

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT

<b>National Consultants (Team Leader and Team Member) for the Evaluability Assessment of UNFPA Indonesia Country Office</b>	
Hiring Office:	Monitoring and Evaluation unit; UNFPA Indonesia CO
Purpose of consultancy:	To conduct the Evaluability Assessment (EA) of the 10th CP UNFPA Indonesia country office
Background:	<p>UNFPA has supported the Gol in achieving targets on sexual and reproductive health, family planning, HIV prevention, Adolescent Sexual and Reproductive Health, GBV prevention and management, the utilization of data for planning, and improving the understanding of linkages between population and development. This target was operationalized through targets and priorities of the Government's new Medium-Term National Development Plan (RPJMN) 2020-2024. UNFPA cooperation is part of the entire United Nations system support to Indonesia's long-term development objectives guided by the 2030 agenda for sustainable development in the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025.</p> <p>The design of the new programme was informed by the lessons learned and contextual analyses of the previous country programme evaluation. In the current Tenth Country Programme (2021-2025), UNFPA underpins implementation of the 2021-2025 UNSDCF, through a number of 'enablers', i.e. strategies that the UNFPA will apply through which it can leverage its expertise. These include policy analysis and advocacy, data analytics, and support for integrated cross-sectoral, multi-disciplinary approaches to achieve the UNFPA-prioritized SDG indicators and ICPD POA.</p> <p>Furthermore, UNFPA Indonesia CO has aligned its strategic plan following the new Strategic Plan (SP) 2022-2025 to accelerate the progress toward achieving the three transformative results ((a) ending preventable maternal deaths; (b) ending the unmet need for family planning; and (c) ending gender- based violence and all harmful practices, including female genital mutilation and child, early and forced marriage.). UNFPA Strategic Plan, 2022-2025, emphasizes accelerated reduction of the three zeros, given the foundational efforts in the current cycle. Country Programmes are the vehicles for implementing the transformative ambition through concrete actions on the ground. Thus, it is vital to ensure that country programmes align and implement the core commitments of the plan.</p> <p>Based on the mandated country evaluation plan for Indonesia country office, the country office management has considered it necessary to assess to what extent the Indonesia country office has good systems and processes in place to effectively capture the achievement of planned results and targets for three transformative results. Considering this, the evaluability assessment will consider to what extent the theory of change is relevant to achieve the planned results, and whether reporting and evidence-generation systems are sufficiently monitoring and measuring results to allow for evidence-based reporting of success.</p>
Scope of work:  <i>(Description of services, activities, or outputs)</i>	<p><u>Objectives and Scope of the evaluability assessment (EA)</u></p> <p>Purposes:</p> <p>The main purpose of this evaluability assessment is to determine whether the causal pathways toward UNFPA three transformative results stipulated in the country programme document, and country program action plans are logical. The EA will assess how the programme theory has been operationally translated in practice given the availability of relevant data and the capacity of M&amp;E systems to provide it.</p> <p>The overall primary objective of the Evaluability Assessment is to determine the extent to which progress toward the objectives of the UNFPA Indonesia country office to ensure universal access to sexual and reproductive health (SRH) with a focus on reaching those women and girls most left behind and to achieve three transformative results on ending preventable maternal deaths, ending unmet need for family planning and ending GBV and harmful practices can be readily and reliably measured, monitored and evaluated.</p> <p>The consultancy will serve to meet the specific objectives below:</p> <ol style="list-style-type: none"> <li>a) Overall robustness of the design and results framework of the 10th CP to determine whether the results chain and objectives are clearly articulated and whether relevant, reliable, and valid indicators, measures, tools, and mechanisms are in place.</li> <li>b) To determine whether the results framework and existing Results Based Management (RBM) practices provides UNFPA Indonesia country office with effective measurement of progress towards the achievement of the desired results beyond the quantitative representation, but also with an understanding of the contextual factors (the "why", and the "how") which lead to the achievement or not of the desired results.</li> </ol>

- c) To assess the adequacy of the M&E systems established to measure progress and achievement of planned results
- d) To assist UNFPA Indonesia country office in identifying substantive areas and approaches to evaluate for country programme evaluation. Provide recommendations to further improve the design, data collection tools and systems to better implement, monitor and eventually evaluate the planned results of the country programme (CP).

The scope of the EA will focus on the Country Programme 2021-2025, the planned results, the results framework linked to these results, and other country projects to see the alignment with the CP 2021-2025 implemented by UNFPA Indonesia.

The evaluability assessment will examine evaluability in principle and in practice. More specifically, evaluability in principle will look at the clarity of design of the programme whereas the evaluability in practice will assess how the programme theory has been operationally translated in practice in 2021-2023 of the programme periods. In addition, the exercise will provide guidance on approaches for CP10 programme evaluation. The evaluability assessment is not an evaluation and will not aim to provide management with prescriptive expert recommendations on what the specific contents of the programme TOC/results framework should be. Rather, it will be a forward-looking exercise, intended to help management and programme/technical experts refine the UNFPA Indonesia CP10 and next country programme cycle implementation strategy, verify the results framework, and align resources adequately.

The Evaluation Manager will be the UNFPA M&E programme analyst in close coordination with UNFPA Assistant Representative and Evaluation Reference Group, under the overall guidance and responsibility of the UNFPA Indonesia Representative. The evaluation manager will be responsible for the day-to-day oversight and management of the evaluation including management of the evaluation budget, ensuring the quality and independence of the Evaluation and its alignment with UNEG Norms and Standards and Ethical Guidelines.

An evaluation reference group (ERG) will be created to provide guidance/technical inputs to the evaluation and quality assure all evaluation deliverables (from a technical point of view) which include the inception report, draft report, and final report.

The Evaluation Reference Group composed of UNFPA and selected government stakeholders will be the main decision-making body for the evaluability assessment and have overall responsibility for the management of the evaluation process including hiring and managing the team of external consultants. The ERG is responsible for ensuring the quality and independence of the assessment and to guarantee its alignment with UNEG Norms Standards and Ethical Guidelines.

Key roles and responsibilities of the ERG include:

- To prepare the terms of reference for the evaluability assessment;
- To lead the selection and hiring of the team of external consultants;
- To supervise and guide the consultant team in each step of the evaluability assessment process;
- To review, provide substantive comments and approve the inception report, including the work plan, analytical framework, methodology, and selection of countries for in-depth case studies;
- To review and provide substantive feedback on interim deliverables and draft/final evaluability assessment reports;
- To quality assure the entire evaluability assessment process;
- To approve the final report for the evaluability assessment;
- To liaise with the ERG and convene and chair the ERG review meetings with the assessment team;
- To identify and ensure the participation of relevant stakeholders in coordination with the EARG throughout the evaluability assessment process;
- To contribute to learning, knowledge sharing, the dissemination of the evaluability assessment findings, and follow-up on the joint management response.

The ERG will support the evaluability assessment at key moments of the evaluation process to ensure broad participation in the conceptualization of the exercise. Members will provide substantive technical inputs, will facilitate access to documents and informants, and will ensure the high technical quality of the evaluation products as well as learning and knowledge generation.

**Team Leader**

The EA team leader will lead a team member team to:

- Assessing the theory of change, bottleneck analysis, and critical assumptions of the UNFPA Indonesia country programme to determine if it fully reflects the contextual conditions faced by the programme.
- Determining the validity, quality, and adequacy of the results and resources framework (RRFs) of the respective programmes to determine whether they are SMART and capture all key intended and unintended contributions of the programmes.
- Assessing the availability and quality of data for indicators for UNFPA Indonesia results and resources framework (including the baseline data and the achievement towards the target)
- Clarifying the alignment of RRF with the UNFPA strategic plan 2022-2025 and other existing programme, particularly the UNSDCF, to streamline the planning, monitoring, reporting, and evaluation of UNFPA Indonesia CP 10th.
- Review and determine the sufficiency of human and financial resources to deliver the programme results within the time period.
- Determine UNFPA Indonesia CO programme value for money from its planned investments.

His/her primary responsibilities will be:

- guiding and managing the team throughout the evaluability assessment phases;
- setting out the methodological approach;
- reviewing and consolidating the team members' inputs to the evaluability assessment deliverables;
- liaising with the UNFPA and ERG and representing the evaluation team in meetings with stakeholders;
- Delivering the inception report, and evaluation report in line with the requested quality standards.

#### **Team Member**

The EA team member will collaborate, assist and work very closely with the EA Team Leader to:

- Assessing the theory of change, bottleneck analysis, and critical assumptions of UNFPA Indonesia country programme to determine if it fully reflects the contextual conditions faced by the programme.
- Determining the validity, quality, and adequacy of the results and resources framework (RRFs) of the respective programmes to determine whether they are SMART and do capture all key intended and unintended contributions of the programmes.
- Assessing the availability and quality of data for indicators for UNFPA Indonesia results and resources framework (including the baseline data and the achievement towards target)
- Clarifying the alignment of RRF with the UNFPA strategic plan 2022-2025 and other existing programme, particularly the UNSDCF, to streamline the planning, monitoring, reporting, and evaluation of UNFPA Indonesia CP 10th.
- Review and determine the sufficiency of human and financial resources to deliver the programme results within the time period.
- Determine UNFPA Indonesia CO programme value for money from its planned investments.

The team member will:

- contribute to the design of the evaluability assessment methodology;
- prepare inputs and make contributions to the evaluability assessment report and other deliverables
- undertake in-depth documentary review;
- participate in team meetings, including with stakeholders;

The list below outlines the breakdown of the expected deliverables of the evaluability assessment:

Inception phase: a draft and final inception report (20-30 pages excluding annex)

- Scope and methods
- Finalized list of questions
- Workplan, timeline, and schedule to conduct interviews/ discussions.
- Report template for the final evaluability assessment report
- 

Data collection and analysis phase

- Desk review of relevant documents
- Interviews with staff and key stakeholders, data analysis and development of a draft report with the preliminary findings and recommendations
- Data collection phase debrief.

	<p>Validation meeting and final report</p> <ul style="list-style-type: none"> <li>• A PowerPoint presentation (15-20 slides): A summary of key findings and conclusions prepared towards the end of the evaluability assessment and submitted before the final validation meeting with the country office</li> <li>• A draft evaluability assessment report (maximum 50 pages including the executive summary and excluding annexes) to be discussed and validated by the country office team</li> <li>• A final evaluability assessment report based on comments and feedback received on the draft report during the validation phase.</li> </ul> <p>In relation to copyright, all materials or documents resulting from this consultation services will remain the property of the UNFPA. The consultant is obliged to provide soft copies of the deliverables, including all annexes so that all results can be independently verified for their accuracy before the report is finalised and released.</p> <p><u>Approach and Methodology</u></p> <p>The EA approach will be transparent, inclusive, and participatory, as well as gender and human rights responsive with the objective to promote (i) ownership, (ii) impartation of evaluative thinking in planning and programming and (iii) accountability for results in a relevant final product. The EA will utilize mixed methods and draw on quantitative and qualitative data. The methods will include document review and key informant interviews (KIIs) with UNFPA staff, United Nations Resident Coordinator's, and government partners at the national and subnational level, and any other relevant partners.</p> <p>The EA will follow the guidance on the integration of gender equality and human rights principles in the evaluation focus and process as established in the UNEG Handbook, Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance. It will follow UNEG Norms and Standards for Evaluation in the UN system and abide by UNEG Ethical Guidelines and Code of Conduct and any other relevant ethical codes. The EA will utilize a theory-based approach taking into consideration the programme planning document, the programme theory of change and results framework.</p> <p><u>Methodology</u></p> <p>A consultants' team will design the EA methods and tools to answer the questions and come up with an overall assessment backed by clear evidence. The consultant will propose a provisional methodological design. The methodological design will include an analytical framework; a strategy for collecting and analyzing data; a series of specifically designed tools; and a detailed work plan. The main elements of the method will be further developed during the inception phase in line with the agreed EA questions (incl. assumptions to be assessed, indicators, data collection tools, and analysis approach) and analytical framework and should include, but not be limited to, the following:</p> <p><b>Documentary review and secondary data:</b> A preliminary list of relevant documentation (together with electronic copies) including key documents related to UNFPA activities, reports from other stakeholders and existing literature in the theme will be prepared. A full set of available documents will be shared with the consultant team during the inception phase. The consultant team will also take into account documentation produced by other donors, experts, and international institutions. In addition, evaluators will be responsible for identifying and researching further information (both qualitative and quantitative) at global, regional and country levels. The available documentation will be reviewed and analysed during the inception phase to determine the need for additional information and finalisation of the detailed evaluability assessment methodology.</p> <p><b>Interviews with key informants:</b> will be conducted by the consultant team with UNFPA and relevant stakeholders. Key staff from programme countries will be interviewed during the inception phase. During the data collection phase, interviews will be conducted with UNFPA and national stakeholders and implementing partners. Interviews will also be held with relevant sister UN agencies and institutions that partner with UNFPA Indonesia country office. Interview protocols will be developed during the inception phase.</p> <p><b>Focus Group Discussions:</b> will be conducted by the consultant. The specific protocols for focus group discussions will be developed during the inception phase.</p>
<p>Duration and working schedule:</p>	<p>The duration of the consultancy is 35 working days, commencing in 13 June 2023 and to be completed in 15 August 2023.</p> <p>Please see the details in annexe 1</p>

The assessment will be conducted in five phases:

#### *I – Preparatory Phase*

The M&E analyst will lead the preparatory work in consultation with technical teams and evaluation reference groups. This phase includes the: drafting of terms of reference for the evaluability assessment; initial document collection and review; selection and recruitment of the independent evaluability assessment team; and the constitution of a reference group for the evaluability assessment.

#### *II - Inception Phase*

The consultant will conduct the design of the EA in consultation UNFPA Assistant Representative and M&E analyst. This phase includes:

- The inception phase will involve a briefing from the UNFPA Indonesia senior management and team leaders
- It will also involve discussions with selected UNFPA staff
- A desk review of all relevant documents available at the UNFPA Indonesia and documentation from an external source. The inception phase will involve a desk-based review analyzing the documents related to the CP10th preparation and work planning processes to the implementation of the activities undertaken to date, national work plans, management plans, strategies, and any additional documents shared by the UNFPA Indonesia[1]. The selected consultant will also conduct broad background reading of past evaluations and evaluability assessments of similar programmes, narrow the focus on key documents of the CP 10<sup>th</sup>, and refine the evaluability assessment approach.
- A review of the intervention logic and the theory of change of the CP 10th;
- The development of the detailed list of evaluability assessment questions, the identification of the assumptions to be assessed and the respective indicators, sources of information, and methods and tools for the data collection
- The development of a data collection and analysis strategy.
- A concrete work plan for the field and reporting phases.
- During this phase the consultants will produce an inception report (of around 15-25 pages) that presents the initial outline and plan of the assessment. A detailed work plan that outlines the expected work outputs and planned timing for each element should be presented to the country office at the end of the inception phase. It will further refine the assessment's objectives, scope, and key questions to be answered by the evaluability exercise.
- The inception report will follow the structure set out in Annexes.

#### *III - Data Collection and Analysis Phase*

This phase of the EA will involve an extensive desk review, interview, and analysis. The EA consultant team will carefully review the sources and reliability of the information, determine what gaps there may be in the information required, and suggest methods needed to fill the gaps. The consultant will review the design, technical and management aspects of the country programme, the M&E and reporting systems in place at the country level and assess the constraints, opportunities, contextual and substantive issues in operationalizing the programme and the monitoring and evaluation work.

During this phase the consultant will produce a draft evaluability assessment report that includes a detailed analysis of the documentation and processes reviewed, as well as evidence-based conclusions and recommendations. The report should be between 20-30 pages maximum (excluding the Annexes).

#### *IV - Validation and Reporting Phase*

In this phase three debriefing meetings will be held to validate major findings of the draft evaluability assessment report. The report draft will be developed based on meeting recommendations after consolidating the comments received during the meeting. The consultant team then submit the draft for approval and final clearance of UNFPA Indonesia.

The exercise will culminate with the completion and approval of the evaluability assessment report which includes an evaluability assessment matrix, findings, and recommendations. The report should not exceed 50 pages including the executive summary but excluding annexes.

#### *V – Dissemination and Follow-up Phase*

	<p>The management of the evaluability assessment will follow a participatory approach in close collaboration with programme colleagues of UNFPA and development partners concerned in order to engage them in key moments of the evaluability assessment process. In the dissemination and follow-up phases, UNFPA Indonesia will prepare a management response to the recommendations in the final report with a view to obtaining responses to recommendations (management response).</p>																
Place where services are to be delivered:	Home-based, Jakarta, with a regular visit to UNFPA Indonesia country office. This consultation will be expected to carry out activities through both online and offline interactions; with close consultation with the UNFPA M&E Analyst, Senior Management, and Programme team leaders																
Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):	<p>The payment schedule will be linked to the delivery of the following deliverables</p> <table border="1"> <thead> <tr> <th>No</th> <th>Deliverables</th> <th>Deadlines</th> <th>Terms of Payment</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Submission of the inception report draft of the evaluability assessment</td> <td>26 June 2023</td> <td>20%</td> </tr> <tr> <td>2</td> <td>Submission of the first draft of the final evaluability assessment report</td> <td>25 July 2023</td> <td>30%</td> </tr> <tr> <td>3</td> <td>Receipt of the approved final evaluability assessment report</td> <td>15 August 2023</td> <td>50%</td> </tr> </tbody> </table>	No	Deliverables	Deadlines	Terms of Payment	1	Submission of the inception report draft of the evaluability assessment	26 June 2023	20%	2	Submission of the first draft of the final evaluability assessment report	25 July 2023	30%	3	Receipt of the approved final evaluability assessment report	15 August 2023	50%
No	Deliverables	Deadlines	Terms of Payment														
1	Submission of the inception report draft of the evaluability assessment	26 June 2023	20%														
2	Submission of the first draft of the final evaluability assessment report	25 July 2023	30%														
3	Receipt of the approved final evaluability assessment report	15 August 2023	50%														
Monitoring and progress control, including reporting requirements, periodicity format and deadline:	The consultant is expected to report the progress to the UNFPA M&E Programme Analyst.																
Supervisory arrangements:	The consultants will work under the overall guidance of the UNFPA Representative with day-to-day direct supervision by the Monitoring and Evaluation Analyst, and quality assurance from the Evaluation Reference Group.																
Expected travel:	The consultant may need to carry out a number of field missions as necessary, as per the agreed work plan in the design/inception report. The travel is for attending and facilitating consultative meetings and workshops for in-depth interviews and reviews. The travel will depend on the Government's policy regarding the COVID-19 pandemic. If the travel is still restricted, the coordination meetings and workshops will be done via an online platform. If travel is permitted, the consultant must complete the BSAFE security training prior to travel.																
Required expertise, qualifications and competencies, including language requirements:	<p><b>The team leader</b> is a national consultant who must have extensive experience in leading evaluability assessments and/or evaluations of a similar size, complexity, and character, as well as technical expertise in areas related to evaluation and results-based management. A general understanding of UNFPA's mandated areas of programming i.e. SRH, youth, GBV, and population and development will be a key advantage.</p> <p><u>Required Qualifications</u></p> <ul style="list-style-type: none"> <li>• Master's degree (Doctoral degree is an advantage) in Development Studies, Public Health, Sociology, Economics, Social Studies, International Relations, or other related fields.</li> <li>• 7 years of experience conducting or managing evaluations. Preference will be given to candidates with experience conducting evaluability assessments or programmatic evaluations on areas such as maternal health, family planning, adolescents and youth, gender-based violence, and population and development</li> <li>• Experience working with the United Nations, particularly UNFPA. Preference will be given to the candidate who has a strong understanding of UNFPA's policies and programming.</li> <li>• Awareness of ethical risks in programming around sensitive issues, both in programme delivery and in all aspects of M&amp;E.</li> </ul>																

	<ul style="list-style-type: none"> <li>• Proven skills in evaluation methodology, and research analysis, including quantitative and qualitative data collection and analysis techniques.</li> <li>• Demonstrate expertise/experience in developing results frameworks, tools or guide for monitoring and evaluation;</li> <li>• Be fully acquainted with results-based management orientation and practices;</li> <li>• Excellent report writing skills, analytical skills, and computer skills.</li> <li>• Experience leading teams.</li> </ul> <p><u>Language</u> Excellent command of written and spoken English</p> <p><b>The team member</b> will bring together a complementary and balanced combination of the necessary technical expertise in the areas directly relevant to the evaluability assessment. The team member will preferably be an expert in organizational effectiveness and performance audit and will focus on workflow assessment, systems, and processes for programme implementation, tracking and controls. Some understanding of UNFPA’s mandated areas of programming i.e. SRH, youth, GBV and population and development will be a key advantage. He/She must also have experience in applying evaluation methods in their respective areas of expertise</p> <p><u>Required qualifications</u></p> <ul style="list-style-type: none"> <li>• Master’s Degree (Doctoral degree is an advantage), in health sciences, including public health, human rights, gender studies, or relevant social studies</li> <li>• At least 5 years of previous experience in conducting research and complex evaluations, especially in the field of development aid for UN agencies and/or other international organisations evaluations;</li> <li>• Specialisation and significant experience in the area of gender based-violence (GBV) and harmful practices</li> <li>• Proven skills in evaluation methodology, and research analysis, including quantitative and qualitative data collection and analysis techniques.</li> <li>• Demonstrate expertise/experience in developing results frameworks, tools or guide for monitoring and evaluation;</li> <li>• Be fully acquainted with results-based management orientation and practices;</li> <li>• Excellent report writing skills, analytical skills, and computer skills.</li> </ul> <p><u>Language</u> Fluent in spoken and written Bahasa Indonesia and English.</p>
<p>Inputs / services to be provided by UNFPA or implementing partner (e.g support services, office space, equipment), if applicable:</p>	<p>The consultant will be assisted by the UNFPA M&amp;E Analyst to facilitate communication and coordination with related Programme Team Leaders and the programme partners for evaluation-related activities, such as data collection or dissemination.</p> <p>The draft concept note of the evaluability assessment and other supporting documents for further reference can be found <a href="#">here</a></p>





