited supervision;
- Fluency in Bahasa Indonesia would be an asset.

## V. EVALUATION METHOD AND CRITERIA

Individual consultants will be evaluated based on Cumulative Analysis. Based on this methodology, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

### Cumulative analysis

- a) responsive/compliant/acceptable, (fully meet TOR requirement), and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation:
  - \*Technical Criteria weight (70%)
  - \* Financial Criteria weight (30%)

Only candidates obtaining a minimum of 70 point would be considered for the Financial Evaluation.

<i>Criteria</i>	<i>Weight</i>	<i>Maximum Point</i>
<u>Technical</u>		
Criteria A: qualification requirements as per TOR:	55%	
1. Master 's degree in in human resource management, public/business administration, economics, public management, development management, public policy or other related discipline;		5
2. Minimum 7 years of professional experience in leading change management process for e-governance transformation in private or public sector at national and international level;		10
3. Have an international experience in the area of public service, development management or public management particularly on public complaint mechanism management;		8
4. Experienced in training curricula development for public service and/or public management, as well as in providing strategic advisory on change management process;		8
5. Strong understanding government policy and government administration and operation management in public service;		8
6. Have working experience with government sector in providing technical expertise in public service and/or public management;		8
7. Experienced in writing reports.		8
Criteria B: Brief Description of Approach to Assignment	45%	
1. Understanding the task and applies appropriate methodology for the task;		15
2. Important aspects of the task addressed clearly and in sufficient detail;		15
3. Sound logical and realistic planning for delivering expected outputs		15
	100 %	100