



**MINISTRY OF FINANCE OF THE REPUBLIC OF INDONESIA**  
**TIM PUBLIC FINANCIAL MANAGEMENT**  
**MULTI DONOR TRUST FUND**

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**REPUBLIK INDONESIA**  
**KEMENTERIAN KEUANGAN**  
**PUBLIC FINANCIAL MANAGEMENT – MULTI DONOR TRUST FUND – PHASE II**

**Consultancy Services for Developing Procurement Center of Excellence in  
Ministry of Finance**

Kementerian Keuangan telah menerima bantuan hibah dari Bank Dunia, untuk melaksanakan bantuan modernisasi pengadaan jasa konsultan untuk Pengembangan Pusat Unggulan Pengadaan di Kementerian Keuangan.

Bantuan teknis pengembangan Pengembangan Pusat Unggulan Pengadaan di Kementerian Keuangan dimaksud akan meliputi:

**A. Ruang lingkup pekerjaan, antara lain:**

1. Melakukan persiapan work plan activities, timetable dan deliverables;
2. Menganalisis data primer dan sekunder untuk temuan dan rekomendasi;
3. Menyusun strategi untuk mencapai Pusat Unggulan Pengadaan di Kementerian Keuangan
4. Menyusun 3 (Tiga) naskah akademis tentang Pengadaan di Kementerian Keuangan terkait:
  - a. Kelembagaan Pengadaan
  - b. Sumber Daya Manusia
  - c. Proses Bisnis
5. Melakukan *Forum Group Discussion*, *Workshop*, dan *Internalisasi* yang akan diselenggarakan oleh Biro Manajemen Barang Milik Negara dan Pengadaan;
6. Mendampingi Biro Manajemen Barang Milik Negara dan Pengadaan selama masa penugasan dalam pelaksanaan rekomendasi yang ada pada strategi dan naskah akademis;
7. Membuat dan menyampaikan laporan akhir terkait dengan konsultasi untuk mengembangkan Pusat Keunggulan Pengadaan Barang/ Jasa di Kementerian Keuangan;

**B. Penyedia merupakan konsultan perorangan, dengan kualifikasi sebagai berikut:**

1. Telah menempuh pendidikan min. S2 di bidang ekonomi, administrasi publik atau bidang sejenis;
2. Memiliki pengalaman kerja dalam berbagai aspek pengadaan paling kurang 8 (delapan) tahun, lebih diutamakan pengalaman dengan berbagai negara mulai dari negara berkembang hingga negara maju, negara yang memiliki best practice pengadaan;
3. Berpengalaman luas berinteraksi dengan pejabat sektor publik di tingkat manajemen

yang berbeda;

4. Berpengalaman dalam bidang pekerjaan di Indonesia yang terkait;
5. Memiliki kemampuan komunikasi lisan dan tulisan dengan baik dalam Bahasa Inggris; dan
6. Berpengalaman dalam proyek bantuan internasional di berbagai negara

#### **C. Periode pelaksanaan pekerjaan**

Konsultan akan melakukan penugasan dengan kontrak berbasis hasil untuk jangka waktu 4 (empat) bulan kalender yang dimulai pada bulan Oktober 2019 sampai dengan Februari 2020.

#### **D. Estimasi Biaya**

Paket Pekerjaan ini diperkirakan memerlukan biaya sesuai dengan Harga Perkiraan Sendiri sebesar Rp 360.400.000 (Tiga Ratus Enam Puluh Juta Empat Ratus Ribu Rupiah)

#### **E. Metode Seleksi**

Pengadaan konsultan dilakukan dengan metode seleksi konsultan individual secara kompetitif, dengan mengacu kepada Petunjuk Bank Dunia (Guidelines: Selection and Employment of Consultants under IBRD Loan and IDA Credits and Grants by World Bank Borrowers) bulan Januari sebagaimana revisi terakhir bulan Juli 2014

Sehubungan dengan hal tersebut, Kementerian Keuangan mengundang konsultan individual untuk dapat menyampaikan surat pernyataan berminat (expression of interest) dalam bahasa Inggris, dengan melampirkan Curriculum Vitae (CV) disertai dengan pengalaman dalam pekerjaan sejenis.

Penyampaian surat pernyataan berminat dan dokumen pendukung lainnya serta permohonan informasi lebih lanjut (pada jam kerja) ditujukan kepada:

#### **Panitia Pengadaan Barang dan Jasa**

Kementerian Keuangan

Project Service Support Unit Public Financial Management – Multi Donor Trust Fund (PSSU PFM-MDTF)

Gedung Djuanda II Lantai 18

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**Surat pernyataan berminat dan dokumen pendukung lainnya harus diterima di meja/email panitia paling lambat pukul 17.00 WIB, 25 Oktober 2019**

## Lampiran

### **Public Financial Management Multi-Donor Trust Fund II Component V**

#### **Terms of Reference Consultancy Services for Developing Procurement Center of Excellence in Ministry of Finance**

#### **Background**

1. In the early years of the implementation of reforms in the area of public financial management (PFM) and revenue administration, the Government of Indonesia (GOI), through the Ministry of Finance (MOF) received funding from several donor countries to support the implementation of the government's PFM reform agenda. The funds contributed by the initial donors consisting of the European Union (EU) and the Government of the Netherlands were pooled in a trust fund referred to as the *Public Financial Management Multi-Donor Trust (PFM MDTF)*, under the management of the World Bank. Currently, we are in phase II of PFM MDTF, which has received funding support from the EU, the Government of Canada, and the Government of Switzerland.

2. During the Policy Advisory Committee (PAC) meeting on June 16, 2017, the Minister of Finance proposed and the PAC agreed to narrow down the focus of activities into four (4) Priority Areas (programmatic themes) for the remaining life of PFM MDTF II as follows:

PRIORITY AREA	Components Covered
1. Improving Tax Administration	Component VI
2. Promoting Budget Efficiency	Components II, III, IV, V
3. Improving subnational transfers	Component VII
4. Supporting more strategic management of PFM across units in the Finance Ministry	Components I and VIII

3. Component V calls for "Enhanced compliance and value-for-money in budget spending." The Updated Medium-Term Strategy Note highlighted the need to "... interface the procurement system with SPAN to achieve the full benefits from an Integrated Financial Management Information System". However, integrating the e-procurement system with SPAN in its current state, with all its shortcomings and inefficiencies will not be a cost-efficient thing to do. There is a need to improve the procurement business process and the e-procurement system before full integration can take place.

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<sup>1</sup> In addition to GOI and NGO implementing agencies, the World Bank also performs PFM MDTF funded activities.

4. Procurement is a strategic function that is closely linked with prudent fiscal policy, budgeting performance, quality spending, and "value for money" goods and services, and involves various risks, including financial and legal risks.
5. The Ministry of Finance is among the top 10 (ten) Ministries that annually receive the most significant allocation from the State Budget (APBN). The Fiscal Year 2017 allocation is 42.95 trillion up to IDR 0.88 trillion or a decrease of 0.88% compared to the 2016 APBN allocation. Of the total budget allocation, IDR 25 trillion or 58.4% represents the goods and capital expenditure budget, which was implemented through procurement.
6. MoF launched its Organizational Transformation Program (KMK 36/KMK.01/2014), to improve the effective execution of tasks, organizational performance, and an output-based-accountability culture. The program was to be accomplished through the implementation of 87 strategic initiatives. Recently, under the leadership of the current Minister of Finance, these 87 initiatives have been refined to 20 initiatives.
7. As proposed in the Transformation Blueprint (KMK 36/KMK.01/2014) and PMK 217/PMK.01/2018 as amended by PMK 87/PMK.01/2019 Concerning Organization and Working Procedure of Ministry of Finance, the *Pusat Layanan Pengadaan Secara Elektronik (PLPSE)* and *Biro Perlengkapan* were merged into *Biro Manajemen Barang Milik Negara dan Pengadaan (Biro Manajemen BMN dan Pengadaan)* or Bureau of State-Owned Asset and Procurement Management, effective on January 1, 2019. As proposed in the Institutional Transformation Blueprint, there is one transformation initiative that directly related to the *Biro Manajemen BMN dan Pengadaan*, namely, the strengthening of the procurement and asset management functions. Also, based on PMK 217/PMK.01/2018 as amended by PMK 87/PMK.01/2019 Article 150, *Biro Manajemen BMN dan Pengadaan* has the task of coordinating and carrying out the administration of State Property and the Procurement of Goods / Services, management of State Property and Goods / Services Procurement within the Ministry of Finance.
8. Presidential Regulation (Perpres) Number 16/2018 and derivative regulation mandate every ministry to have Unit Kerja Pengadaan Barang/Jasa (UKPBJ) or Procurement of Goods/Services Working Unit which now has merged as the procurement Center of Excellence that has five core functions as follows:
  - a. Goods / Services Procurement Management
  - b. Management of Electronic procurement services
  - c. Human Resources Development and Institutional Arrangement for Procurement of Goods / Services
  - d. Implementation of technical assistance, consultation and technical guidance of Procurement of Goods / Services
  - e. Application of Other Tasks given by the Minister / Institution Head / Regional Head relating to UKPBJ duties and functions
9. Based on KMK 558/KMK.01/2019 *Biro Manajemen BMN dan Pengadaan* is designated as UKPBJ in MoF; However, the role of UKPBJ still not running properly. Additionally, MoF is facing a challenge to create the best fit structure for MoF's UKPBJ that will be in charge of MoF's Procurement of Goods/Services.
10. LKPP has created a level of maturity standard of UKPBJ. Based on the assessment by LKPP, the level of maturity of the UKPBJ in Ministry of Finance is at level 3 (*pro-aktif*), from the maximum level that can be achieved that is level 5 (*unggul*). The assessment was conducted on 4 UKPBJ domains, namely the process domain, the institutional domain, the HR domain, and the information system domain. From each of these domains, several

indicators form the basis of valuation.

11. Additionally, MoF is facing challenges that can be divided into three significant aspects in order to achieve the maximum maturity level in UKPBJ, namely as follows:

- a. institutional arrangement:
  - (i) does not yet have a procurement organization structure that is the best fit for the Ministry of Finance
  - (ii) Bureau of State-Owned Asset and Procurement Management has been established as UKPBJ, but this is contrary to the organizational structure of bureau which may not have a UPT (*Unit Pelaksana Teknis*) in the region
  - (iii) The Ministry of Finance is a holding type ministry that has more than 839 spend units
  - (iv) a broad span of control from Sabang to Merauke
- b. Human Resources:
  - (i) The number of candidates for functional procurement officials (*Jabatan Fungsional Pengadaan*) positions that have been proposed is only based on the number of MoF's tenders. However, with the stipulation of Perpres 16/2018, Article 88 paragraph (1) mandates that the Procurement Officer (*pejabat pengadaan*) must be conducted by a Functional Procurement Official. As a result, the formation that has been proposed in the previous academic papers has not been able to meet the needs (although the number of tenders is getting smaller, the number of direct procurements up to 200 million Rupiah is still abundant).
  - (ii) Currently, MoF still doesn't have a proper position for Internal Advisory Unit (*Unit Pembina Internal*) within *Biro Manajemen BMN dan Pengadaan*.
- c. Business process:
  - (i) there is no practical guidance (SOP) for procurement planning, procurement transaction processing, and contract implementation.
  - (ii) there is no business system or process that can monitor and evaluate the application of the Procurement Performance in all spend units of the Ministry of Finance
  - (iii) there is no monitoring and evaluation system that can be used to provide modern robust data analytics

12. Considering all of the above concerns, the MOF believed that the technical assistance for Developing Procurement Center of Excellence in Ministry of Finance is needed to solve these problems.

### **Objective**

13. The objective of this technical assistance is to acquire a service from a Local Consultant who will assist the Ministry of Finance in developing Procurement Center of Excellence to further strengthen the procurement institution and processes within MOF. This consultancy will help define the desired state of the procurement system and processes at the MoF in short term period, recognize and systematically sequence the steps and actions needed to be done to move towards the desired goals.

### **Scope of Work**

14. This assistance should include the following but not limited to:

- a. preparation of a work plan outlining the planned activities, timetable, and deliverables for the whole technical assistance period.
- b. recommendations of strategies towards Procurement Center of Excellence in MoF that includes an action plan and timeline.

- c. recommendations of improvements for greater efficiency on the existing institutional arrangements for procurement management within MOF Proposing an organizational structure that is the best fit for the Ministry of Finance by considering the MoF's span of control and number of spend units across the nation.
- d. recommendation on the number of Procurement management formations that will occupy functional procurement official formation based on criteria established by Perpres 16/2018.
- e. recommendation on the practical guidance for procurement planning, procurement transaction processing, and contract implementation
- f. development of MOF's procurement monitoring and evaluation system to provide modern robust data analytics and measuring procurement performance
- g. conduct and facilitated at least one focused-group discussions, at least one workshop and at least one internalization that will be organized by *Biro Manajemen BMN dan Pengadaan* to present the draft strategy toward Procurement Center of Excellence in MoF and three academic papers that focused on institutional arrangement, human resources and business process to address procurement challenges in MoF as described in paragraph 11.
- h. update the strategy towards Procurement Center of Excellence in MoF and the three academic papers based on the result of FGD and Workshop. Perform consultative meetings with stakeholders to update/adjust the strategy towards Procurement Center of Excellence in MoF if needed.
- i. prepare and submit the final strategy in the implementation of procurement center of excellence in MoF, and three final academic papers as described in paragraph 14.
- j. work closely with officials with *Biro Manajemen BMN dan Pengadaan* who will implement the plans laid out in the procurement center of excellence in MoF to ensure adequate understanding and to facilitate the successful execution of the approved action plan.
- k. Assist *Biro Manajemen BMN dan Pengadaan* in implementing the proposed strategy towards Procurement Center of Excellence in MoF during technical assistance period.

### **Expected Deliverables from The Assignment**

15. The Consultant is expected to perform the services during the assignment period based on an output-based mechanism. Payment for the actual services is not made on the basis of acceptance to any of these expected deliverables. However, such payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations specified in this TOR.

- a) A **Detailed Work Plan** for the implementation of the task described in the section "Scope of the TA activity."
- b) A **Brief Status Report** on the progress of implementation of activities, at least two reports, as laid out in the Work Plan, to be submitted to, and discussed with *Biro Manajemen BMN dan Pengadaan*.
- c) A **Draft strategy toward Procurement Center of Excellence in MoF and Draft Academic Papers** on the result of activities 14.a) to 14.f) to be shared before the FGD which consist of but not limited to (i) key findings from gap analysis covering the areas of review, (ii) Strategy and Action plan on actualizing Procurement Center

- of Excellence in MoF, (iii) Draft academic paper on procurement organizational structure, (iv) Draft Academic Paper on the functional procurement official formation and the Internal Advisory Unit (v) Draft Academic Paper on MOF's procurement monitoring and evaluation system.
- d) Facilitate at least one (1) FGD that will be organized by *Biro Manajemen BMN dan Pengadaan* to present the strategy toward Procurement Center of Excellence in MoF and three Draft academic papers.
  - e) **A Revised strategy toward Procurement Center of Excellence in MoF and Revised Academic Papers** based on the result of FGD to be submitted to the Head of *Biro Manajemen BMN dan Pengadaan*, and to be shared with other Echelons II in Secretariat General
  - f) Facilitate at least one (1) Workshop to other Echelons II in Secretariat General that will be organized by *Biro Manajemen BMN dan Pengadaan* to present the revised strategy toward Procurement Center of Excellence in MoF and three Revised academic papers.
  - g) **A Final strategy toward Procurement Center of Excellence in MoF and Final Academic Papers** based on the result of workshop to be shared with Head of *Biro Manajemen BMN dan Pengadaan*
  - h) Facilitate at least one (1) Internalization to other Echelons I in MoF that will be organized by *Biro Manajemen BMN dan Pengadaan* to present the Final strategy toward Procurement Center of Excellence in MoF and Final academic papers.
  - i) The Technical Assistance on implementation of the proposed strategy towards Procurement Center of Excellence in MoF
  - j) **The final report of the implementation of technical assistance** on Developing Procurement Center of Excellence in Ministry of Finance **that includes:**
    - (i) activities on creating strategy toward Procurement Center of Excellence in MoF development
    - (ii) activities on writing three academic papers
    - (iii) activities on FGD, Workshop and Internalization implementation
    - (iv) activities on mentoring *Biro Manajemen BMN dan Pengadaan* in implementing strategy toward Procurement Center of Excellence and the three academic papers.

**Timeline for Activities and Delivery of Output/Deliverables**

ACTIVITIES	2019										2020				Output	
	October		November				December				January		February			
	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
<b>October 2019-February 2020</b>																
1. Prepare a detailed work plan	X															<b>Detailed Work Plan</b>
2. Review and analysis of (i) Institutional Arrangement,(ii) Human Resources, (iii) Business Process (iv) other reports/laws/regulations.																<b>A Draft Strategy Towards Procurement Center of Excellence in MoF</b> <b>A Draft Preliminary Academic Papers</b> on: Academic papers ( <i>naskah akademis</i> ) on three major aspects of MoF's concern, namely as follows: <ul style="list-style-type: none"> <li>• Institutional arrangement</li> <li>• Human Resources</li> <li>• Business Process</li> </ul>
3. Gathering Information needed for writing Academic papers and creating strategy towards procurement center of excellence in MoF	X		X					X								
4. Discussions, Coordination, and Meeting with stakeholders.																
5. Write Academic Paper on three major aspects of MoF's Concern																
6. Develop strategy towards procurement center of excellence in MoF																
7. Submit <b>Draft Strategy Towards Procurement Center of Excellence in MoF and Draft Preliminary Academic Papers</b>									X							
8. Focus Group Discussion with Romadan key staffs									X							
9. Update the <b>Draft Strategy Towards Procurement Center of Excellence</b>									X						<b>Revised Draft Strategy Towards Procurement</b>	



ACTIVITIES	2019												2020						Output
	October		November				December				January				February				
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
in MoF and Draft Academic Papers based on the result of FGD																	Center of Excellence in MoF Revised Draft of Academic Papers		
10. Submit Revised Strategy Towards Procurement Center of Excellence in MoF and Revised Academic Papers								X											
11. Conduct workshop (1) to present and explain the Revised Strategy Towards Procurement Center of Excellence in MoF and Revised Academic Papers with other Echelons II in Secretariat General								X											
12. Update the Revised Strategy Towards Procurement Center of Excellence in MoF and Revised Academic Papers based on the result of Workshop														X					
13. Submit Final Strategy Towards Procurement Center of Excellence in MoF and Final Academic Papers														X			A Final <b>Strategy Towards Procurement Center of Excellence in MoF</b> Final Academic paper ( <i>naskah akademis</i> ) on three major aspects of MoF's concern, namely as follows: a. Institutional arrangement b. Human Resources c. Business Process		
14. Submit Brief Status Report		X						X									<b>Brief Status Report</b>		
15. Assist MoF in implementing the proposed strategy towards								X					X		X				

ACTIVITIES	2019												2020						Output
	October		November				December				January				February				
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
Procurement Center of Excellence in MoF during technical assistance period																			
16. Internalization															X		<b>Internalization</b> on the developing procurement center of excellence in MoF		
17. Submit <b>The report of the whole technical assistance</b>															X		<b>The report of the whole technical assistance</b>		

**Expected Results/Outcome**

16. The expected result from this technical assistance is *Biro Manajemen BMN dan Pengadaan* will be able to implement better planning and sequencing of activities based on clearly defined government goals and priorities.

17. The expected result from this consultancy is a clear vision and concrete action plan on how the Ministry will move forward in institutionalizing the reforms needed in the area of procurement which related to Institutional Arrangement, Human Resources, and Business Process.

**Reporting and Work Arrangements**

18. The Consultant shall be under the direct supervision of the *Biro Manajemen BMN dan Pengadaan*, who will provide guidance and direction on technical matters.

19. The Consultant shall be supported by a Counterpart Team from *Biro Manajemen BMN dan Pengadaan*. The Team shall assist the Consultant in facilitating meetings and obtaining documents/materials needed by the Consultant. This Team will also be responsible for reviewing the output of the Consultant.

20. The Consultant shall coordinate closely with the World Bank Task Teams involved in implementing activities under the various PFM MDTF components, the PSSU Project Management Advisor, and other PFM MDTF consultants working in related activities.

**Period of Assignment**

21. The Consultant will have to do the assignment on an output-based for a period of 4 (four) months to take place from October 2019 to February 2020.

**Key Qualifications**

22. The Consultant should have the following qualifications:

- Advanced degree in economics, public administration, or related fields.
- At least eight years of work experience in various aspects of procurement, preferably with several countries ranging from developing countries to advanced, best-practice countries.
- Extensive experience interacting with public sector officials at different management levels
- Satisfactory work experience in the related line of work in Indonesia is preferred
- Excellent verbal and written communication skills in the English language.
- Experience in international aid projects in various countries.