



Concept Note

UNSDCF Indonesia 2021-2025 Evaluation

Version 9 January 2024

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1 Introduction

1.1 Background: Country Context

Indonesia, an archipelago of over 17,000 islands in Southeast Asia, is the world's fourth most populous nation, with more than 278 million people¹. As the most populous Muslim-majority country, it stands as an upper-middle-income nation with a growing economy. In 2022, Indonesia's GDP per capita reached US\$4,783.9², reflecting its economic vitality.

Post-pandemic, the nation's economy rebounded with a 5.31% growth in 2022³. Yet, this recovery highlights a divide: the wealthy have largely recovered, while others, particularly vulnerable groups, face ongoing struggles. This is partly due to the fact that social protection programs have not been fully effective in mitigating the impact of the pandemic on the most vulnerable groups, such as women, people with disabilities, and low-income households.

Indonesia's reliance on fossil fuels, with increased subsidies in response to global oil price hikes, poses a significant challenge to its climate change commitments. The country's G20 Presidency in 2022 showcased its leadership in addressing global issues like climate change, health, and sustainable development.

As the 2023 chair of ASEAN, Indonesia aimed to nudge ASEAN towards rapid growth in an inclusive and sustainable economic region by strengthening its institutional capacities and effectiveness. With a pivotal presidential election approaching in 2024, the elected candidates will influence the vision and programmes in the Medium-Term National Development Planning (RPJMN) 2025-2029.

As an upper-middle-income country, challenges persist despite advancements.

- Human Development: The Human Development Index (HDI) of Indonesia saw a marginal increase in 2022, scoring 72.91.
 - Healthcare remains a concern, with high maternal mortality rates and the world's second-highest tuberculosis burden.
 - HIV infections are on the rise, and immunization coverage is low and uneven.
 - In education, declining proficiency in reading and mathematics underscores the need for improvement.
- Poverty and inequality: 26.36 million Indonesians still live below the poverty line, and inequality remains a pressing issue.
- Climate change: Environmental vulnerabilities are significant, with Indonesia ranking 97th in the 2020 ND-GAIN Country Index, indicating high susceptibility to climate change effects.
- Corruption: Corruption continues to hinder progress, as evidenced by Indonesia's drop to 110th in the 2022 Corruption Perception Index. Uneven infrastructure development further complicates inclusive growth.
- Infrastructure: Indonesia's infrastructures are developed in an uneven manner, which hampers inclusive economic growth and development for everyone.

¹ <https://www.bps.go.id/en/statistics-table/2/MTk3NSMy/jumlah-penduduk-pertengahan-tahun.html>

² <https://www.bps.go.id/id/pressrelease/2023/02/06/1997/ekonomi-indonesia-tahun-2022-tumbuh-5-31-persen.html>

³ <https://www.bps.go.id/id/pressrelease/2023/02/06/1997/ekonomi-indonesia-tahun-2022-tumbuh-5-31-persen.html>

Indonesia remains committed to the Sustainable Development Goals (SDGs). Recent presidential regulations and voluntary national reviews underscore efforts to track and enhance progress towards these goals, including a dedicated SDG dashboard and best practice repository.

1.2 Background: UNSDCF 2021-2025 highlights

The year 2019 marked a pivotal juncture for the global UN development system, as it embarked on a comprehensive reform process under the guidance of the current UN Secretary-General. This reform, characterized by its far-reaching changes, encompassed the full implementation of various initiatives, including repositioning the UN Resident Coordinator as an independent and empowered lead representative of the UN development system within each country. Simultaneously, it heralded the inception of a new generation of UN Country Teams.

Central to this transformative journey was the reimagining of the development framework, marked by the transition from the familiar UN Development Assistance Frameworks (UNDAF), redefined as the United Nations Partnership for Development Framework (UNPDF) within the Indonesian context since 2011, to the cutting-edge United Nations Sustainable Development Cooperation Framework (UNSDCF). The UNSDCF, meticulously crafted between 2020 and 2021, embarked on its implementation in Indonesia from 2021 and is set to conclude in 2025.

Against these sweeping changes, the UNSDCF 2021-2025 emerged as a landmark testament to Indonesia's commitment to advancing the Sustainable Development Goals (SDGs). This era, rife with both promise and challenges, unfolded against a global landscape riddled with multifaceted adversities, ranging from the far-reaching impacts of the COVID-19 pandemic to the tensions arising from increasing conflicts and the specter of a global food crisis.

1.2.1 General Overview of UNSDCF 2021-2025

The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 is the paramount strategic blueprint, meticulously crafted in collaboration between the United Nations and the Government of Indonesia. Forged through an inclusive multi-stakeholder consultation process, the UNSDCF resonates with the nation's aspirations, seamlessly weaving itself into the fabric of Indonesia's National Medium-Term National Development Plan (RPJMN 2020-2024). This dynamic interplay orchestrates a harmonious symphony of efforts, as the UNSDCF delineates a collective roadmap formulated by the United Nations to propel Indonesia towards an accelerated realization of the Sustainable Development Goals⁴.

UNSDCF 2021-2025, which covers four outcomes, was signed by Indonesian Minister of National Development Planning and UN resident coordinator together with FAO, IFAD, ILO, IOM, ITU, UNAIDS, UNDP, UNDRR, UNEP, UNESCO, UNFPA, UN Habitat, UNHCR, UNICEF, UNIDO, UNODC, UNOPS, UN Women, WFP, WHO.

Outcome 1, People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfill their human development potential as members of a pluralistic, tolerant, inclusive and just society, free of gender and all other forms of discrimination.

⁴ Details of UNSDCF 2021-2025 document can be accessed here: <https://indonesia.un.org/en/93067-united-nations-sustainable-development-cooperation-framework-unsdcf-2021-2025>

Outcome 2, Institutions and people contribute more effectively to advance a higher value-added and inclusive economic transformation.

Outcome 3. Institutions, communities and people actively apply and implement low carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender sensitive.

Outcome 4. Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the SDGs.

During the formulation of the UNSDCF 2021–2025, the UN in Indonesia prepared a multi-year funding framework to estimate the total resources that would be required for the full five-year implementation of the UNSDCF, as well as the total resources available. The development of the multi-year funding framework (MYFF) pre-dated COVID-19 and therefore did not account for the pandemic's impacts on the global and national funding landscapes. Nevertheless, in the first year of the UNSDCF's 2021-2025 implementation, the data recorded in UNINFO shows the UN's required resources in 2021 were in line with the multi-year funding framework (MYFF)'s projections. Further, despite the additional financial pressures COVID-19 exerted on donor nations, Indonesia's international development partners remained steadfast in their commitments, limiting the UN's funding gap to about 16%. In 2022, the United Nations (UN) in Indonesia had a total budget requirement of US\$482 million, comprising both grants and loans. However, the UN was only able to secure US\$259 million in grants and loans to support the implementation of the UNSDCF in 2022, leaving a significant funding gap of US\$222 million, which accounts for 46% of the required budget.

More detail information of UNSDCF Indonesia implementation can be consulted in the [UNSDCF document](#), and [UN Indonesia annual report](#) as well as [UNINFO website](#).

1.2.2 Leaving No One Behind Approach of UNSDCF 2021-2025

In 2021, the UN Country Team signed a pledge on Leaving No One Behind (LNOB). It prioritizes the society's most vulnerable and marginalized populations and is at the heart of the SDGs. The LNOB pledge has served as a guiding principle, ensuring that the UN interventions also adequately address the pressing issues of gender equality and women empowerment as well as human rights. Disability Inclusion has been a distinct priority under this CF.

Indonesia was reviewed by CEDAW⁵ and CRC⁶ in 2021 and by CRPD⁷ in 2022 as well as its 4th UPR⁸ in the same year. In the efforts to optimize the role of the UN human rights mechanisms, the UN in Indonesia actively collaborated with various UN treaty monitoring bodies, engaged with national human rights commissions, government institutions, and regional human rights entities. The evaluation team is expected to assess gender and Human Rights considerations in the CF both in the document and the implementation.

2 Purpose and Objectives

The UNSDCF 2021-2025 evaluation extends beyond a mere assessment of programmatic outcomes. It is expected to take into account the level of Indonesia's resilience, adaptability, and collective response to the unprecedented global challenges that define this current time. The evaluation's

⁵ CEDAW is Convention on the Elimination of All Forms of Discrimination Against Women

⁶ CRC is United Nations Convention on the Rights of the Child

⁷ CRPD is Convention on the Rights of Persons with Disabilities

⁸ UPR is Universal Periodic Review

findings are expected to offer nuanced insights into the efficacy of strategies employed, the transformative impacts on the most vulnerable segments of society, and the fundamental alignment of the UNSDCF with the national priorities of Indonesia. The evaluation of UNSDCF Indonesia 2021-2025 has two primary purposes:

1. **Advancing Learning and Operational Excellence:**
The evaluation aims to advance on learning and operational enhancement, funneling crucial insights into bolstering programming efficacy and tangible outcomes at the country level. Those insights not only fuel the refinement of planning and decision-making processes for the subsequent UNSDCF programme cycle but also serve as the cornerstone for elevating the synergy of UN coordination within the country.
2. **Elevating Accountability to UNSDCF Stakeholders:**
The evaluation aims to promote a culture of accountability. It orchestrates an impartial presentation of substantiated accomplishments within the contours of the UNSDCF, while assessing the effectiveness of strategies and interventions adopted. This process involves a wide range of stakeholders within the UNSDCF spectrum, encompassing national counterparts and benefactors.

The primary objective of this evaluation is to assess the performance and outcomes of the United Nations Sustainable Development Cooperation Framework in Indonesia and provide recommendations for future programming and collaboration between the Government of Indonesia and the United Nations system, particularly to:

1. Assess the contribution of the UNSDCF to national development results through evidence-based judgements using the evaluation criteria (relevance and adaptability, coherence, effectiveness, efficiency, coordination, orientation toward impact and sustainability) (accountability).
2. Assess the contribution of the UNSDCF on LNOB groups, with a particular focus on gender, youth, and disability.
3. Provide a transparent and participatory platform for learning and dialogue with stakeholders regarding national progress, challenges and opportunities, and best approaches in the context of the system-wide national response.
4. Identify factors that have affected the UNSDCF's contribution; answering the question of why the performance is as it is; and explaining the enabling factors and bottlenecks (learning).
5. Reach conclusions concerning the UN's contribution across the scope being examined.
6. Provide actionable recommendations for improving the UNSDCF's contribution, especially for incorporation into the new UNSDCF programming cycle and ensure accelerated progress towards the SDGs. These recommendations should be logically linked to the conclusions and findings of the evaluation and should draw upon lessons learned identified through the evaluation.

3 Scope

3.1 Focus of Evaluation

The UNSDCF evaluation should cover all UN development system (UNDS) programmes (resident, non-resident and regional) implemented in Indonesia during the UNSDCF 2021-2025⁹. The UNSDCF

⁹ The overview of the UN agencies that work in Indonesia can be consulted in the [UN Indonesia website](#).

evaluation will not evaluate the individual programmes nor activities of UN agencies. However, the external evaluation expert could suggest any specific thematic areas for specific review, if necessary, after consultation with stakeholders. Since UNSDCF pay strong focus on UN Coordination, evaluation will have a particular attention on UN Joint work, particularly related to UN Joint Programmes and joint programming as well as innovative UN approaches and interventions, and and how each evaluated programmes contribute to the attainment of specific SDGs targets in Indonesia.

The UNSDCF evaluation should explicitly address cross-cutting issues such as as increased access to basic services and social protection, gender equality and women’s empowerment, human rights and non-discrimination, youth, disability inclusion, environmental sustainability, and digital transformation, among others.

Due consideration should be given to the humanitarian actions, including responses to COVID19 and disaster risk reduction. Additionally, it incorporates activities of UNSDCF signatory agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies with explicit recognition of regional and cross-border elements within the UNSDCF. However, ASEAN liaison functions, which is not covered by UNSDCF, will be excluded from this evaluation.

3.2 Priority Outputs and Activities

The Evaluation Manager and Independent External Evaluators (external experts), in consultation with the Evaluation Steering Committee, may decide to prioritize specific UNSDCF outputs and activities (e.g., limit the evaluation scope to assess the breadth and depth of contributions based on the level and scope of UNCT work). Data availability and the overall development landscape in Indonesia can also play a role in informing the scope of the evaluation.

3.3 Geographic Scope

UN agencies are active in all Indonesian provinces. Ideally, this evaluation shall represent various parts of Indonesia. Therefore, focus areas for evaluation will be decided based on geographic representation (i.e. UN supports that have wide geographic coverages). However, considering the budget availability, areas with a high UN presence will be prioritized.

3.4 Timeframe

Evaluation time scope is to focus on current UNSDCF 2021-2025 with a dedicated focus on the period January 2021 – Q1 2024.

3.5 Key users and intended use

The primary users of the evaluation are the UNCT, including non-resident UN agencies, the Government of Indonesia and in particular the Bappenas, Ministry of Foreign Affair, and other line ministries, and civil society. In addition, bilateral and multilateral donors, and the broader development partners are also seen as important audience of the evaluation. The intended use by users is described in the below table.

| User | Intended use |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Primary Users | |
| UNCT Indonesia | <ul style="list-style-type: none"> • Provide accountability and learning from the UNSDCF 2021-2025 to inform the development and implementation of the new Cooperation Framework 2026-2030 |
| UN Agencies | <ul style="list-style-type: none"> • Use findings and recommendations to feed into the development of a new Country Programme Document or new Country Strategy of the UN Agency |

| | |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Government of Indonesia (Bappenas and MOFA) | <ul style="list-style-type: none"> • Provide accountability on achievements of the jointly signed UNSDCF 2021-2025 • Inform on evidence to guide the new Cooperation Framework 2026-2030 • Provide learning and insights on the effectiveness, efficiency and sustainability of the UNSDCF 2021-2025 |
| Secondary Users | |
| Other line ministries | <ul style="list-style-type: none"> • Provide learning and insights on the effectiveness, efficiency and sustainability of the UNSDCF 2021-2025 |
| Development Partners | <ul style="list-style-type: none"> • Provide learning and insights on the effectiveness, efficiency and sustainability of the UNSDCF 2021-2025 • Inform on areas that need support and improvements to better support the national priorities that can be used in funding decisions |
| Civil Societies | <ul style="list-style-type: none"> • Provide learning and insights on the effectiveness, efficiency and sustainability of the UNDAF 2019-2023 |

4 Evaluation Criteria and Questions

The UNSDCF evaluation will focus on key evaluation criteria of 1) relevance and adaptability, 2) coherence, 3) effectiveness, 4) efficiency, 5) coordination, 6) orientation toward impacts, 7) sustainability, 8) coverage, and 9) connectedness. The Independent External Evaluators (external expert) may adapt the evaluation criteria and questions, upon agreement between the Evaluation Manager and Evaluation Steering Committee with consultation to Evaluation Reference Groups as reflected in the inception report. The final evaluation questions and evaluation matrix will be finalized by the Independent External Evaluators (external expert) in the inception report based on feedback from the Evaluation managers and Evaluation Reference Group. The details of the evaluation criteria are as follows)

- Relevance and adaptability:
 - Assess the extent to which the UNSDCF aligned with the Indonesia’s development needs, priorities, policies and SDGs of Indonesia.
 - Assess whether the UNSDCF in Indonesia remains relevant during the COVID-19 pandemic and post-pandemic period
- Coherence: Compatibility of the UNSDCF with other development priorities and interventions provided in Indonesia
- Effectiveness:
 - Evaluate the progress made towards achieving the expected outcomes and outputs as outlined in the UNSDCF.
 - Evaluate the progress made by the UNSDCF towards leaving no one behind
 - Identify factors that have affected the UNSDCF’s contribution, including the enabling factors, bottlenecks, and challenges faced, that will serve as a basis for the planning and implementation of future UN programs in the country.
- Efficiency: Analyze the cost-effectiveness of the interventions and the efficient utilization of resources.
- Coordination and engagement: Assess the coordination and engagement during the implementation of UNSDCF
- Orientation toward impact: The extent to which the UNSDCF is designed and implemented to achieve sustainable and positive impacts.

- Sustainability: Examine the strategies to ensure the sustainability of the achieved results beyond 2025.
- Coverage: The extent to which major population groups facing life-threatening suffering (i.e. disaster victims, pandemic victims etc.) were reached by intervention and support.
- Connectedness: the extent to which the UNCT has been able to apply a resilience approach linking prevention, preparedness, response and early recovery with national capacity building

The draft list of the evaluation questions based on evaluation criteria can be consulted below.

| No | Evaluation Questions | Evaluation Criteria |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| 1 | <ul style="list-style-type: none"> • Post UN reform, to what extent have UN agency programs and work plans been effectively and meaningfully derived from Common Country Analysis (CCA) both in design and implementation? | <ul style="list-style-type: none"> • Relevance and Adaptability |
| 2 | <ul style="list-style-type: none"> • To what extent are the UNSDCF objectives aligned, compatible and/or been consistent with the needs, priorities, and policies of the government (including alignment to national development goals and targets, national plans, strategies and frameworks). | <ul style="list-style-type: none"> • Relevance and Adaptability |
| 3 | <ul style="list-style-type: none"> • To what extent has the CF strengthened the coherence of support by UNCT members and sought partnerships (with civil society/private sector/local government/parliament/national human rights institutions/international development partners) to enhance achievement of results? | <ul style="list-style-type: none"> • Coherence |
| 4 | <ul style="list-style-type: none"> • To what extent has the UNSDCF supported human rights principles and contributed to the promotion of gender equality, women’s empowerment, promotion human rights, including disability inclusion and empowering marginalized communities? Whether UNSDCF support enhancing their agency, and strengthening their capacities to participate in decision-making processes? Did the UNSDCF interventions for them contribute to influencing policy and legal frameworks? | <ul style="list-style-type: none"> • Effectiveness |
| 5 | <ul style="list-style-type: none"> • How effective has the UNSDCF been in achieving the results outlined in the results framework? Were there any unintended results (positive or negative)? What are the enabling factors and challenges faced by the UN that have affected the contribution and result of UNSDCF? | <ul style="list-style-type: none"> • Effectiveness |
| 6 | <ul style="list-style-type: none"> • To what extent has the UNSDCF contributed to key institutional capacity building as well as behavioral, and legislative changes that are critical for catalyzing progress towards the UNSDCF desired impact? | <ul style="list-style-type: none"> • Effectiveness |
| 7 | <ul style="list-style-type: none"> • Was the UNSDCF supported by an integrated funding framework and by adequate funding instruments, including for sustainable development interventions? | <ul style="list-style-type: none"> • Efficiency |

| No | Evaluation Questions | Evaluation Criteria |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| | What were the gaps, if any? Have resources (human, technical, financial) been allocated efficiently? How adequate were the resources to emerging needs and priorities? | |
| 8 | <ul style="list-style-type: none"> The extent to which the UNCT resources (human, expertise, financial and materials) were sufficient and efficiently used to produce achieved results in a timely way. | <ul style="list-style-type: none"> Efficiency |
| 9 | <ul style="list-style-type: none"> Did UN coordination reduce transaction costs for UN agencies and their partners and increase the efficiency of UNSDCF implementation? | <ul style="list-style-type: none"> Coordination and engagement |
| 10 | <ul style="list-style-type: none"> To what extent did the post reform Resident Coordinator office's roles and responsibilities enable positive UNCT's joint convening power and better coherence of the country team? | <ul style="list-style-type: none"> Coordination and engagement |
| 11 | <ul style="list-style-type: none"> To what extent do the engagement level of government and UN in the implementation of UNSDCF: <ul style="list-style-type: none"> To what extent the UN system initiate the engagement and involvement the national government and other stakeholders to ensure the responsibility and ownership toward the programmes? To what extent the national government and the UN system successfully coordinated the implementation of joint workplans and UN agencies' specific programmes to maximize efficiency, coverage, reaching the most vulnerable (disabled, women, youth, etc.) while reducing overlaps? | <ul style="list-style-type: none"> Coordination and engagement |
| 12 | <ul style="list-style-type: none"> To what extent have UN activities articulated in the UNSDCF driven progress towards, or supported achievement of the Theory of Change outcomes? | <ul style="list-style-type: none"> Orientation toward impact |
| 13 | <ul style="list-style-type: none"> To what extent that progress towards the UNSDCF and SDGs is sustained by national partners and stakeholders over time (i.e. sustaining activities and financing)? | <ul style="list-style-type: none"> Sustainability |
| 14 | <ul style="list-style-type: none"> To what extent did the UNSDCF interventions reach and benefit the most vulnerable and marginalized groups to ensure leave no one behind principle is adhered to, including people with disabilities, women and girls, youth and other vulnerable and marginalized groups? | <ul style="list-style-type: none"> Coverage |
| 15 | <ul style="list-style-type: none"> To what extent the UNSDCF contribute to reducing social and economic vulnerability against shocks and crises and address the immediate and long-term impacts of COVID-19 and other disasters? | <ul style="list-style-type: none"> Connectedness |

5 Evaluation Approach and Methodology

5.1 Evaluation Approaches: Norm and Standards

The evaluation approach will be transparent, inclusive, and participatory, as well as gender and human rights responsive with the objective to promote (1) ownership, (2) impartation of evaluative thinking in planning and programming and (3) accountability for results in a relevant final product. The evaluation will be conducted following relevant United Nations Evaluation Group (UNEG) guidance¹⁰, as well as UNEG norms and standards¹¹. The evaluation 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 on evaluation of normative work and UNEG Guidelines on Integrating Human Rights and Gender Equality in Evaluation¹² - Towards UNEG Guidance. It will abide by UNEG Ethical Guidelines¹³ and Code of Conduct¹⁴ and consider any other relevant guidelines and ethical codes^{15,16}.

During the process, gender-responsive and LNOB-focused analysis shall be integrated to provide a comprehensive understanding of the differential impact of the UNSDCF on different segments of the population.

All the processes shall adhere to ethical guidelines throughout the evaluation process, ensuring informed consent, confidentiality, and respect for the rights, privacy and dignity of participants¹⁷, and in strict compliance with Indonesia's laws and regulations.

5.2 Methodology

The evaluation will use a combination of qualitative and quantitative methods, including document reviews, analysis of quantitative secondary data, individual interviews with key informants and focus groups or other types of discussion to collect data. The Independent External Evaluators shall be guided by Annex 1 (standard methodology section) of Appendix 2 (Terms of reference) of the UNSDCF Evaluation Guidelines - Engl - Revised July 2022 to develop the evaluation methodology. They shall also develop the necessary tools to collect data and information to answer the overall evaluation questions.

5.2.1 Evaluation Matrix

The Independent External Evaluators will use the template of the evaluation matrix provided by the evaluation manager to systematically structure and consolidate the data collected for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and

¹⁰ Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (2021) <https://www.unevaluation.org/document/detail/2972>

¹¹ UNEG Norms and Standard in Evaluation (2016): <https://www.unevaluation.org/document/detail/1914>

¹² Integrating Human Rights and Gender Equality in Evaluations (2014): <https://www.unevaluation.org/document/detail/1616>

¹³ UNEG Ethical Guidelines for Evaluation (2020): <https://www.unevaluation.org/document/detail/2866>

¹⁴ UNEG Code of Conduct for Evaluation in the UN system (2008): <https://www.unevaluation.org/document/detail/100>

¹⁵ Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator (2022): <https://www.unevaluation.org/document/detail/3050>

¹⁶ Guidance on Evaluating Institutional Gender Mainstreaming (2018): <https://www.unevaluation.org/document/detail/2133>

¹⁷ In case data collection will involve vulnerable groups and communities, it may require a formal ethical approval from BRIN.

thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

5.2.2 Conceptual and Analytical Framework

- Theory of Change (ToC) Analysis

During the inception phase or early in the data collection phase, the Independent External Evaluators will hold ToC meetings with the result or thematic groups to discuss the programmatic changes that could have occurred in the programme result chain during implementation as a response to emerging challenges and needs.

The evaluation team will be guided by section 4.1.1 (Theory of change analysis) of the [UNSDCF Evaluation Guidelines - Engl - Revised July 2022](#)

- Finalization of the evaluation questions and assumptions

The Independent External Evaluators (external expert) will finalize the evaluation questions after consultations with the evaluation steering committee and thematic groups.

5.2.3 Data Collection

The evaluation will use quantitative and qualitative approaches, including Desk review and Secondary Data analysis, semi-structured interviews, field visits and online Perception Survey.

The desk review is expected to be supported by analysis for secondary data such as statistics at national and local levels as well as survey data from UN agencies, SDG Dashboards of Bappenas as well as BPS (national bureau of statistics). The evaluation team is expected to engage in semi-structured interviews to gather insights on the perceptions of various stakeholders regarding the relevance, effectiveness, and impact of the UNSDCF interventions. At least one field visit for the international and one field visit for the national consultant is expected.

The Independent External Evaluators should design and administer online survey to collect the data that is not covered by the stakeholder interviews. A sampling strategy should be included in the Technical Proposal, setting out how geographic areas and different stakeholder groups will be sampled given the size and composition of the country. Quality and reliability of the data used for evaluation, including data completeness, accuracy, consistency, and timeliness. Any limitations in data quality should be acknowledged and addressed in the evaluation report.

5.3 Limitation

Some limitations can already be foreseen and should be taken into consideration in the design of the methodology and approach to be followed. Independent External Evaluators are encouraged to identify the limitations of the proposed methods and any risks related to evaluation conduct as well as mitigating measures for these limitations and risks during the draft of inception as the basis of evaluation Managers and Steering Committees to provide advice and make some decision.

6 Management Arrangements

The UN Resident Coordinator (RC) and the UNCT hold the overall responsibility of commissioning the UNSDCF evaluation and any follow-up actions. The RC must define the key actors in the governance of the evaluation, and their roles and responsibilities, at the outset to ensure an independent process.

DCO in HQ and regional office is responsible for approving all evaluation products including the TOR, inception report, final report and other associated products. DCO is also responsible for quality assurance and oversight of and throughout the entire evaluation process. UNEDAP (Evaluation

Advisors' Group in Asia Pacific Region) will work collaboratively with DCO to oversee the process to ensure the independence and quality of the evaluation.

The Evaluation Steering Committee is engaged from the outset together with the Evaluation Managers to guide the whole evaluation process. The list of Evaluation Steering Committee:

- UN Resident Coordinator (Co-chair)
- Deputy of Development Funding, Bappenas (Co-chair)
- Director General of Multilateral Cooperation, Ministry of Foreign Affairs
- UNFPA Representative (DMEL Co-chair)
- WFP Representative (DMEL Co-chair)

Independent External Evaluators shall execute the evaluation under the supervision of evaluation managers. They are required to sign the UNEG Code of Conduct for Evaluators (2008). The composition of the independent external evaluation team is as follows:

- Team leader (An international consultant)
- Team member (A national consultant)
- Short-Term Thematic experts (At least two persons) - Level of Effort up to 10 days

The independent external evaluators will be under the supervision of evaluation managers which consist of RCO, UNICEF, UNFPA, and ILO.

External Reference Groups provide technical information and inputs required for the evaluation. The members of evaluation reference groups:

- Data, Monitoring, Evaluation and Learning (DMEL) Working Groups
- Sustainable Development Goals Groups
- Representative of the CSO advisory committee
- Government Partners

All UNSDCF evaluations should adhere to UNEG's Norms and Standards for Evaluation (2016), as well as follow guidance on gender equality and human rights.

Annex A provides the link to the CF guidelines which contains further details on management and governance roles and responsibilities.

7 Payments

Payments are tied to deliverables and will be as follows

| No. | Deliverables/Outputs | Target Due Dates | Payment |
|-----|-----------------------------------------------------------------------------------------------------------------------|------------------|---------|
| 1 | Approval of the inception report | TBC | 20 % |
| 2 | Power Point presentation containing initial evaluation findings to facilitate validation of the preliminary findings; | TBC | 30 % |
| 3 | Approval of the preliminary evaluation report that includes | TBC | 30 % |

| | | | |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| | an executive summary, infographics and evaluation brief | | |
| 4 | Approval of the final evaluation report that includes an executive summary, infographics to be used for publication; Evaluation Brief and a PowerPoint presentation used to share findings with the stakeholder and for use in subsequent dissemination events. | TBC | 20% |

The Team Leader’s Level of Effort (LoE) is 55 days and LoE for the Team Member is 45 days.

LoE is not calendar days and contract is based on payment against deliverables.

The anticipated starting date of the evaluation will be in the second half of Q1 2024, and the evaluation process, until drafting the report, shall be completed in 6 months (sooner will be better). However, some additional review shall be anticipated until the draft is finalized and approved, with a English proof-read report including full layout (within 4 months after the report drafted).

8 Evaluation Process and Timeline

Independent external evaluators, with the guidance of evaluation managers and the support of the DCO Evaluation Advisor, will draft the operational evaluation workplan and timeline to detail the steps and timings of each phase of the evaluation.

Following consultations with the UNCT, DCO, development partners and government counterparts, the RC should approve the operational evaluation work plan and timeline to officially launch the process.

The anticipated starting date of the evaluation will be the First Quarter (Q1) of 2024, and the evaluation process, until report drafting, shall be completed in 6 months. However, some additional review shall be anticipated until the draft is finalized , with proper English and the report designed in proper layout, and approved (within 4 months after received the draft report). The detailed evaluation process can be consulted below:

| Phases | Activities | Lead | In consultation with | 2023 | | 2024 | | | |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------|------|----|------|----|----|----|
| | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Planning | Notify DMEL working group, UNSDCF Steering Committee, DMEL counterparts, DCO and the (UNCT) Result Groups on the intention to launch the UNSDCF evaluation | RC | DCO | X | | | | | |
| | Designate an Evaluation Manager/Co-managers | RC | DMEL/Co-chairs/ UNCT/ DCO | X | | | | | |
| | Establish a national Evaluation Steering Committee | Evaluation Manager | RCO/ UNCT | | X | | | | |
| | Establish a national Evaluation Reference Committee | Evaluation Manager | RCO/DMEL/Result Groups | | X | | | | |
| | Draft the operational evaluation workplan and timeline | Evaluation Manager | DCO Evaluation Advisor | X | X | | | | |
| | Preparatory deskwork and consultation processes to draft the TOR | Evaluation Manager | RCO/ thematic group leads/ DCO | X | X | | | | |
| | Approve the Evaluation TOR | DCO | | | X | | | | |
| | Publish a call for Independent External Evaluators | RC | | | X | | | | |
| | Identify and recruit the Independent External Evaluators | Evaluation Manager | DCO/ DCO Evaluation Advisor | | X | X | | | |
| | Final approval of the Independent External Evaluators | DCO | | | | X | | | |
| | Identify stakeholders and map development actors | Independent External Evaluators | Evaluation Manager | | | X | | | |
| Inception | Document Review | Independent External Evaluator Team Leader | Independent External Evaluators | | | X | | | |
| | Map and scope activities to refine the evaluation design and questions to be reflected in the inception report | Independent External Evaluators | Independent External Evaluators | | | X | | | |

| Phases | Activities | Lead | In consultation with | 2023 | | 2024 | | | |
|----------------------------|-----------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------------|------|----|------|----|----|----|
| | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| | | (external expert) Leader | | | | | | | |
| | RC and Evaluation Manager briefing | Independent External Evaluator Leader | Independent External Evaluators (external expert) ; DCO Evaluation Advisor | | | X | | | |
| | Agree/ develop theories of change | Independent External Evaluator Team Leader | Independent External Evaluators; DCO Evaluation Advisor; RC; Evaluation Manager | | | X | | | |
| | Detailed stakeholder mapping and analysis | Independent External Evaluator Team Leader | Independent External Evaluators; Evaluation Manager | | | X | | | |
| | Drafting of the inception report | Independent External Evaluator Team Leader | Independent External Evaluators; Evaluation Manager | | | X | | | |
| | Finalization of inception report | Independent External Evaluator Team | Evaluation Manager; Evaluation steering committee | | | | | | |
| Data collection & analysis | Primary and secondary data collection and analysis, including triangulation | Independent External Evaluators (external expert) | Evaluation Manager | | | | X | | |

| Phases | Activities | Lead | In consultation with | 2023 | | 2024 | | | |
|---------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------|----|------|----|----|----|
| | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Review & validation | Synthesise of findings and drafting of the Evaluation Report | Independent External Evaluators (external expert) | Evaluation Manager | | | | X | X | |
| | Review and validation (quality assurance) | DCO | UNCT/ Executive Steering Committee | | | | | X | |
| | Draft a management response | RC/RCO | UNCT/ Executive Steering Committee | | | | | X | |
| Dissemination | In-country dissemination of the report, management response and follow-up actions | RC | UNCT/ Executive Steering Committee | | | | | | X |
| | Post UNSDCF Evaluation Reports, management responses and follow-up actions on the UNSDG website | DCO | | | | | | | X |
| | Organise post-evaluation stakeholder workshops | Highest-ranking government official | RC/ stakeholders government officials, funding partners, civil society organizations and the private sector | | | | | | X |
| Whole steps | Quality Assurance | RCO, DCO, UNEDAP | RC | | | X | X | X | X |

9 Evaluation Deliverables

The key deliverables that the UNSDCF Independent External Evaluators (external experts) is expected to produce are:

9.1 Inception Report

Inception Report (25 pages max, excluding annex) shall contain:

- A preliminary analysis of the UNSDCF Theory of Change (ToC) or, in its absence, reconstruction of the UNSDCF ToC;
- Improved/refined evaluation objectives scope and topic selection.
- Improved list of evaluation criteria and questions
- A purposive sampling framework to identify interventions and stakeholders.
- Reference of the concept of LNOB that will be applied.
- An elaboration of the evaluation approach and methods, including:
 - A detailed overview of the evaluation approach, criteria and questions, tools and methodology.
 - Evaluation design matrix which detailed approaches, methods, data sources and analytical methods of each question
 - Set of Tools that will be used for data collection (i.e. interview guidelines or questionnaire)
- The management, governance and quality assurance mechanisms.
- A detailed evaluation plan and timeline, including a tentative list of interviews to be arranged or plans for field visits.
- Detailed stakeholder mapping and analysis shall be done during the inception phase.
- Dissemination plan to highlight how the evaluation report will be disseminated and shared with stakeholders. During the Inception Phase, the Independent External Evaluators (external experts) will establish a dissemination plan in consultation with RCO and Evaluation Managers. This dissemination plan will become an Annex to the Inception Report. The evaluation will be disseminated to the relevant stakeholders in Indonesia particularly those identified as primary and secondary users of the evaluation, Government of Indonesia, UN partners, and other key stakeholders.
- Documents to be written in working and proper English and layout.

The inception report template can be found [here](#) or in Appendix 4 of UNSDCF Evaluation Guideline¹⁸.

9.2 Preliminary findings

The initial evaluation findings report and a PowerPoint presentation are produced by the Independent External Evaluators to facilitate the validation workshop. The report should not exceed 15 pages excluding annex. The report should include findings from the desk review and data collection, with an initial attempt to triangulation of findings. The report should also present a matrix of quality of data collected for responding to each evaluation question and point to gaps that challenged the data

¹⁸ Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (2021) <https://www.unevaluation.org/document/detail/2972>

collection phase. The report should also include annexes, for example, the notes and summaries made during the desk review and transcripts of qualitative data.

9.3 Draft Evaluation Report

Independent External Evaluators shall submit a final report with an executive summary, main report, annexes, and a clear set of actionable recommendations.

The evaluation report should be written in a clear and concise manner that allows readers to easily follow its logic.

Draft and Evaluation Report shall provide a comprehensive report detailing the evaluation findings, conclusions, and recommendations. Advisable length of the evaluation report is 50 pages max (excluding annex).

Evaluation Report template can be found [here](#) or in Appendix 4 of UNSDCF Evaluation Guideline¹⁹

The Power Point presentations shall be prepared and used by the Independent External Evaluators in their presentation of the preliminary finding to the evaluation steering committee and evaluation reference group.

For each CF evaluation a Summary Performance Rating will be submitted by the Independent External Evaluators with the final UNSDCF evaluation report to facilitate regional and global performance synthesis. The rating system of UNSDCF evaluations is recommended to simplify the identification of levels of performance by decision-makers; to help aggregate results; and enhance the provision of consolidated reporting back to governments in programme countries as well as to governing bodies. The performance rating scheme is available [here](#) or in Appendix 7 of UNSDCF Evaluation Guideline²⁰.

9.4 Final Evaluation Report

Final Evaluation Report shall incorporate feedback received from the evaluation managers, evaluation reference groups and evaluation steering committee.

Independent External Evaluators will be expected to document the all responses to the feedback through a matrix in a transparent manner, where the Evaluation Managers will review and track responses to each feedback received.

After improving the draft evaluation report based on the feedback, Independent External Evaluators shall submit a final report with an executive summary, main report, annexes, and a clear set of actionable recommendations.

Acknowledgement of any limitations faced during the evaluation process and identifying lessons learned for future evaluations and programming shall be covered in the report.

In additional to the full report, standalone PowerPoint of final evaluation report shall be submitted to the evaluation manager as part of the evaluation deliverables.

The final evaluation report will be made publicly available.

¹⁹ Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (2021) <https://www.unevaluation.org/document/detail/2972>

²⁰ Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (2021) <https://www.unevaluation.org/document/detail/2972>

9.5 Evaluation Brief

Additionally, the Independent External Evaluators shall submit a final evaluation brief that can be shared with a range of audiences, including **the Government of Indonesia, UN partners, and other key stakeholders.**

The \ Evaluation Brief (in English) is not the executive summary in the evaluation report. It's a synthesis report describing the evaluation including introduction, objectives and scope, methodology, findings, and recommendation. The evaluation brief can be resembling in e-book or infographic is intended for a broader and non-technical audience such as government counterparts, development partners, CSOs, at national and sub national level. The evaluation brief will need to be produced using disability accessible and inclusive formats.

Annex A. Governance roles and responsibilities

- The corporate and approved guidance to conduct the UNSDCF evaluation can be found here: <https://www.unevaluation.org/document/detail/2972> Those guidelines are an integral part of those ToRs.

Annex B. Qualification of Independent External Evaluators

The evaluation will comprise the following:

- Independent External Evaluator Team leader
- Independent External Evaluator Team Member

The role, responsibilities and requirement of each position are as follow:

Evaluation Team Leader

The UNSDCF Independent External Evaluators team leader is a critical role in ensuring the success of the evaluation process. The responsibilities of an UNSDCF Independent External Evaluator team leader:

- Overall responsibility for the technical quality and relevance of the evaluation. This includes ensuring that the evaluation is well-designed, methodologically sound, and produces results that are useful to the UN Country Team and other stakeholders.
- Responsibility for the methodological aspects of the evaluation. This includes developing the evaluation framework, designing the data collection instruments, and overseeing the data analysis.
- Responsibility for the organization and coordination of work. This includes developing the work plan, liaising with stakeholders, Providing technical guidance to the Independent External Evaluator team member. and ensuring that the evaluation is completed on time and within budget.
- Overall consistency of the evaluation process. This includes ensuring that the evaluation is conducted in a fair, impartial, and transparent manner.
- Quality assurance. This includes ensuring that the evaluation meets the highest standards of quality and that the findings are reliable and credible.

- Internal consistency of the team. This includes ensuring that the Independent External Evaluator team works together effectively and that the findings are consistent with the evidence.
- Provision of all expected deliverables. This includes the final evaluation report, as well as any other products or outputs that are required.
- Overseeing the dissemination of the evaluation findings.
- Ensuring that the evaluation findings are used to inform the development of the UNSDCF 2026-2030.

The individual in this role must have strong technical evaluation skills, as well as the ability to manage and coordinate a complex evaluation project. They must also be able to work effectively with a variety of stakeholders, including UN agencies, government officials, and civil society organizations. Below the details requirement for Independent External Evaluator team leader.

Academic

- Master's degree in a relevant field, such as evaluation, development studies, or public policy.
- PhD in a relevant field is preferred.

Professional

- At least 8 years of experience in evaluation, preferably in the development sector.
- Experience in leading and managing complex evaluation projects.
- Strong analytical and research skills.
- Excellent written and oral communication skills.
- Ability to work independently and as part of a team.
- Sound judgment and decision-making skills.
- Commitment to high ethical standards.
- Experience with evaluation within the UN system.
- Experience in UNSDCF, UNDAF or UNPDF Evaluation is a plus.
- Experience working in Indonesia is a plus.

Technical

- Proficiency in the use of evaluation methods and tools.
- Ability to write clear and concise reports.
- Ability to present findings to stakeholders in a clear and concise manner.
- Experience with the UNSDCF, UNFPF or UNDAF evaluation is a plus.
- Ability to speak Bahasa Indonesia is a plus

Evaluation Team Member

The UNSDCF Independent External Evaluator team member is an important part of the evaluation process. The specific responsibilities of an UNSDCF Independent External Evaluator team member will vary depending on the specific needs of the evaluation. However, all team members play an important role in the evaluation. The general responsibilities of UNSDCF evaluation team member are as follows:

- Contribute to the development of the evaluation framework and methodology.
- Collect and analyze data.

- Conducting interviews and focus groups.
- Reviewing documents and reports.
- Gathering and analyzing quantitative data.
- Write and edit reports.
 - Interpreting and presenting findings.
 - Writing and editing technical reports.
- Present findings to stakeholders.
- Support the team leader in the overall coordination and management of the evaluation process.
- Providing technical support to the team leader.

The individual in this role must have strong research and analytical skills, as well as the ability to write and communicate effectively. They must also be able to work effectively as part of a team and be sensitive to the needs of different stakeholders. Because of a broad area of UNSDCF, the team member will be expected to have expertise in one or more following thematic area :

- Human and social development
- Economic Development
- Environment, Climate Change and Disaster

Below the detailed requirement criteria for Independent External Evaluator team member.

Academic

- Bachelor's degree in a relevant field, such as evaluation, development studies, or public policy.
- Master's degree in a relevant field is preferred.

Professional

- At least 5 years of experience in evaluation, preferably in the development sector.
- Experience in conducting research and collecting data.
- Strong analytical and writing skills.
- Excellent oral communication skills.
- Ability to work independently and as part of a team.
- Commitment to high ethical standards.
- Familiarity with the UN system is a plus

Technical

- Able to speak English and Bahasa Indonesia
- Proficiency in using Microsoft Office Suite.
- Knowledge of the UNSDCF and the development sector.
- Ability to use basic statistical software.
- Ability to present findings to stakeholders in a clear and concise manner.

Thematic Expert

The thematic expert responsible to support the evaluation team in the key thematic areas, particularly related to the following tasks:

- Contribute to the development of the evaluation framework and methodology.
- Contribute in data analysis
- Contribute in report writing and editing reports.
 - Interpreting and presenting findings.
 - Writing and editing technical reports.

The individual in this role must have strong research and analytical skills, as well as the ability to write and communicate effectively. They must also be able to work effectively as part of a team and be sensitive to the needs of different stakeholders. Because of a broad area of UNSDCF, to have expertise in one or more following thematic area:

- Human and social development
- Economic Development
- Environment, Climate Change and Disaster

Below the detailed requirement criteria for thematic expert.

Academic

- Bachelor's degree in thematic areas.
- Master's degree in a relevant field is preferred.

Professional

- At least 5 years of experience of doing research or evaluation in relevant thematic area.
- Experience in conducting research and collecting data.
- Strong analytical and writing skills.
- Excellent oral communication skills.
- Ability to work independently and as part of a team.
- Commitment to high ethical standards.
- Familiarity with the UN system is a plus.

Technical

- Able to speak English and Bahasa Indonesia
- Proficiency in using Microsoft Office Suite.
- Knowledge of the UNSDCF and the development sector.
- Ability to use basic statistical software.
- Ability to present findings to stakeholders in a clear and concise manner.