

Terms of reference



Empowered lives.
Resilient nations.

GENERAL INFORMATION

Title: International Consultant for UNPDF Evaluation

Project Name: n/a

Reports to: UN Resident Coordinator, UNPDF Steering Group, Head of RC Office

Duty Station: Jakarta, Indonesia

Expected Places of Travel (if applicable): Jakarta

Duration of Assignment: March – April 2019 (20 working days)

REQUIRED DOCUMENT FROM HIRING UNIT

<input checked="" type="checkbox"/>	TERMS OF REFERENCE
<input checked="" type="checkbox"/>	CONFIRMATION OF CATEGORY OF LOCAL CONSULTANT, please select: (1) Junior Consultant (2) Support Consultant (3) Support Specialist (4) Senior Specialist (5) Expert/ Advisor CATEGORY OF INTERNATIONAL CONSULTANT, please select: (6) Junior Specialist (7) Specialist (8) Senior Specialist
<input checked="" type="checkbox"/>	APPROVED e-requisition

REQUIRED DOCUMENTATION FROM CONSULTANT

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

Need for presence of IC consultant in office:

partial (explain)

intermittent (explain)

full time/office based (needs justification from the Requesting Unit)

Provision of Support Services:

Office space: Yes No

Equipment (laptop etc): Yes No

Secretarial Services Yes No

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

Romi Mardian

I. BACKGROUND

1.1. Country Context

Indonesia is a middle-income country and a member of the G-20. It has seen robust economic growth and rapid development progress over the past decades. Poverty has been halved, education is near universal and more people have better access to health care, clean water and justice than

ever before. A quarter of the population are youth between the age of 10 and 24 years old and young people can provide tremendous demographic dividend to benefit and shape Indonesia over the next 20 years.

Despite the progress, challenges remain. Indonesia's GDP per capita has more than tripled over the past two decades, but fast economic growth has been accompanied by increasing inequalities. The Gini coefficient measuring economic inequality has increased rapidly since the early 2000s and remains high at 0.391 in 2017 after peaking in 2014. Poverty persists in parts of the country with poverty rates above 20% in Nusa Tenggara Timur and the Papua provinces. The Maternal Mortality Ratio at 305 deaths per 100,000 live births is one of the highest rates in South-East Asia. The prevalence of stunting in children under five years remains very high at 31% and nutrition indicators have shown little improvement over the past ten years. While Indonesia has reached near universal primary education, quality of education remains an issue with less than one-third of 15-year old students achieving at least minimum proficiency in mathematics. Drop-out rates are high with only 56% of youth completing senior secondary education and, despite a slight decrease, the child marriage rate in Indonesia remains high with 14% of women aged 20-24 years got married before age 18. Indonesia is among the countries with the highest absolute numbers of early marriage, ranking seventh globally. One in three women experience violence in their lifetime according to the first national survey of violence against women in Indonesia. Social norms that perpetuate violence such as female genital mutilation/cutting also need to be addressed. The rate of 48,000 new HIV infections in 2016 is lower than the 61,000 in 2015. However, key affected populations indicate a much higher HIV infection rate – in certain affected populations, the rates have tripled since 2011.

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

Indonesia follows a 5-year medium development plan. Currently, it is implementing the 2015-2019 National Medium-Term Development Plan (namely, *Rencana Pembangunan Jangka Menengah Nasional-RPJMN*). The plan focuses on food sovereignty, energy provision and ocean and maritime management.

In September 2015, along with 193 Member States, Indonesia adopted the 17 Sustainable Development Goals (SDGs), which are now reflected in its national priorities and national development plans. Indonesia was one of 44 countries that reported progress on the SDGs through a Voluntary National Review during the UN High-Level Political Forum on Sustainable Development in July 2017. A Presidential Decree launching the SDGs was issued in July 2017 that establishes the institutional structure and outlines plans for advancing the SDGs, which reflects a partnership between the Government, civil society and the private sector.

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

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

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

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

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

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

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

Purpose

The purpose of the evaluation is two folds: (i) to inform the UN and Government of Indonesia on how effective the UNPDF is in aligning UN efforts to support the Government in achieving their national targets in RPJMN 2015-2019; and (ii) to guide the preparation of the next UNPDF 2021-2025.

Objectives

The objectives of this evaluation are to: (i) To generate evidence and lessons learnt based on an assessment of the current UNPDF outcomes; (ii) To guide the formulation of priority areas and strategies for UN collaboration under the next UNPDF 2021-2025; (iii) To provide a set of actionable recommendations based on credible findings to be used for organisational learning; (iii) To support greater accountability of the UNCT to UNPDF stakeholders.

Scope of Work

- Evaluation scope: This evaluation will focus more on process and results of UNPDF implementation, particularly on internal UN coordination and external coordination with stakeholders and how far this coordination supports Indonesia in achieving the national targets in the RPJMN
- Geographical scope (evaluation location): Jakarta
- Stakeholders consulted: UN agencies, Government ministries, and other key stakeholders (as mentioned in section 4)

The UNPDF Evaluation will use the Effectiveness criteria as the basis for its objectives and key questions.

UN will work with various stakeholders to gather data and information from national systems to inform the evaluation, and support validation of results. The main users of the UNPDF Evaluation will be the UN Country Team and its partners, i.e. the Government, development partners, civil society and relevant stakeholders participating in the UN supported programmes.

The UNPDF evaluation will seek to be independent, credible and useful, and will adhere to the highest possible professional standards in accordance to the UNEG principles. The evaluation will be conducted in a consultative manner and will engage the participation of key stakeholders.

Specifically, the UNPDF evaluation will:

- Assess how strategic intent, principle and spirit of the UNPDF has been taken forward by UN agencies and identify the factors that have affected the UN agencies working together;
- Assess the contribution made by the UNCT in the framework of the UNPDF to national development results through making judgments using evaluation criteria based on evidence;
- Identify the factors that have affected the UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks;
- Assess the performance, progress and gaps of the existing UNPDF 's contribution towards supporting national priorities and SDGs;
- Reach conclusions concerning the UN's contribution across the scope being examined;
- Generate a set of clear, forward-looking and actionable recommendations logically linked to the findings and conclusions, and identify lessons learnt to improve the strategies;
- Recommend implementation mechanisms to support management of the next UNPDF.

EVALUATION CRITERIA AND EVALUATION QUESTIONS

The evaluation will go under the effectiveness criteria and examine these following questions:

- How well does the UNPDF generate a coherent UNCT response to the RPJMN 2015-2019?
- What factors contributed to the realisation or non-realisation of the UNPDF outcomes?
- To what extent does the UNPDF promote effective partnerships and strategic alliances of the UN with key stakeholders around the national's SDGs and UNPDF outcomes areas (e.g. within Government, with national partners, International Financial Institutions and other external support agencies)?
- How have the UNPDF and the work of Outcome Groups enhanced joint programming or joint initiatives by agencies and/or resulted in specific joint programming or joint initiatives?
- To what extent have UN agencies successfully facilitated the mainstreaming of provisions to advance gender equality and human rights during UNPDF implementation?

These questions serve as a basis to the evaluation. The final evaluation questions will be determined in cooperation with the UNPDF Steering Group (USG) and the evaluators, and presented in the inception report.

II. SCOPE OF WORK, ACTIVITIES, AND DELIVERABLES

The UNPDF Evaluation will be conducted in close collaboration with the UN Resident Coordinator's Office, UNPDF Steering Group (USG), UN Country Team, and national counterparts, and will be carried out according to UNEG quality principles.

Methodology

Once the individual consultant has been selected, thorough preparatory work should be conducted, including a thorough desk review, to define their specific evaluation methodology, including data collection methods and evaluation tools.

Data collection

The UNPDF evaluation will use a mixed method approach, which includes the following: desk reviews of past evaluations (such as: annual report and strategic review) and other relevant research, reference materials, interviews, and meetings with relevant stakeholders (such as: UN agencies, government officials, donors, civil society organizations, the private sector and beneficiaries).

Evaluation Report

The evaluator is expected to ensure that key stakeholders are involved and all findings should be supported with evidence. Triangulation will be used to ensure that the information and data collected are valid. The evaluator is expected to submit the final report and the presentation of the final report.

EVALUATION QUALITY ASSURANCE

With a view to ensure the quality of evaluation, the following two approaches will be deployed during different stages of evaluation.

- A checklist of evaluation quality assurance will be developed prior to submitting to the deliverables to the review, in consultation with the [UNEG Quality Checklist for Evaluation Reports](#). The main purpose of this checklist is to ensure that evaluation report complies with evaluation professional standards set by UNEG.
- RC Office and USG review the products at key stage along the entire process; to further enhance the quality and credibility of this evaluation.
- Based on recommendations from RCO and USG, UNCT will review and approve the final draft before it is shared with the Government for feedback.

Deliverables	Estimated number of working days	Completion deadline	Review and Approvals Required (<i>Indicate designation of person who will review output and confirm acceptance</i>)
Desk review and inception report Inception report, reflecting comments, approved agreement on the evaluation methodology	5	31 March 2019	RC and Head of RCO
Consultation (submission of <i>aide memoire</i>) Meeting key stakeholders based on inputs from the UN RC Office. Present preliminary findings and obtain feedback from stakeholders. Submission of a debriefing presentation, with a view to validate preliminary findings and testing tentative conclusions and/or recommendations	8	19 April 2019	RC and Head of RCO
Analysis and reporting Submission of data analysis and evaluation draft. In consultation with the USG and UNCT, the consultant will prepare comment matrix, and finalize the evaluation report	7	30 April 2019	RC and Head of RCO
Total Working Days	20		

III. WORKING ARRANGEMENTS

Institutional Arrangement

Group	Parties Involved
Evaluation Steering Committee	- Bappenas-UN Forum
Evaluation Management Group	- Bappenas - RC/RCO - UNCT/USG
Reference Group	- Outcome Groups - USG - UNPDF Thematic Groups - Representative of key stakeholders (Government, CSO, Private Sector, - Representatives of beneficiaries (right holders and duty bearers)
Evaluation Team	- Individual Evaluator - Evaluation Task Force

EVALUATION QUALITY ASSURANCE

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- RC Office and USG review the products at key stage along the entire process; to further enhance the quality and credibility of this evaluation, The United Nations Evaluation Development Group for Asia and the Pacific (UNEDAP) may be requested to provide technical support on the draft and final evaluation report as well.
- Based on recommendations from RCO and USG, UNCT will review and approve the final draft before it is shared with the Government for feedback.

Duration of the Work

Timeframe: 20 working days between March – April 2019

Duty Station

Jakarta, Indonesia

Travel Plan

Below is an indicative travel plan for the duration of the assignment. The Consultant will be required to travel to the below indicated destinations and include the relevant costs into the proposal. There may be also unforeseen travel that will come up during the execution of the contract which will be agreed on ad-hoc basis.

No	Destination	Frequency	Duration/days
	n/a		

IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Academic Qualifications:

- Advanced university degree (Masters or Phd) in development studies, economics, international relations, or related field, or extensive experience in conducting evaluations.

Years of experience:

- 15 years of relevant professional experience (for master's degree) or 6 years of experience (for Phd), including previous substantive involvement in evaluations and/or reviews at programme and/or outcome levels in related fields with international organizations;
- Excellent knowledge of the UN system and UN common country programming processes;
- Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: understanding of human rights-based approaches to programming; gender considerations; environmental sustainability, Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches;
- Previous experience in UNDAF or related evaluation process and practical experience in evaluating country programme document is an asset;
- Excellent report writing skills as well as communication and interviewing skills;
- Experience in Monitoring and Evaluation at the higher-level strategic level;
- Experience in applying evaluation methods in a wide range of evaluation approaches;
- Knowledge of and experience in the UN's role in a Middle Income Country, UN reform processes, UN programming at the country level, and UN Development Assistance Frameworks is an asset.

III. Competencies and special skills requirement:

Functional Competencies:

- Ability to compile qualitative data and to carry out analysis within a logical framework;
- Process management skills, such as facilitation skills and ability to negotiate with a wide range of stakeholders;
- Very good understanding of development operations coordination issues, tools and challenges, especially in programmatic areas;
- Knowledge of the application of the five UNDAF programming principles: Human Rights Based Approach, Gender Equality, Environmental Sustainability, Results Based Management and Capacity Development;
- Demonstrated ability to create and build networks, partnerships and alliances;
- Ability to meet goals, work under pressure and meet demanding deadlines;
- Excellent oral and written communication skills;
- Ability to speak and write clearly and convincingly, adapting style and content to different audiences;
- Ability to present information in a clear and concise manner;
- Strong interpersonal skills;
- Ability to contribute effectively in a team-based setting;
- Computer literacy.

Core Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;

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

V. EVALUATION METHOD AND CRITERIA

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

** Technical Criteria weight; 70*

** Financial Criteria weight; 30*

Only candidates obtaining a minimum of 70 point would be considered for the Financial Evaluation

Criteria	Weight	Maximum Point
<i>Technical</i>		100
Criteria A: qualification requirement as per TOR	70%	70
1. 15 years of relevant professional experience (for master's degree) or 6 years of experience (for Phd), including previous substantive involvement in evaluations and/or reviews at programme and/or outcome levels in related fields with international organizations		1. 10
2. Excellent knowledge of the UN system and UN common country programming processes;		2. 5
3. Specialized experience and/or		

<p>methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: understanding of human rights-based approaches to programming; gender considerations; environmental sustainability, Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches;</p> <p>4. Previous experience in UNDAF or related evaluation process and practical experience in evaluating country programme document is an asset;</p> <p>5. Excellent report writing skills as well as communication and interviewing skills</p> <p>6. Experience in Monitoring and Evaluation at the higher-level strategic level</p> <p>7. Experience in applying evaluation methods in a wide range of evaluation approaches</p> <p>8. Knowledge of and experience in the UN's role in a Middle Income Country, UN reform processes, UN programming at the country level, and UN Development Assistance Frameworks is an asset</p>		<p>3. 10</p> <p>4. 10</p> <p>5. 10</p> <p>6. 10</p> <p>7. 10</p> <p>8. 5</p>	
<p>Criteria B: Brief Description of Approach to Assignment</p>	<p>30%</p>	<p>30</p>	
<p>1. Understand the task and applies a methodology appropriate for the task as well as strategy in a coherent manner.</p> <p>2. Important aspects of the task addressed clearly and in sufficient detail.</p> <p>3. Logical, realistic planning for efficient project implementation.</p>		<p>10</p> <p>10</p> <p>10</p>	