Terms of reference

GENERAL INFORMATION

Title: Technical Specialist for the Local Economic Development Agency (LEDA)
Project Name: People Centred Development Programme & PGSP
Reports to: Budiati Prasetyamartati
Duty Station: Home Based
Expected Places of Travel (if applicable): Papua and West Papua Province
Duration of Assignment: From Early June 2013 to Third week of June 2013

REQUIRED DOCUMENT FROM HIRING UNIT

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

REQUIRED DOCUMENTATION FROM CONSULTANT

| V | CV
|   | Copy of education certificate
| V | Completed financial proposal
| V | Completed technical proposal (if applicable)

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: Liza Martananda

Signature of the Budget Owner:______________________________

I. BACKGROUND

UNDP Indonesia’s mission is to be an agent for change in the human and social development of Indonesia. UNDP Country Office (CO) aims to be a bridge between Indonesia and all donors as well as maintaining our status as a trusted partner to all stakeholders. We work in four key areas of development: Governance Reforms, Pro-Poor Policy Reforms, Conflict Prevention and Recovery, and Environment Management, with the overarching aim of reducing poverty in Indonesia. Besides the four priority areas, UNDP Indonesia is also engaged in a variety of crosscutting initiatives focused on HIV/AIDS, gender equality, and information and technology for development.
The Indonesia Country Office is committed to support local government institutions, civil society organizations and communities in their efforts to improve human development and to achieve the Millennium Development Goals (MDGs). Some of the programmes established to the achievement of local development priorities through better governance and civic empowerment includes the People Centred Development Programme (PCDP) and Provincial Governance Strengthening Programme (PGSP).

The PCDP will continue to provide technical assistance to the local government and civil society to formulate, coordinate and implement appropriate, specific local development programmes in the target districts of Papua and West-Papua. The Programme will put more emphasis on improving the economic welfare of communities, in particular of indigenous Papuans, starting with a few concrete pilot projects to ensure that the results of the programme interventions impact the lives of the communities and the government’s efforts to reduce poverty, focusing on: 1) support at provincial and district levels in developing policies and programmes that are pro-poor, MDG-oriented, gender sensitive and OTSUS-based, building on a comprehensive assessment of the current socio-economic situation of the region with enhanced support to and stronger focus on district level governments; 2) empowering local communities to develop and implement programmes in the areas of health and education, in partnership with Civil Society Organizations (CSOs) and local government; 3) improving the economic welfare of local communities, especially indigenous Papuans; and 4) facilitating linkages, cooperation and communication for a coordinated delivery of development assistance between and within the local Government and central government and with civil society and development agencies.

Tanah Papua, which comprises Papua and West Papua Provinces, is the Indonesia’s largest but most sparsely populated region with 3.6 million inhabitants, consisting of more than 250 tribes and ethnic group (2010 BPS census) with at least 73% of the indigenous Papuans living in the rural areas. Despite the fact that the region is blessed with enormous natural resources, its poverty rate is more than double the national average and the highest of the country at 34.88% for West Papua and 36.80% for Papua. Papua and West Papua also lag behind other provinces on key non-income indicators of the Millennium Development Goals (MDGs). Papuans’ Net Enrolment Rate in Primary Education is around 90% for West Papua and 76.09% for Papua (national rate is at 95.23%). Gender inequality is particularly strong in traditional patriarchal communities in terms of (a) women limited access to resources, decision making as well as (b) gender division of labour. This situation translates into a restricted access of Papuan indigenous youth and women to a decent livelihood.

In order to accelerate the human development process in Papua, the Government of Indonesia granted a special autonomy status to the provinces (OTSUS). Its full implementation has been delayed due to limited civil society participation and lack of capacity and coordination between national provincial and district level institutions, which has lead to the absence of an inclusive framework for developing sustainable economy.

Building a territory-based economic development institution or Local Economic Development Agencies (LEDA) in both provinces is expected to improve the economic welfare of communities. The goal is to institutionalize sustainable livelihoods development for Papuan communities, generate income of Papuans, particularly in rural contexts, and to create value added of any potential business or agriculture commodities produced in the pilot areas. It is planned that the pilot areas will cover four types of geographical areas which is supported by PCDP as follows: (1) highland/mountains; (2) hinterland/mid-ranges; (3) coastal/islands; and (4) lowland/swamps.

Currently, The PCDP project, supported by ILO as the responsible party, is undertaking some activities as a basis for the formulation of a framework for sustainable livelihood development, including the preparation for the implementation of piloting micro-credit channelling through local financing institutions. These activities cover; undertaking household income assessment, mapping of

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2 Ibid.
private/public banks and other financial institutions that provide micro-credit support, conducting a labour diagnostic, and mapping and analysing a value and supply chain, etc.

Meanwhile, through the Provincial Governance Strengthening Programme (PGSP), UNDP aims to support the Government of Indonesia to address some of the challenges associated with decentralization policies and in particular to the efforts in strengthening provincial governance to attain good governance. The ART component of PGSP is trying to address the challenges faced by different stakeholders in one of its pilot provinces of Nusa Tenggara Timur (NTT), particularly in Flores Timur (FloTIM) District, to improve its economic condition by piloting a Local Economic Development (LED) program with thematic focus on Tourism. FloTIM is located in one of the main islands in NTT. It is well known for its Agricultural products (cashew nut, jagung titi, and copra) and Religious/Cultural Tourism called Semana Santa. The overall objective of “Local Economic Development Initiative” is to identify challenges, opportunities and resources available in FloTIM District relevant to the needs of the community in improving their economic situation. More specifically, the LED will focus on assisting local governments and other key stakeholders in FloTIM to provide facility for community engagement in economic development using tourism as the gateway. An integrated design for tourism and local economic development is currently underwent centering the Semana Santa and further expands to other tourism potentials.

II. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

The consultant is intended to develop the LEDA in Papua and West Papua Province and to counsel on PGSP’s Integrated Tourism-Based LED design with observance to the following:

1. Identify ‘LED context and current situation’, through combined reference to national and local (Papua and West Papua) levels;
2. Assess the potential relevance and opportunity for further dissemination of the UNDP ART experience with LEDAs in the Indonesian context, as well as options for taking-advantage of the Art Thematic Networks and decentralized cooperation framework;
3. Identify and recommend options for a pilot UNDP initiative in support to LED at the local level, and in conjunction with the national framework;
4. Sensitize, coach and train national, provincial and local stakeholders about LED approach and tools, benefits and steps to undertake;
5. Review and provide advisory comments on draft Integrated Tourism-Based LED design for Flores Timur District in NTT, and
6. Formulate strategies for international linkages and decentralized global partnerships for PGSP’s ART pilots.

During the assignment, the International Consultant accompanied by PCDP Technical Advisor for Local Economic Development shall carry out a round of consultations with key stakeholders (public sector, private representatives, donors) for a rapid appraisal of the LED context in both provinces, with respect to the following elements:

1. institutional set-up,
2. strengths and weaknesses of the local economy and services market,
3. coordination and integration between public and private sectors,
4. current and prospective relevant support programs by government and donors,
5. need, opportunities and challenges for the programming and implementation of future initiatives, with a view at the possible establishment of a LED facility based on the model and experience of Local Economic Development Agencies (LEDAs) supported by UNDP ART programs in other countries.

The Consultant shall undertake the following main steps:

- Background documents review and preliminary round of consultations with relevant stakeholders at the national level: UNDP (PCDP, and DGPRU); ILO; AIPD AusAID; BAPPENAS (Special Area and Disadvantaged Region Directorate).
- Assessment mission to Papua and West Papua Provinces on governance of Local Economic
Development in Papua and West Papua Provinces. Assess the potential constraints and opportunities for further dissemination of the UNDP ART experience with LEDAs in Indonesian context, as well as option for taking advantage of the ART Thematic Networks and decentralized cooperation networks. Consultation with with a mixed stakeholders’ group (public and private actors) among others: BAPPEDA; Village Community Empowerment Agency (BPMK/BPM); cooperatives/ SMEs and investment promotion department; Central Bank (BI) in Papua, Private Sector representatives; ILO; AusAID.

- Resource person in workshops or trainings to sensitise and train national, provincial, local stakeholders about LEDA, its benefits and steps to undertake. Knowledge sharing about LEDA experience in other countries.
- Support in improvement changes of provincial and district policies, regulations, strategies and plans to better promote economic development, local investment and employment generation.
- Mini-workshop with technical staff of UNDP, Bappenas and PGSP project for cross-learning and agreeing on follow-up action plan.

**Expected Results and Deliverables**

The expected output is a) training modules for local government and stakeholders about initiating and implementing LEDA; b) report for the development of Local Economic Development Agency in the Province of Papua and West Papua that covers regulatory frameworks, road map for the implementation of LEDA and recommend options for piloting LEDA in Papua and West Papua; and c) Review report on the integrated tourism-based LED design that incorporates international linkages strategies.

**Delivery Schedule**

The Consultant will work up to 23 days, including mission to Papua and West Papua Provinces accompanied by PCDP Technical Advisor for Local Economic Development as the counterpart.

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### 1. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

**SHORTLISTING CRITERIA**

**I. Academic Qualifications:**

Master degree in economics, micro finance, small business study, development studies, or other relevant fields of study.

**II. Years of experience:**

- Minimum with 7 years of relevant experience in providing management advisory services, hands-on experience in design, monitoring and evaluation of local economic development projects and establishing inter-relationships among international organization and national governments;
- Solid experience on analytical work, programme/project development in the areas of local economic development agency (LEDA) in various developing countries, and UNDP ART experience’s with LEDA;

**III. Competencies:**

**Corporate Competencies:**

- Demonstrates integrity by modelling the UN’s values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favouritism.

**Functional Competencies:**

Communications and Networking
- Has excellent oral communication skills
- Has excellent written communication skill

Knowledge Management and Learning
- Strong critical thinking skills
- Shares knowledge and experience
- Ability to provide editorial advice and recommendations

Management and Leadership
- Demonstrates ability to work in a team
- Demonstrates strong analytical skills
- Good time management to meet deadlines with quality outputs
  - Highly creative attitude and self-starter mindset

Language:
Fluency in written and spoken English

### 2. EXPECTED RESULTS

The Consultant will ensure the following results are delivered by the indicated timeline:

<table>
<thead>
<tr>
<th>Deliverables/Outputs</th>
<th>Target Due Dates</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submission of training modules for local government and stakeholders about initiating and implementing LEDA</td>
<td>First week of June 2013</td>
<td>NPM of PCDP</td>
</tr>
<tr>
<td>Submission of report for the development of Local Economic Development Agency in the Province of Papua and West Papua that covers the regulatory frameworks, road map for the implementation of LEDA and recommend options for piloting LEDA in Papua and West Papua</td>
<td>Third week of June 2013</td>
<td>NPM of PCDP</td>
</tr>
<tr>
<td>Submission of report on the evaluation of Integrated tourism-based LED design</td>
<td>Fourth week of June 2013</td>
<td>NPM of PGSP</td>
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