



REQUEST FOR PROPOSAL (RFP)

To: all interested bidders	DATE: February 11, 2020
	REFERENCE: RFP/UNDP/DGPRU-HGI/ 91449/004/2020 - Salary Survey and Development of a New Market Based Remuneration Framework for The Indonesia's Ministry Of Health - Global Fund Programme.

Dear Sir / Madam:

The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal with reference **SALARY SURVEY AND DEVELOPMENT OF A NEW MARKET BASED REMUNERATION FRAMEWORK FOR THE INDONESIA'S MINISTRY OF HEALTH - GLOBAL FUND PROGRAMME.**

A **bidder's conference** will be held on:

Date/Time: Friday, February 14th, 2020 at 14.00 Jakarta Local Time.

Place : Aceh Room, 7th Floor, Menara Thamrin, Jl. MH Thamrin Kav. 3, Jakarta, Indonesia
or via <https://undp.zoom.us/j/469779461>

Detailed Terms of Reference (TOR) as well as other requirements are listed in the RFP available on UNDP ATLAS e-Tendering system (<https://etendering.partneragencies.org>) **Event ID: 5364**

Your offer, comprising of a Technical and Financial Proposal, should be submitted in accordance with the RFP requirements, through the UNDP ATLAS e-Tendering system and by the deadline indicated in <https://etendering.partneragencies.org>.

NOTE! The Technical Proposal and Financial Proposal files **MUST BE COMPLETELY SEPARATE** and uploaded separately in the system and clearly named as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each document shall include the Proposer's name and address.

The file with the "FINANCIAL PROPOSAL" must be encrypted with a password so that it cannot be opened nor viewed until the Technical Proposal has been found to be pass the technical evaluation stage. Once a Technical Proposal has been found to be responsive by passing the technical evaluation stage, UNDP shall request the Proposer to submit the password to open the Financial Proposal.

The Proposer shall assume the responsibility for not encrypting the Financial Proposal.

NOTE: DO NOT ENTER BID AMOUNT IN THE SYSTEM, INSTEAD ENTER THE NUMBER 1.

In the course of preparing and submitting your Proposal, it shall remain your responsibility to ensure that it is submitted into the system by the deadline. The system will automatically block and not accept any bid after the deadline. In case of any discrepancies, the deadline indicated in the system shall prevail.

Kindly ensure that supporting documents required are signed and stamped and in the .pdf format, and free from any virus or corrupted files and the **FINANCIAL PROPOSAL IS PASSWORD PROTECTED**.

NOTE: The file name should contain only Latin characters (No Cyrillic or other alphabets.).

You are kindly requested to indicate whether your company intends to submit a Proposal by clicking **"Accept Invitation"** but not later than **February 13th, 2020**. If this is not the case, UNDP would appreciate indicating your reason, for our records.

If you have not registered in the system before, you can register by logging in using:

Username: event.guest

Password: why2change

The step by step instructions for registration of bidders and quotation submission through the UNDP ATLAS e-Tendering system is available in the attached "Instructions Manual for the Bidders". Should you require any training on the UNDP ATLAS e-Tendering system or face any difficulties when registering your company or submitting your quotation, please send an email to feby.utari@undp.org and yusef.millah@undp.org.

Please note that ATLAS has following minimum requirements for password:

1. Minimum length of 8 characters;
2. At least one capital letter; and
3. At least one number.

New proposer registering for the first time, the system will not accept any password that does not meet the above requirement, and thus registration cannot be completed. For existing vendor whose current password does not meet the abovementioned password requirements, the system will prompt you to change your password upon signing in. Please change your password in accordance with the abovementioned password requirements to be able to login to the system.

The user guide and video are available to you in the UNDP public website in this link: <http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement:notices/resources/>. You can also access the instruction from youtube with link: <https://www.youtube.com/watch?v=Trv1FX6reu8&feature=youtu.be>.

You are advised to use Internet Explorer (Version 10 or above) to avoid any incompatibility issues with the re-tendering system.

No hard copy or email submissions will be accepted by UNDP.

UNDP looks forward to receiving your Proposal and appreciate your interest to participate in UNDP procurement opportunities.

Sincerely yours,

A handwritten signature in black ink, appearing to be 'M. Kurnia', written in a cursive style.

Martin Stephanus Kurnia
Head of Procurement Unit
2/11/2020

Description of Requirements

Context of the Requirement	Conducting a salary survey and development of a new market-based remuneration framework for The Ministry of health – Global Fund Programme.
Implementing Partner of UNDP	Indonesia's Ministry of Health- Global Fund programme
Brief Description of the Required Services ¹	<p>The consultant firm will conduct an independent salary survey and draft a new remuneration policy framework to be used by the Programme Management Units (PMUs) and their Sub Recipients (SR) in line with the prevailing local market rates for similar work of comparable quality, complexity and difficulty.</p> <p>Please refer to the Annex 3: Terms of Reference for detailed explanation on required services.</p>
List and Description of Expected Outputs to be Delivered	Reports that meets the requirements of the Annex 3: Terms of Reference
Person to Supervise the Work/Performance of the Service Provider	UNDP Technical Assistance (TA) Team Leader and UNDP HR Coordinator.
Frequency of Reporting	Refer to the Annex 3: Terms of Reference
Progress Reporting Requirements	Inception Report - 7 days following the signing of the contract
Location of work	<input checked="" type="checkbox"/> Indonesia's Ministry of Health Office, Directorate General of prevention and disease control <input checked="" type="checkbox"/> UNDP office for various meetings, clarifications and status update <input checked="" type="checkbox"/> Consultant firm's work location, if required, for technical works specifically indicated in the proposal
Expected duration of work	The duration of the assignment shall not exceed 60 days from the date of contract signature.
Target start date	The project is expected to be started by March, 2020.
Latest completion date	The project shall be completed by end of May 2020, indicating that all expected deliverables has been delivered upon satisfactory result, and final report accepted.

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Travels Expected	During the project, the consultant firm will conduct all the activities in assigned work locations within DKI Jakarta area, Indonesia. None travel out of working location is expected.
Special Security Requirements	N/A
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	None
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> US Dollars for international consultant, <input checked="" type="checkbox"/> Indonesian rupiah for local consultant.
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes.
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted

² VAT exemption status varies from one country to another. Please check whatever is applicable to the UNDP CO/BU requiring the service.

Payment Terms ³	The consultant firm will only be paid based on the payment term as specified below:			
	No	Deliverables	Timelines	Payment (%)
	1	Inception report	7 calendar days following the signing of the contract	10%
	2	Draft ATM programme remuneration policy framework	45 calendar days following the signing of the contract	30%
	3	Final ATM programme remuneration policy framework	60 calendar days following the signing of the contract	60%
Person(s) to review /inspect/ approve outputs/completed services and authorize the disbursement of payment	UNDP TA Team Leader and the Programme Manager will be responsible for the review of outputs and authorization of payments.			
Type of Contract to be Signed	<input checked="" type="checkbox"/> Professional service contract			
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.			
Criteria for the Assessment of Proposal	Technical Proposal (70%)			
	Section 1: Expertise of the Firm (30% of total Technical Evaluation)			Points Obtainable
	1.1 Legal registration to conduct management/HR related consulting, general organizational capability as full services consultant firm, including organization structure, nature of HR service offered includes salary survey, change management. Recruitment, and policy drafting			10
	1.2 Minimum of five (5) years proven track record in conducting similar projects in Indonesia or South East Asia region. The firm should provide full details of at least three past similar project/assignment conducted covering salary survey and benchmarking, and remuneration and performance management related policy drafting. The list should indicate description of contract scope, contract duration, contract			20

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

	Total Section 1	30
	Section 2: Methodology, Approach and Implementation Plan (45% of total Technical Evaluation)	Points Obtainable
	2.1 Detailed understanding and response to the scope of work. project approach is well defined by describing important aspects of the task including tools, processes and methodologies to be applied based on appropriate conceptual frameworks that guarantees robust salary survey and high-quality remuneration policy framework drafting.	20
	2.2 Detailed work plan with scope of task and implementation plan correspond to the TOR and the sequence of activities are explained, logically planned, realistic and promises an efficient timely completion of the assignment.	5
	2.3 Proof of availability of database of potential comparator organizations that mirrors the criteria in the ToR: Indonesia Public sector organizations with contract/project staffing modality, Non-Governmental/development organizations, and the private sector. A written commitment to provide the same and to ensure successful delivery of the assignment.	20
	Total Section 2	45
	Section 3: Management Structure and Key Personnel (25% of total Technical Evaluation)	Points Obtainable
	3.1 Qualification of Team Leader (1 person): <ul style="list-style-type: none"> • Minimum of Bachelor's degree and valid post graduate HR certification or qualification • Minimum of 7 years' experience as a Team leader in conducting client driven salary surveys and personnel remuneration performance related policies drafting: <i>Include CV and full description of similar projects done</i> • Fluency in professional written and spoken English and Bahasa Indonesia. 	10
	3.2 Qualification of Senior Consultants (minimum 2 person): <ul style="list-style-type: none"> • Minimum of Bachelor's degree and valid post graduate HR certification or qualification • Minimum of 5 years' experience as a senior expert in conducting client driven salary surveys and personnel remuneration performance related policies drafting: <i>Include CV and full description of similar projects done.</i> • Fluency in professional written and spoken English and Bahasa Indonesia 	10
	3.3 Qualification of Junior consultants (minimum 1 persons): <ul style="list-style-type: none"> • Minimum of Bachelor's degree and valid post graduate HR certification or qualification • Minimum of 3 years' experience as a consultant conducting client driven salary surveys and personnel remuneration performance related policies drafting: <i>Include CV and full description of similar projects done.</i> 	5

	<ul style="list-style-type: none"> • Fluency in professional written and spoken English and Bahasa Indonesia 	
	Total Section 3	25
	<p><i>NOTE: only bidder(s) who obtain minimum of 70 points will qualify for financial proposal evaluation</i></p> <p><u>Financial Proposal (30%)</u> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>	
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider	
Contract General Terms and Conditions ⁴	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html	
Annexes to this RFP ⁵	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed TOR (Annex 3) <input checked="" type="checkbox"/> Job Mapping List (Annex 4) <input type="checkbox"/> Others ⁶	
Contact Person for Inquiries (Written inquiries only) ⁷	<p><i>Feby Utari / Yusef Millah</i> <i>feby.utari@undp.org; yusef.millah@undp.org</i> Procurement Unit</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>	
Other Information	<ul style="list-style-type: none"> ▪ Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ Max. File Size per transmission: N/A 	

⁴ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁵ Where the information is available in the web, a URL for the information may simply be provided.

⁶ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

⁷ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁸

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁹)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) *Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) *Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc.;*
- d) *Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references;*
- e) *Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) *Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

⁸ This serves as a guide to the Service Provider in preparing the Proposal.

⁹ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

C. **Qualifications of Key Personnel**

If required by the RFP, the Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. **Cost Breakdown per Deliverable***

No	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Inception report	10%	
2	Draft ATM programme remuneration policy framework	30%	
3	Final ATM programme remuneration policy framework	60%	
	Total	100%	

**This shall be the basis of the payment tranches*

E. **Cost Breakdown by Cost Component**

Table 1. Professional Services Fee Based on Activity & Deliverables

Project Activities & Deliverables	Consultant Man-days			Total Amount
	Team Leader	Expert Consultant	Support Team	
	(USD/IDR)	(USD/IDR)	(USD/IDR)	
Total Man-days				
Total Professional Fee				

Table 2. Breakdown of Other Cost

Cost Description	Unit	Unit Price	Quantity	Total Amount
1. Travelling related cost				
2. Others (please specify)				
Total				

*[Name and Signature of the Service Provider's
Authorized Person]
[Designation]
[Date]*

TERMS OF REFERENCE

Salary survey and development of a new market-based remuneration framework for Indonesia's Ministry of Health – Global Fund Programme

1. BACKGROUND

The United Nations Development Programme (UNDP) is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life, as envisaged by 2030 Agenda for Sustainable Development. We are on the ground in more than 170 countries and territories, working with governments and people on their solutions to global and national development challenges to help empower lives and build resilient nations. UNDP is a founding co-sponsor of the Joint UN Programme on HIV/AIDS (UNAIDS), a partner of The Global Fund to fight AIDS, TB and Malaria (GF), and a co-sponsor of several other international health partnerships. Since 2003, The Global Fund has provided grant funds to the Government of Indonesia in the amount of US\$ 910 million to fight HIV/AIDS, Tuberculosis (TB) and Malaria, as well to strengthen country health systems. As of January 2020, there are six active grants in the current implementation period (2018-2020) with a total budget of US\$ 264 million. The Ministry of Health (MOH) through its Directorate General of Disease Control is the Principal Recipient (PR) for the Global Fund's HIV/AIDS, TB, and malaria grants, with a total budget of US\$ 208 million (2018-2020). The MOH's Global Fund programme is institutionalised along three Programme Implementation Units (PMUs): HIV/AIDS, TB, and Malaria with each PMU having independent staff and implementing own budget and activities. Further, the three PMUs all based at the national level works with at least 119 district-based entities called Sub-recipients (SRs). The SRs supports the implementation of grants and achievement of programme results at the district and provincial levels. Since 2007, UNDP has partnered with the Ministry of Health of Indonesia to provide Technical assistance to the Ministry aimed at supporting successful implementation of The Global Fund grants in the country. Among the critical components of the partnership between UNDP and the Ministry is towards supporting and strengthening HR systems for the programme.

Currently, The Global Fund funded programme staff establishment at the Ministry-PMUs averages a total of 130 personnel at the national office level, and about 792 personnel at the SR's level bringing the entire staff establishment to 922. The 130 staff establishment at the three PMUs is structured along 50 job titles (positions) at the national level who are based in Jakarta, while the SRs staff establishment at the districts is currently based on 45 job titles. In total there are 95 job titles /positions at the PMU and SRs level categorised as follows: Senior Management: 4%, Management: 12%, staff: 65%, Junior staff: 14%, and the rest being in helper positions.

Against this backdrop, UNDP seeks the services of a HR consulting firm to conduct a market-based salary and remunerations survey that is aligned to staff job description/positions at the ministry's Global Fund programme, and to develop a new grade based-salary/ remuneration framework that also factors performance management based on the survey conducted.

2. OBJECTIVES OF THE HR CONSULTANCY

The objective of this HR consultancy is to conduct a salary survey and develop a new evidence-based remuneration policy framework that:

- 2.1. Ensures both internal and external remuneration equity in the programme;
- 2.2. Is grade/scale based;
- 2.3. Factors performance system as well as budget constraints;
- 2.4. Comprehensively addresses any potential risks of noncompliance with government minimum wages at national and regional/districts level; and
- 2.5. Factors tax and other deductible statutory payroll costs in a sustainable way;
- 2.6. Includes a concise budget impact of the proposed structure for the next 3 to 5 years

3. CONSULTANT'S SCOPE OF WORK

Under the direct supervision of the UNDP TA HR Coordinator and the UNDP TA Team Leader the consulting firm will conduct an independent salary survey and draft a new remuneration policy framework to be used by the PMUs and their SRs in line with the prevailing local market rates for similar work of comparable quality, complexity and difficulty. Specifically, the selected firm is expected to carry out the following:

- 3.1. Review the existing PMUs and related SRs documentation that guides remuneration including organization structure; newly developed job descriptions and mappings; HR policies and procedures, Global Fund Guidelines, budgets, and payroll data to gain understanding of the current state of affairs.
- 3.2. Based on the current job mappings, review the current salary and remuneration system in place and assess the same against best practices in consideration of internal equity and consistency within and across each of the three programmes. This process should identify exceptions if any and provide recommendations which should be included as policy notes in the new remuneration framework aimed at standardisation elimination of material inconsistencies.
- 3.3. In collaboration with UNDP TA team, lead the identification process of comparator organisations to be surveyed. This should entail the identification of at least 9 (nine) comparator organizations which should be included in the survey. The Comparator organisations should include: At least 2 (two) Global Fund Principal Recipients in Indonesia, 3 (three) international donor funded programmes in Indonesia, 2 (two) project/contract-based hiring models in government settings, and 2 (two) private companies. Comparators nominated by consultant must fall under this category:
 - a) Have systematic pay policies with clear system of job evaluation or a structure by which jobs are ranked;
 - b) Be located within commuting distance of the duty station so as to ensure that the comparators surveyed are of true reflection of the local conditions at the duty station. If an employer has multiple sites in the locality that follow the same personnel policies, all staff at those sites should be considered in the data analysis;
 - c) Have been established in the locality for about five years prior to the survey to ensure that their salaries are not temporarily pegged at an artificially high level against the market;
 - d) Preferably, but not mandatory to have a minimum 3 number of job holders in relatively similar benchmarked jobs and positions.

The selected organisations must be approved by UNDP TA Team prior to commencement of the exercise.

- 3.4 The firm is expected to carry out an evidence-based salary survey, collecting the following minimum information from each of the comparators:
- Job descriptions of the positions similar to those identified in the PMU and SR policy manuals/staff contracts and submissions from UNDP team and the ministry;
 - Contractual terms and conditions particularly in relation to contracting durations, and performance management;
 - As much as possible, match existing PMU's components with those of comparator organizations to facilitate an accurate determination of salary levels for various positions and job groups (families); The job matching should be conducted based on the following four major elements:
 - (a) Structure: a detailed organization structure of the employer at all levels of responsibility for each occupational group, including levels both above and below those represented in the survey job descriptions;
 - (b) Content: a specification of grade-determining content for each level in the comparator's structure and the relationships between jobs in the hierarchy.
 - (c) Identification of jobs and levels of the comparable functions of the common system survey job descriptions;
 - (d) Progression: the occupational progression within the comparator's structure. Identification of experience and training requirements as well as performance management standards applied;
 - (e) Qualifications: identification of the educational requirements for each level of responsibility
 - Collect and analyse the salary structures and associated benefits (total salary, allowances and benefits package both monetary and non-monetary) of the selected comparators organizations for current/comparable Job descriptions;
 - Collect data on periodic/annual salary review arrangements and policies of the comparator entities;
 - Summary of information on the working hours, comparator employer- size, number of employees and annual total payroll costs for the last five years;
 - Personnel grading/salary class system applied by the comparator Leave. Social Security, Pension Provision and any other bench marking information deemed necessary.
 - Any supporting documentation, such as job descriptions, salary schedules and benefit plans, should, if possible, be obtained from the comparators
- 3.5 Following the survey, the firm should carry out data analysis and model a standard/ market-based personnel grading system with different scenario options that separately factors the diverse nature of the programme contracting modality. Two best staff grading options should be recommended including their strengths and weaknesses must be included in the draft remuneration framework report for discussions and agreement prior to finalisations and conclusion in the final proposed remuneration policy framework report.
- 3.6 Following the survey, the firm should analyse the data and model a standard/ market-based remuneration/salary structure and include the same in the new remuneration framework factoring new pay scales, salary step mechanism within the employee's grade level, grading and benefit entitlements for each position at the PMU and SRs level.

- 3.7 Based on the market-based salary structure, the firm should provide implementation plan factoring budget availability and constraint in a way that accommodate gradual salary increase and adjustment and its budget implication in achieving the desired target market.
- 3.8 Following the survey and review of the current performance management practices and documentation, the firm should hold discussions with MOH Directors, Country Coordinating Mechanism (CCM), The Global Fund, senior management, UNDP team, and managers on broader institutional/programme and staff performance objectives and expectations. The output should be documented and should inform the development of concise performance management guidelines which at a minimum should factor the following at the PMU and Institutional performance goals/objectives- Not less than 10, Departmental KPIs- Not less than 10, mandatory semi-annual staff performance guidelines including KPIs which should all be included in the new remuneration framework. The objective is to have a performance-based reward system that is linked to the proposed new market-based salary structure.
- 3.9 The performance management guideline should factor reward and sanction including non-recurrent performance rewards/incentive options that may be explored by the ministry to reward consistently high performing staff at the discretion of the ministry and the Global Fund according to the budget.

4. EXPECTED KEY DELIVERABLES

- 4.1. Inception report, one week after signing the contract, The inception report should provide in details how the firm intends to carry out the work including the refined timelines, methods of output and questionnaire template that the firm intends to use to collect the data; a full list of the comparator organisations and rationale of selection; Project plan with key outputs within agreed project timeline, including how the consultant will perform the work, list of required resources and support needed to effectively deliver the expected deliverables.
- 4.2. Draft remuneration framework addressing all aspects of the ToR (the report must be in English).
- 4.3. Final remuneration framework addressing all aspects of the ToR including comments from UNDP (original report in English and translated copy in Bahasa Indonesia). At a minimum, draft and final remuneration policy framework should consist of:
 - The Executive summary outlining all aspects of the assignment including details of comparators, methods applied, findings, and recommended grading, salary, and performance management aspects
 - Scope and objective of the assignment as per the ToR
 - Methodology- Detailing methods applied in conducting the assignment including surveys and data analysis as well as constraints
 - Findings and recommendations: This section should be detailed enough and should include:
 - a. Strengths/what works in the current salary structure and weaknesses/what does not work well;
 - b. Results from the survey: Personnel grading system, salary structures including analysis;
 - c. Proposed/remodelled new comprehensive remuneration policy that includes: Personnel grading Salary structure, and performance management guidelines to ensure external competitiveness and maintain internal equity. The recommendations should be accompanied with clear justifications and, analysis;
 - d. Budget impact assessment for the new proposed remuneration policy for the next three to six years assuming the current staffing establishment.

- Annexes to the report- Data collection tool and working documents.
- List of persons met
- References

4.4. The final report should also be summarised into power point presentation in English, and in Bahasa Indonesia and shall be presented to both UNDP and MoH leadership

5. EXPECTED DURATION OF ASSIGNMENT

The duration of the assignment shall not exceed 60 days from the date of contract signature.

Job Mapping GF-ATM by Job Level

Job Level	Job Position	Location Unit	Total
Senior Management	Technical Advisor - TB & HIV	PR	4
	PMU Coordinator	PR	
	PDPI - Deputy Operation Director	SR Central	
	PDPI - Deputy Technical Director	SR Central	
Middle Management	Finance & Accounting Coordinator	PR	11
	Logistics Coordinator	PR	
	Monitoring & Evaluation Coordinator	PR	
	Admin & HR Coordinator	PR	
	Admin Coordinator	PR	
	PDPI - Project Manager -CF	SR Central	
	PDPI - Head of Finance & Admin	SR Central	
	PDPI - HR Coordinator	SR Central	
	ADINKES - Program Manager	SR Central	
	IPPI - National Coordinator	SR Central	
	IPPI - Finance Manager	SR Central	
Senior Staff	Senior Logistics Staff	PR	13
	Senior Internal Controller	PR	
	Senior Planner	PR	
	Senior Data Analysis Staff	PR	
	Senior Project Administrator	PR	
	Senior Admin Staff	PR	
	Senior Administrator	SR Provincial	
	Provincial Project Officer	SR Provincial	
	PDPI - Project Officer	SR Central	
	PDPI - Finance Officer	SR Central	
	PDPI - Senior Technical Officer	SR Central	
	Direktorat Kesehatan Keluarga - Provincial Project Officer	SR Central	
	PKVHI - Web Manager	SR Central	
Staff	Internal Controller	PR	49
	Finance Administration	PR	
	Logistic Staff	PR	
	Warehouse Staff	PR	
	Fixed Asset Management Staff	PR	
	Medicine Planning Staff	PR	
	Medicine Monitoring Staff	PR	
	Decentralization Staff	PR	
	Planner	PR	

Job Level	Job Position	Location Unit	Total
	Data Analyst	PR	
	M&E Staff	PR	
	SITT Staff	PR	
	Staff P, M&E - ME Partnership	PR	
	Staff P, M&E - ME for BTKL Coordination	PR	
	HR Staff	PR	
	HR & Training Staff	PR	
	Recruitment Staff	PR	
	Admin Staff	PR	
	IT Staff	PR	
	ACSM	PR	
	PMDT	PR	
	Lab	PR	
	Operational Research	PR	
	PPM	PR	
	TB HIV	PR	
	TB Workplace	PR	
	TB Children	PR	
	Finance Administration	SR Provincial	
	Monitoring and Evaluation Staff / BPP	SR Provincial	
	Data Officer	SR Provincial	
	Administrator	SR Provincial	
	Technical Officer PMDT	SR Provincial	
	Technical Officer	SR Provincial	
	Pharmacovigilance	SR Provincial	
	Ditjenpas - Finance Administrator	SR Central	
	Ditjenpas - Monitoring & Evaluasi Staff	SR Central	
	ADINKES - Finance Staff	SR Central	
	ADINKES - Administration Staff	SR Central	
	Direktorat Kesehatan Keluarga - Bendahara Pembantu Pengeluaran	SR Central	
	PDPI - M&E Officer	SR Central	
	PDPI - Data Analyst	SR Central	
	PDPI - Admin Officer	SR Central	
	PDPI - ICT Officer	SR Central	
	PDPI - Technical Officer	SR Central	
	PKVHI - Sekretaris	SR Central	
	Administration Staff	SR Central	
	Finance Staff	SSR	
	Administration Staff	SSR	
	Monitoring and Evaluation Staff	SSR	
Junior Staff	Junior Admin Staff	PR	13

Job Level	Job Position	Location Unit	Total
	Junior Financial Admin	PR	
	Cashier	PR	
	IT/Prog Finance	PR	
	Junior Planner	PR	
	Junior Project Admin	PR	
	Junior Adm	SR Provincial	
	Asisten Finance Administrator	SR Provincial	
	PDPI - Field Assistant	SR Central	
	PDPI - Project Assistant	SR Central	
	PDPI - Finance Assistant	SR Central	
	Ditjenpas - Ass. Finance Administrator	SR Central	
	PKVHI - Data Entri	SR Central	
Helper	Office Assistant	PR	5
	Driver	PR	
	Courier	PR	
	Office Boy	PR	
	Kios Atmajaya - Asisten Kantor	SR Central	

Abbreviation:

PR	= Principal Recipient
SR	= Sub-Recipient
TB	= Tuberculosis Component
HIV	= Human Immunodeficiency Virus Component
PMU	= Project Management Unit
PDPI	= Perhimpunan Dokter Paru Indonesia (Indonesian Society of Respiriology)
IPPI	= Ikatan Perempuan Positiv Indonesia (Indonesian Coalition of Positive Women)
PKVHI	= Perhimpunan Konselor VCT HIV Indonesia (Association of Indonesia VCT HIV)
Ditjenpas	= Direktorat Jendral Perasyarakatan (General Directorate of Prison Management)
ADINKES	= Asosiasi Dinas Kesehatan (Association of Indonesia Local Health Offices)
BTKL	= Balai Teknik Kesehatan Lingkungan (Technical Center for Public Health)
SITT	= Sistem Informasi Tuberculosis Terpadu (Information System of Integrated TB)
ACSM	= Advocacy Communication Social Mobilization
PMDT	= Programmatic Management of Drugs Resistance
PPM	= Programmatic Planning Management
M&E	= Monitoring & Evaluation