

# Terms of reference



Empowered lives.  
Resilient nations.

## GENERAL INFORMATION

**Title:** International Consultant for Sustainable Development Cooperation Framework (Team Member)

**Project Name:** n/a

**Reports to:** UN Resident Coordinator, UNSDCF Steering Group, Coordination Specialist

**Duty Station:** home-based

**Expected Places of Travel (if applicable):** n/a

**Duration of Assignment:** From August 2019 – March 2020 (25 working days)

## REQUIRED DOCUMENT FROM HIRING UNIT

<input checked="" type="checkbox"/>	TERMS OF REFERENCE
<input checked="" type="checkbox"/>	<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> (6) Junior Specialist (7) Specialist <b>(8) Senior Specialist</b>
<input checked="" type="checkbox"/>	APPROVED e-requisition

## REQUIRED DOCUMENTATION FROM CONSULTANT

<input checked="" type="checkbox"/>	CV/P11 with three referees
<input checked="" type="checkbox"/>	Copy of education certificate
<input checked="" type="checkbox"/>	Completed financial proposal
<input checked="" type="checkbox"/>	Completed technical proposal

## Need for presence of IC consultant in office:

- partial  
 intermittent  
 full time/office based

## Provision of Support Services:

- Office space: Yes No  
Equipment (laptop etc): Yes (during presence in the office) No  
Secretarial Services Yes No

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

Romi Mardian

## I. BACKGROUND

The Government of Indonesia and the United Nations system are committed to building a nation that is prosperous, democratic and just, where development benefits all people in the country, and where the rights of future generations are protected. The current UN Partnership for Development Framework (2016–2020) reflects Indonesia’s growing development success and therefore the UN’s transition from a donor to a strategic partner.

Central to the partnership on sustainable development between the Republic of Indonesia and the UN is the role of the UN in the working modalities of **policy advice, capacity building and knowledge sharing** and a joint commitment to strengthen partnerships through **innovation, South-South and Triangular cooperation** and innovative financing mechanisms including **government financing**.

The Indonesia - UN Partnership for Development Framework supports **national development priorities** as reflected in the National Medium Term Development Plan (RPJMN) and Indonesia’s commitment to the Sustainable Development Goals.

### 1.1. The United Nations Partnership for Development Framework (2016-2020)

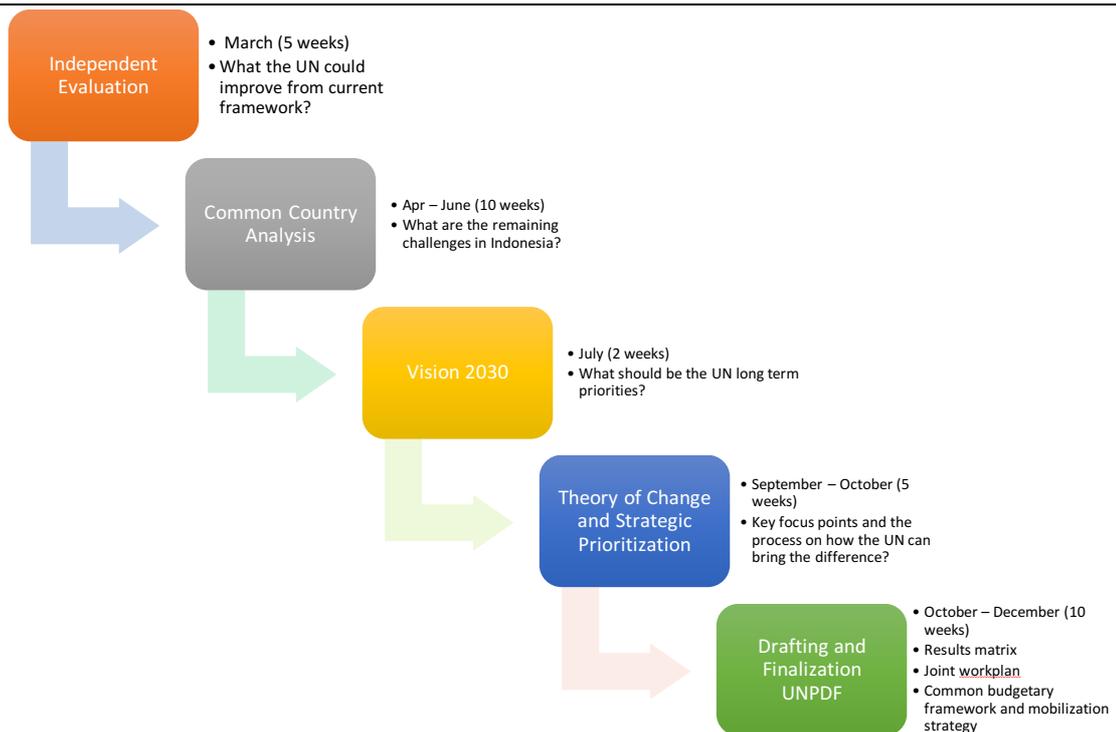
The UN Partnership for Development Framework (UNPDF) 2016-2020 has four outcomes:

- Outcome 1** : Poverty Reduction, Equitable Sustainable Development, Livelihoods and Decent Work
- Outcome 2** : Equitable Access to Social Services and Social Protection
- Outcome 3** : Environmental Sustainability and Enhanced Resilience to Shocks
- Outcome 4** : Improved Governance and Equitable Access to Justice for All

UNPDF also focused on 5 cross-cutting areas: **Young People, Gender Equality, Human Rights, HIV/AIDS** and **Statistics & Data management**.

**Young people, gender, Human Rights, HIV/AIDS and statistics and data management** are central to the UNPDF and have been mainstreamed into the four outcomes, as much as possible. The UNPDF Results report covering the years of 2016, 2017 and 2018 have been compiled.

Following the UNPDF 2016-2020, the third UNPDF 2021-2025 will be developed in accordance to the Government’s National Medium Term Development Plan (RPJMN) 2020-2024. This process consists of 5 phases:



At least the following 18 funds, programmes and agencies will be part of the UNPDF 2021-2025: FAO, ILO, IOM, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNOCHA, UNODC, UNOPS, UNWOMEN, WFP, WHO.

Guiding principles for the new 5-year strategic plan:

- The UNPDF needs to highlight the **equal partnership** between the Government of Indonesia and the UN in Indonesia
- The **RPJMN 2020-2024** (National Medium Term Development Plan) as guiding document. The timeline of the UNPDF roll-out will follow the timeline of the RPJMN roll-out.
- The UNPDF needs to be strategic, flexible and agile. It needs to focus on the **higher-level perspective**, not including everything all UN agencies do.
- The UNPDF needs to highlight where the UN has added value and **comparative advantage**.
- The UNPDF will be an **outcome-only** framework (no outputs).
- The UNPDF roll-out needs to be an **open and inclusive process**.
- The roll-out needs to be light: not only focusing on planning, but **focusing on implementation**.

The roll-out of the UNPDF will be supported by 2 consultants: 1 international consultant from April to December 2019 to support the 4 phases which includes: Common Country Assessment, Vision 2030, Theory of Change and Strategic Prioritization, as well writing the final UNPDF, including Results Matrix, Joint Workplan, Common Budgetary Framework and Resource Mobilization Strategy; and 1 national consultant to work along with the international consultant on the CCA process. The responsibility of the national consultant includes the support for substantive materials, as well as organizing key stakeholders.

The consultants will be based in the Office of the UN Resident Coordinator (RC office), and will be working closely with the UNPDF Results Group and the UNPDF Steering Group. The consultant will report (either verbally or in writing) on a weekly basis to the UN Resident Coordinator (RC) and the UNPDF Steering Group (USG). The USG has been established by the UN Country Team to oversee the operational preparation of the

UNPDF 2021-2025, and consists of senior representatives of the UN agencies in Indonesia (at the Deputy or Senior Programme Officer level). The consultant should use the different UNPDF 2016-2020 Working Groups as well as the M&E group (that will be revitalized), as sources of information for the evaluation and country analysis aspect.

The work of the **International Consultant for UNPDF Common Country Analysis, Vision 2030, Document Finalization** will focus on 4 phases of the UNPDF 2021-2025 roll-out, with objectives as follows:

#### Common Country Assessment

- The CCA serves as a basis for the prioritization exercise, the definition of outcomes, the preparation of the UN Vision 2030 and subsequent development of the overall UNPDF theory of change.
- Considering that Indonesia is a Middle Income Country and we are increasingly making use of government mechanisms, processes and institutions, the purpose of the CCA is to identify immediate, underlying and structural development challenges at the national level (including: gaps in Government priorities, SDG gaps, gaps in work of previous UNPDF).
- Basic guiding documents for the CCA are the National Mid-Term Development Planning (RPJMN) 2020-2024 (technocratic draft and/or background studies) and several flagship documents (such as SDGs reports, HDR reports, Labor & Social Trends, National Environment Summaries). These documents will be collected by the RC Office with the support of the UN agencies.
- The formulation for CCA defines the national context which includes cross-cutting themes, and derives from following aspects: (1) Data and Evidence Base; (2) Risk Profile; (3) National Policy and Institutional Frameworks; (4) Gender Assessment; (5) Financing Landscape.

#### Vision 2030

- The UN Vision 2030 summarizes the visioning exercise results, reflecting a shared picture of the country's sustainable development challenges and objectives. It lays out how the CCA and the contributions of successive UNPDF represent logical steps in the longer term results area that define the UN primary contributions to support national attainment of the 2030 Agenda.
- It is based on the set of criteria that includes equity, comparative advantage and feasibility
- The formulation of vision 2030 includes: (1) The UN system's internal and external working assumptions, considering Indonesia's plausible long-term development trajectories until 2030; (2) The envisaged strategic UN positioning and role in the country through 2030; (3) How the five-year UNPDF fits into the 2030 Agenda

#### Theory of Change/Strategic Prioritization

- The theory of change shows how it is assumed that UNPDF strategy support achievement of national priorities and the SDGs.
- The theory of change is based on analysis and data provide in the CCA; articulated in the

high-level change the UNCT intends to contribute to in the context of the 2030 Agenda; understanding why the lower level results could result in the higher level results; laying out the risks and assumptions that define the relationships among different results; developed through a consultative process and understanding of all relevant stakeholders; supported continuous learning and improvement from programme design to closure.

- Strategic prioritization is drawn from the CCA and UN Vision 2030, envisaged to generate the greatest impacts in contributing to the achievement of the SDGs, in line with Indonesia priorities and needs.

Final UNPDF Document which consists of:

1. Results Matrix

The results matrix shows the high-level, strategic and costed UNPDF outcomes are targeted towards supporting the achievement of National Development Goals and National SDGs targets. This purposes to make the division of labour clear within the UN system by identifying roles and responsibilities.

2. Joint Workplan

After the outcomes are formulated, the UNPDF Results Groups produce Joint Work Plan which includes: (1) outputs to be generated to achieve UNPDF outcomes; (2) the role of the UN and National Partners in achieving these outputs and the resources to achieve them.

3. Common Budgetary Framework and Resource Mobilization Strategy

- Identification of resources that are available to the country as a whole and the resources that the UNCT can bring to the table. As far as possible, the analysis of financing flows should be linked to national efforts to develop an Integrated National Financing Framework.
- Common budgetary framework is a matrix that displays the overall contribution required by the UN as well as the UN financing gap per outcome for the implementation of the UNPDF.
- Formulation of a joint resource mobilization strategy.

## II. SCOPE OF WORK AND DELIVERABLES

### SCOPE OF WORK

#### Common Country Analysis

- Carry out an independent, impartial and collective flagship joint product to analyze and identify opportunities and remaining challenges in Indonesia
- Carry out a critical review upon the first draft of CCA produced by the Lead Consultant
- Write up the SDGs Financing part of the CCA

#### Vision 2030 (Joint Work)

- Analyze the UN long-term priorities and articulate how successive UNPDF results are intended to cumulatively contribute to achieve 2030 Agenda and the SDGs in Indonesia
- Prepare facilitation plan of vision 2030 and Strategic Prioritisation Workshop
- Co-facilitate vision 2030 workshop to align the long-term priorities with the vision and development priorities of the government and other stakeholders, over the full duration of the 2030 Agenda
- Map the existing expertise of the UN agencies in Indonesia in a matrix (based on the agencies' inputs and supported by RC Office)

#### Theory of Change and Strategic Prioritization

- Prepare facilitation plan of vision 2030 and Strategic Prioritisation Workshop Attend, support (including facilitation support if needed) and report on the comparative advantages identified by the stakeholders in the Focus Group Discussions
- Co facilitate Strategic Prioritisation workshop
- Draw the theory of change and strategic prioritization which primarily come from the CCA and UN Vision 2030

#### UNSDCF Drafting

##### (a) Results Matrix

- Develop results matrix that consists of indicators, baselines, targets, means of verification, in cooperation with Lead Consultant, RCO and the M&E Technical Working Group; a list of partners, the medium-term CBF, and where relevant, links to other UN plans.
- Align the results matrix to the extent possible with relevant SDG indicators and targets

##### (b) Joint Workplan

- Build the work plan based on the common country assessment and strategic prioritization
- Consider capacity and comparative advantage of the government, implementing partners and participating UN organizations to coordinate, manage and provide inputs to support implementation and monitoring
- Consider thresholds for internal control mechanism to manage risks, whether political/strategic, programmatic or financial, in the common programming

##### (c) Narrative Report

Provide narrative on the UNPDF document based on the findings of previous processes

**(d) Common Budgetary Framework and Resource Mobilization Strategy**

- Identify resources that are available to the country as a whole and the resources that the UNCT can bring to the table
- Link the resources with national efforts to develop and Integrated National Financing Framework
- Formulate a joint resource mobilization strategy through UNCT

**DELIVERABLES**

<b>Deliverables</b>	<b>Estimated number of Working Days</b>	<b>Percentage</b>	<b>Due Date</b>	<b>Review and Approvals Required</b>
Refined Common Country Analysis Draft including critical review of the first draft and write up of the SDGs Financing chapter	6	25%	August 29, 2019	RC and Head of RCO
Facilitation Plan and Technical Preparation of Vision 2030 and Strategic Prioritization (joint work with the Lead Consultant)	2	9%	09 Sep 2019	RC and Head of RCO
Co-facilitation of Vision 2030, Theory of Change – Strategic Prioritization	2	8%	10-11 Sep 2019	RC and Head of RCO
Results Matrix/Outcome Statements/Preparation of Thematic Discussion	2	8%	12-13 Sep 2019	RC and Head of RCO
Draft of UN Sustainable Development Cooperation Framework, including chapters on Common Budgetary Framework and Resource Mobilization Plan and other required tasks	13	50%	Mar 2020	RC and Head of RCO

Note: due date of each deliverable should be the final version

**III. WORKING ARRANGEMENTS**

**QUALITY ASSURANCE**

With a view to ensure the whole process, these following approaches will be deployed:

- The consultant will work on a daily basis with the lead consultant, Resident Coordinator Office and the UNSDCF Steering Group, and will update the Resident Coordinator on a need basis on the progress of his/her work. The Resident Coordinator Office on behalf of USG will receive update in writing, and the consultant will verbally update the USG during the y USG meetings

**Duration of the Work**

Timeframe: 25 working days between August 2019 – March 2020

<b>Deliverables</b>	<b>Estimated number of Working Days</b>	<b>Completion Deadline</b>
Refined draft of Common Country Analysis, including critical review and SDGs Financing	6 days	29 August
Facilitation plan and Technical Preparation of Vision 2030 and Strategic Prioritization	2 days	10 Sep
Co-facilitation Vision 2030 and Strategic Prioritization	2 days	10-11 Sep
3 pages vision 2030, Outcome Statements/Results Matrix Draft	2 day	20 Sep
UN Sustainable Development Cooperation Framework Draft <ul style="list-style-type: none"> <li>- Results Matrix</li> <li>- Joint Work-plan</li> <li>- Common Budgetary framework and Resource Mobilization Strategy</li> </ul>	13 days	31 March 2020

**Duty Station**  
Home-based

**Travel Plan**  
N/A

<b>IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS</b>
<p><u>Academic Qualifications:</u></p> <p>Advanced university degree (Master's degree or equivalent) in, international relations, international economics, law, public or business administration, social sciences or other related area.</p> <p><u>Years of experience:</u></p> <ul style="list-style-type: none"> <li>• 15 years of relevant professional experience (for master's degree) or 8 years of experience (for PhD) at the national/international level.</li> <li>• Experience in senior levels of programme management.</li> <li>• Experience in the management of complex national level M&amp;E framework.</li> <li>• Experience in strategic plans involving multiple stakeholders.</li> </ul> <p><u>III. Competencies and special skills requirement:</u></p> <p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>• Ability to compile qualitative data and to carry out analysis within a logical framework.</li> <li>• Process management skills, such as facilitation skills and ability to negotiate with a wide range of stakeholders.</li> <li>• Very good understanding of development operations coordination issues, tools and challenges, especially in programmatic areas</li> <li>• Excellent report writing skills as well as communication and interviewing skills</li> </ul>

- Knowledge of the UN system and UN common country programming processes
- Knowledge of the application of the five UNDAF programming principles: Human Rights Based Approach, Gender Equality, Environmental Sustainability, Results Based Management and Capacity Development
- Demonstrated ability to create and build networks, partnerships and alliances
- Ability to meet goals, work under pressure and meet demanding deadlines.
- Excellent oral and written communication skills.
- Ability to speak and write clearly and convincingly, adapting style and content to different audiences
- Ability to present information in a clear and concise manner
- Strong interpersonal skills
- Ability to contribute effectively in a team-based setting
- Computer literacy

**Core Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards.
- Advocates and promotes the vision, mission, and strategic goals of the UN.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favouritism.
- Demonstrates and promotes the values of the UN in actions and decisions and acts in accordance with the standard of conduct for international civil servants.
- Shows willingness to work without bias with all persons regardless of gender, nationality, religion or culture.
- Contributes effectively to team-based activities, working collaboratively and sharing information openly; works effectively with colleagues inside the UN as well as its partners and other stakeholders to pursue common goals.
- Facilitates and encourages open communication in the team, communicating effectively.
- Remains calm, composed and patient when facing conflict, manages conflict productively, focusing on mutually acceptable solutions.
- Takes initiative and seeks opportunities to initiate action.
- Actively produces and disseminates new knowledge; creates/contributes to mechanisms to collect and share knowledge.
- Actively seeks learning opportunities; demonstrates commitment to on going professional development.
- Proposes innovative ideas and new solutions to work.

**V. EVALUATION METHOD AND CRITERIA**

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

When using this weighted scoring method, the award of the contract should 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 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>
<i>Technical</i>		100
<b>Criteria A: qualification requirement as per TOR</b>	70%	70
1. Advanced university degree (Master's degree) in, international relations, international economics, law, public or business administration, social sciences or other related area		10
2. 15 years of relevant professional experience (for master's degree) at the national/international level		20
3. Experience in senior levels of programme management		20
4. Experience in the management of complex national level M&E framework		10
5. Experience in strategic plans involving multiple stakeholders		10
<b>Criteria B: Brief Description of Approach to Assignment</b>	30%	30
1. Understand the task and applies a methodology appropriate for the task as well as strategy in a coherent manner.		10
2. Important aspects of the task addressed clearly and in sufficient detail.		10
3. Logical, realistic planning for efficient project implementation.		10