

Terms of Reference

National Senior Adviser (Institutional)

National/DFAT Remuneration Framework:¹	Discipline Group C, Job Level 4
Counterparts:	CMEA, Kartu Prakerja PMO, Executive Office of the President
Work Location:	Jakarta, Indonesia
Reports to:	Senior Economist (Labour and Skills Lead)
Duration of inputs:	72 inputs days, from June to December 2022
Activity Budget:	BT1.2

Summary of Expertise Required

The role of the National Senior Adviser (Institutional) is to support Prospera's work on promoting more efficient labour market by strengthening the institutional arrangements of the Kartu Prakerja Program to deliver its objective in supporting skills development and skills-jobs match.

The Adviser is tasked to undertake strategic review of the current institutional arrangements and political-economy analysis of Kartu Prakerja program. The Adviser is also expected to assess international best practices of the institutional set ups and governance of similar programs. Based on these, the Adviser will identify strengths and gaps in the current institutional arrangements and develop recommendations on the required changes for the long-term program's design and institutional set up. The Adviser also needs to come up with the implementable steps for the program's transition to its permanent institutional set up to further enhance skills development ecosystem in Indonesia while ensuring the program's effectiveness and sustainability. In conducting the work, the Adviser will work together with the International Adviser to draw on international experiences and best practices and in coming up with the recommendations and a clear transition plan with implementable steps.

The Adviser needs to have excellent understanding of Indonesia's public sector institutional arrangements, the political economy of various skills development programs, policymaking, and implementation of government assistance programs. He/She is expected to design, plan, and execute the necessary approach needed to

¹ To be negotiated with the preferred candidate based on skills and experience and within funding limits.

complete the task. The Adviser is expected to build and maintain effective communication with Prospera, CMEA, Kartu Prakerja Project Management Office (PMO), Executive Office of the President, Ministry of Finance, National Development Planning Agency (Bappenas), industries and other stakeholders during the assignment.

Background to Role

Kartu Prakerja Program was launched in April 2020 and given the timing of its launch (at the start of a pandemic), it started as a fully online skills development program while also doubling as a semi-social protection program to help people to navigate the adverse impact of Covid-19 pandemic. The benefit during the pandemic consists one-off training voucher and direct cash transfer, the latter at a considerable share. The program works as on-demand application system, people who need the benefit will have to submit applications. Alatas et. Al (2021) find that the program has positive impacts on employment, food security, use of financial instrument, and certification usage for job application. This study adds to other recorded achievements of the program such as its distribution effects given the nationwide coverage, and greater involvement of private sector in the skills development and financial inclusion ecosystems.

As Indonesia transitions from the pandemic to endemic phase, work is underway to prepare the Kartu Prakerja Program to transition into its original mandate of a skills development program. Such a transition will involve both transition in design and in institutional arrangements. This project focuses on the latter., specifically to provide recommendations on its permanent institutional set up and the steps to be taken for the transition. Doing so would require supporting inputs from a strategic assessment of the current institutional set up against the current and future design of the Program, as well as a review of best practices of other similar program including international experiences.

Scope of Services

The position is required to:

- Conduct a strategic review of the current institutional set up of the Kartu Prakerja Program.
- Conduct a diagnostic of the current institutional arrangement of other skills programs in Indonesia. It should include the design, organizational structure, institutional arrangements and governance, partner and stakeholder relationships, leadership, staffing, and other organizational traits.
- Assess the possibility of implementing best practices of similar programs in other countries in Indonesia, taking note of Indonesia's political economy and governance characteristics.

- Based on the above, develop recommendations on the future institutional set up for the Prakerja Program on a sustainable basis, including the necessary regulatory framework.
- Provide evidence-based policy research and political-economy analysis on the challenges and enabling factors for the Prakerja's program transition to a more permanent scheme.
- Develop a work plan with realistic outcomes and milestones to benchmark progress and monitor the transition of the Program into new institutional set up towards the given objective.

The Adviser will be working together with an International Institutional Adviser on doing the relevant works as described above.

Outputs/Deliverables

The Adviser will work closely with Coordinating Ministry of Economic Affairs, Kartu Prakerja PMO, Executive Office of the President, and Prospera Team. The assignment also requires research, interviews, desk study, and presentation to various parties to seek feedback and refine the recommendation and analysis as well as to build consensus among stakeholders.

The due date of the deliverables over the term of the contract to the satisfaction of the Senior Adviser/Economist (Labour and Skills Lead), are as follows:

Outputs	Activity
Output 1	Work plan and timetable for activity (after 5 input days)
Output 2	Draft report and presentation (material and delivery) to various stakeholders (Prospera, PMO, CMEA, and others) on the recommendations for the optimal long-term program's design and institutional set up (after 35 input days)
Output 3	Final report including details on the recommendations and how the recommendations are to be achieved (after 65 input days).
Output 4	Input completion report (ICR) in a format supplied by Prospera and approved by the Senior Economist (Labor and Skills Lead) at the completion of the assignment.

In addition to these formal deliverables, the position is expected to regularly communicate with the Prospera Practice Areas on progress and seek input where required.

Selection Criteria – Qualifications and Experience

The candidate will possess strong qualifications and experience to support (technical area) and advising implementable road map recommendation, including:

- Postgraduate qualification in Public Administration, organizational and development, change management or related fields
- A minimum of 10 years' relevant experience or equivalent combination of years and experience.
- High-level experience in developing strategic and high policy impact recommendations that have contributed to improved government performance and public service delivery.
- Demonstrated ability to conduct research: design, development, delivery, and evaluation of ideal organization set up.
- Ability to communicate effectively with a broad range of internal and external stakeholders, including senior government officials.
- Ability to prepare concise reports and effective presentations.
- Excellent communications skills, including networking and relationship skills and a good command of written communication both in Bahasa and English.

Overview of Prospera

Prospera is a partnership between the Government of Australia's Department of Foreign Affairs and Trade and the Government of Indonesia's Coordinating Ministry for Economic Affairs. It aims to foster strong, sustainable, and inclusive economic growth in Indonesia.

Commencing from 1 March 2018, Prospera is a planned five-year investment. The program combines advisers who have extensive knowledge of Indonesia with those who have experience in the Australian public service or emerging markets.

Prospera aims to achieve three outcomes:

- Expanding markets, creating jobs – including building a robust private sector through a sound enabling environment; Growing jobs, capital and technology through trade and investment
- Safeguarding economic and financial stability – including ensuring a strong foundation for growth through balanced macro-financial policy; strengthening financial system integrity through supervision and literacy
- Improving public finances and government performance – including more revenue and better spending through improved policy and systems; improved government performance through data and public integrity bodies

The role of the Policy and Strategy Unit (PSU) is to lead strategic initiatives for the Executive Team, to ensure quality assurance of policy products, and source contributions from across the Prospera's portfolio to deliver greater impact. The Unit is comprised of a Lead, several Economists or Policy Analysts and a Project Officer. The scope of work is as follows:

- **Strategic initiatives:** Lead significant cross-team projects on behalf of the Executive Team, leveraging strong understanding of activities delivered across Prospera's work program. Facilitate strong collaboration between inter-disciplinary teams.
- **Quality assurance:** Undertake expert policy review, ensuring Prospera provides high quality and consistent advice particularly to Senior Officials and Ministers. Identify and address any systematic quality issues through tools and guidance for Prospera teams.
- **Future-focus:** Scan and identify opportunities for Prospera to provide high-level policy impact. Collect evidence of policy trends, global developments, and emerging market practice.

The PSU will report to the Director also work closely with the Deputies in performing the scope of work. The PSU team will be policy entrepreneurs, seeking new solutions to issues and take an enterprise perspective to ensure the span of Prospera's expertise is available to address policy problems. The PSU team will have strong networks with Prospera teams and be agile at problem-solving, distilling evidence and communicating policy reforms.

The following standard requirements apply for all Prospera team members:

<p>Confidentiality</p> <p>Due to the sensitivity of much of the information the position will encounter, there is an obligation, pursuant to the contract of engagement to maintain full confidentiality of information and to not disclose this to third parties without the express written approval of PROSPERA. In some cases, a separate confidentiality agreement may be required authorising the review of sensitive material.</p>	<p>Conflict of Interest</p> <p>The team member will use her/his best endeavours to ensure that a situation does not arise which may result in a conflict of interest. Where a conflict of interest or a potential conflict of interest arises in the performance of the obligations under this Terms of Reference, the team member must immediately notify the Chief of Operations</p>
<p>Knowledge and Performance</p> <p>The team member will support PROSPERA's Knowledge and Performance team through reporting and communication products for knowledge capture and learning purposes. The team member will also support monitoring and evaluation through the supply of high-quality data, participation in data collection methods and case studies that may arise from the inputs.</p>	<p>Diversity and Inclusion</p> <p>PROSPERA recognises the importance of embracing workplace diversity, specifically valuing the unique qualities, attributes, skills, and experience all employees bring to the workplace. PROSPERA is committed to supporting a positive work environment based on respect. These values should be reflected in the function and behaviour of all team members.</p>
<p>Code of Conduct</p> <p>The team member is to conduct themselves in a manner consistent with the <i>Public Service Act 1999</i> (Cth), (including the Australian Public Service Values and Employment Principles, and Code of Conduct) and the employer's professional standards.</p>	<p>Policy Compliance</p> <p>The team member will work within Department of Foreign Affairs and Trade policy and PROSPERA guidelines on gender, child protection, poverty, the environment, human rights, and governance</p>