unicef | for every child

TERMS OF REFERENCE

TITLE – *Evaluation Consultant*

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Jakarta, Indonesia (Remotely)
DURATION OF CONTRACT	2.33 Months

Purpose of Assignment

Indonesia is one of the world's largest and most geographically complex countries with a population of 284.4 million, 28% of which are children. It is a vast archipelagic nation spread across thousands of islands. Its geography, combined with decentralized administration across provinces and districts, means that public services must reach populations living in highly varied settings, from major urban centres to remote, isolated communities.

Indonesia has made broad social and economic progress, with stronger national capacity and improved conditions for children, although substantial inequalities remain.

Areas of progress

Economic and institutional development:

Indonesia has developed into a large upper middle-income economy with increasingly capable national institutions and a decentralized system that brings many decisions closer to local populations.

Child-focused policy and systems:

The country has strengthened its policy framework and public systems for children, including health, nutrition, education, child protection, water and sanitation, and social protection.

Service expansion:

Access to essential services has improved overall, contributing to better outcomes for many children and families.

Commitment to equity and the Sustainable Development Goals:

National development priorities increasingly recognize the need to reduce poverty, improve human capital, and address disparities affecting children.

Emergency and resilience capacity:

Indonesia has continued to build experience and systems for disaster risk reduction and emergency response, which is particularly important given its exposure to natural hazards and climate-related shocks.

However, averages conceal substantial disparities. Children in poorer households, remote and underserved locations, and marginalized groups are more likely to face overlapping disadvantages in health, nutrition,

education, protection, water and sanitation, and social protection.

Key challenges affecting children

Unequal access to quality services:

Essential services do not reach all children consistently, particularly at local level. As an example, only 10% of people have access to safely managed sanitation.

Interconnected deprivation:

Poverty, poor nutrition, limited learning opportunities, inadequate water and sanitation, and exposure to violence can reinforce one another. Although the number of children who have not received the first dose of the diphtheria-tetanus-pertussis-containing vaccine (DTP1), zero-dose vaccination reduced, as many as 662,000 children in 2023 did not have this vaccination. While poverty has reduced, 1 in 8 children are still living under the poverty line. Reductions in childhood stunting have been observed. However, 1 in 5 children are stunted.

Decentralized implementation gaps:

Local governments have a central role in delivering services, but implementation capacity and resources vary.

• Disaster and climate exposure:

Emergencies can disrupt essential services and livelihoods, increasing risks for children and communities that are already vulnerable.

UNICEF Country Programme

The UNICEF 2026–2030 programme prioritizes reducing inequities for children by strengthening public systems and mobilizing partnerships across government communities, the United Nations, civil society, and the private sector.

The Country programme is guided by the Government of Indonesia Medium-Term Development Plan (RPJMN) 2025-2029. It takes into account the economic status of Indonesia as an upper Middle-Income Country (UMIC) where UNICEF's main role is to influence systems for results at scale with impact.

Disparities in both economic and human development and hence, differentials in the fulfillment of child rights have also informed the design of the programme and mix of strategies.

This country programme includes several programmatic shifts:

1. Influencing & leveraging more, and "doing" less

• Providing high-level policy advice & expertise.

• Focusing on upstream engagement & leveraging government, private sector & development partners' resources.

2. Implementing a differentiated business model (National, Nationwide and Focus Provinces)

• Influencing national systems, policies, plans, & budgeting.

• Strategically supporting nationwide rollout of strategies and action plans for accelerated quality service delivery.

• Supporting, guiding and influencing government in focus provinces to plan, finance and deliver quality services at scale across all sectors ("whole-of-child" approach).

3. Balancing focus and measurement of scale between district & provinces.

• Focus on whole-of-province results rather than scattered districts.

4. Strengthening Strategic Partnerships

• Engaging private sector, academia, civil society, youth & religious leaders to drive results at scale.

5. Programming with an "ecosystem mindset"

• Large-scale impact.

• Geographic focus provinces – move from ad hoc sector engagement to a "whole-of-child" approach.

The above is in line with the global UNICEF strategic plan that emphasizes focus, impact at scale and differentiation.

At the national level, UNICEF Indonesia will focus on the following:

• Evidence-based high-level and cutting-edge policy advice to influence child-related national systems and policy directions.

• Evidence generation and analysis to inform policy advocacy for realization of child rights and Sustainable Development Goals (SDGs).

At the national level, UNICEF's Jakarta-based team will lead efforts to influence and leverage systems, budgets, policies, and legislation, drawing on results achieved in the field and evidence about children from national studies, surveys, and research.

Strategic partnerships with the private sector, academia, and civil society organizations will be critical to influencing national systems and advancing outcomes for children.

Nationwide engagement

UNICEF Indonesia will work with national ministries and institutions to leverage existing systems and ensure that national policies and legislation are translated into provincial-level regulations, frameworks, and implementation arrangements that support the delivery of quality, child-focused services.

UNICEF teams will provide technical support to develop programming strategies, guidelines, and other enabling frameworks to facilitate the implementation of national strategies and roadmaps at the subnational level.

This work will be led primarily by Jakarta-based teams and will require sustained, strategic engagement not only with line ministries and the Ministry of Finance, but also with the Ministry of Home Affairs, which plays a key role in guiding local government priorities and overseeing subnational governance and service delivery.

Engagement in selected priority provinces

Based on an analysis of the situation of children, UNICEF Indonesia has prioritized provinces with the most severe child deprivations and poorest outcomes, particularly in relation to the Sustainable Development Goals (SDGs) and findings from multidimensional deprivation analyses. In addition to prioritizing equity and the needs of the most disadvantaged children, UNICEF will focus on provinces with a high concentration of child deprivations that contribute substantially to national-level indicators for children.

While the first two dimensions of UNICEF's differentiated business model, national-level influencing and nationwide engagement, are broad in scope, the selection of priority provinces requires a more detailed and systematic methodology.

Based on the above criteria, UNICEF Indonesia will support the provinces using the differentiated approach noted below:

Category 1: Five provinces with worst indicators across the majority of criteria

1. Papua (+ South Papua, Central Papua + Mountainous Papua)

2. West Papua (+ South-West Papua)

3. NTT

4. Maluku

5. North Maluku

Programming modality:

• Intensive technical support to provincial administration as well as districts (led by provinces)

• Hard-holding intensive accompaniment in ALL child sectors

• Multi-sectoral planning and evidence-informed influence

• Modelling/Innovation

• Provincial-level advocacy and leveraging resources for results at scale by local Gov.

Category 2: Four provinces with the highest burden of child deprivation

1. Central Java

2. East Java

3. West Java

4. North Sumatra

Programming modality:

The four provinces have the characteristics of the Upper Middle-Income Country (UMIC) typology where UNICEF programming has a focus on influencing provincial systems, policies, and budgets for better investment in quality services.

• Largely social-policy – type work where child-focused analysis and evidence drive advocacy with provincial administration.

• Leveraging local government resources; strategic partnerships and leveraging private sector for improved investment in children.

Thematic priorities

The programme's core focus is to ensure that children who are poorest, most marginalized, living in remote areas, or affected by emergencies, can access quality services and protection. Its main priorities are:

• Nutrition: A key focus will be supporting the Ministry of National Development Planning in coordinating nutrition efforts and improving delivery to address the triple burden of malnutrition.

• Health: Provide support to government efforts to advance the health and wellbeing of mothers and children, particularly through its primary health care and digital transformation pillars.

• Education: UNICEF will support the government of Indonesia to help every child achieve age-appropriate learning in safe learning environments. This will include assisting the Ministry of Home Affairs in managing and enforcing regulations to reduce the number of out-of-school children.

• Child protection:

UNICEF will support the Indonesian Government to strengthen the protective environment for children by ensuring policy prevention and protection services are functioning at all levels and are operationalized by a strengthened social service workforce.

• Climate action, Environment and Water, Sanitation and Hygiene:

UNICEF will provide support to policies, sectoral plans and interventions that ensure the strengthened resilience of social services. This includes promoting green technology options for social service frameworks, infrastructure and delivery models. UNICEF also will support the WASH sector transformation agenda, providing high-quality advice for improved governance, financing, institutional capacities and private sector engagement.

• Social Policy:

UNICEF will support the government to reduce child poverty and improve the resilience of families to shocks and stresses.

Purpose of Activity/Assignment

OVERALL GOAL:

To conduct an evaluability assessment of the Indonesia Country Office Country Programme, 2026-2030.

Purpose:

To determine the extent to which the UNICEF Indonesia Country Programme, 2026-2030 will be ready for a credible, independent, feasible, and useful country programme evaluation, and to identify the

adjustments needed to strengthen its design, theory of change, results framework, monitoring systems, data availability, and evaluation readiness.

Objective 1: Assess the UNICEF Indonesia business model

Determine whether UNICEF's intended contributions to policy influence, systems strengthening, financing, leveraging and results at scale sufficiently defined and measurable.

• Can changes in policy, systems, financing and institutional capacity plausibly be linked to UNICEF's contribution?

• Are indicators capable of measuring influence and systems change, rather than only direct delivery?

• Can UNICEF credibly measure leveraged financial and non-financial resources?

• Is the differentiated model of national, nationwide and focus-province engagement reflected in the results architecture?

• Is there sufficient evidence to assess pathways from subnational demonstration/model → government adoption → scale?

• Can the programme assess whole-of-province/whole-of-child results?

Objective 2: Assess the clarity and coherence of the Country programme (CP) design

Determine whether the programme's rationale, objectives, intended outcomes, outputs and key interventions are clearly defined and logically connected.

• Review the theory of change and results chain.

• Assess the clarity and measurability of expected results.

• Examine alignment between identified needs, interventions, and intended outcomes.

Objective 3: Assess the adequacy of the results framework and indicators

Determine whether the CPD has a robust results framework that can support an evaluation of its performance and results.

• Examine the relevance and measurability of indicators.

• Assess the availability of baselines, targets, and means of verification.

• Review assumptions, risks, and external factors that may influence results.

Objective 4: Determine the availability and quality of data

Establish whether sufficient, reliable, and accessible information exists to assess CP implementation, performance, and outcomes.

• Review monitoring and evaluation systems.

• Assess data quality, disaggregation, accessibility, and consistency.

• Identify evidence gaps and opportunities for additional data collection.

Objective 5: Assess conduciveness of the institutional context and availability of human and financial resources to monitor and evaluate the expected results in the country programme.

• Review relationships with government ministries and units that are necessary for accessibility of quality and timely data.

Objective 6: 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).

EVALUABILITY ASSESSMENT CRITERIA AND QUESTIONS

Objective 1: Assess the UNICEF Indonesia business model

1.1. Can changes in policy, systems, financing and institutional capacity plausibly be linked to UNICEF's contribution?

1.2. Are indicators capable of measuring influence and systems change, rather than only direct delivery?

1.3. Can UNICEF credibly measure leveraged financial and non-financial resources?

1.4. Is the differentiated model of national, nationwide and focus-province engagement reflected in the results architecture?

1.5. Is there sufficient evidence to assess pathways from subnational demonstration/model → government adoption → scale?

1.6. Can the programme assess whole-of-province/whole-of-child results?

Objective 2: Assess the clarity and coherence of the Country programme (CP) design

Is the programme's rationale clearly articulated and supported by an analysis of the problem, needs, and context?

2.1. Are the programme's overall goal, objectives, outcomes and outputs clearly defined?

2.2. Is there a clearly articulated theory of change explaining how and why the planned interventions are expected to achieve the intended results?

2.3. Is the causal relationship between activities, outputs, outcomes, and intended impact logically plausible?

2.4. Are the key assumptions and external factors underlying the theory of change explicitly identified?

2.5. Have relevant risks and contextual factors that could affect programme implementation and results been identified?

2.6. Is the programme design aligned with relevant national development priorities, the UN Sustainable Development Cooperation Framework (UNSDCF), and applicable agency strategies?

2.7. Are the needs and priorities of intended beneficiaries, including marginalized and vulnerable groups, adequately reflected in the programme design?

2.8. Are the programme's objectives realistic and achievable within the available resources and implementation period?

2.9. Have significant changes in the programme's context or design been documented and incorporated into its results logic?

Objective 3: Assess the adequacy of the results framework and indicators

Purpose: To determine whether the programme has a sufficiently robust framework for measuring progress, outcomes, and intended results.

3.1. Does the programme have a clearly defined and approved results framework?

3.2. Are the indicators relevant to and aligned with the programme's intended outputs and outcomes?

3.3. Are the indicators specific, measurable, and sufficiently precise to support an assessment of results?

3.4. Are baseline values available for the key outcome and output indicators?

3.5. Have realistic and time-bound targets been established for the indicators?

3.6. Are indicators disaggregated, where relevant and feasible, by sex, age, disability, geographical location, and other dimensions of exclusion?

3.7. Are data sources, collection methods, reporting frequency, and responsibilities clearly defined for each indicator?

3.8. Are indicators, monitoring systems and data sources allowing results to be analysed by relevant dimensions of inequality, including sex, age, disability, geography and others?

3.9. Are indicators appropriate for assessing changes in outcomes rather than only counting activities and outputs?

3.10. Are monitoring and reporting arrangements adequate to track progress and inform programme management decisions?

3.11. Have the results framework and indicators been revised when necessary to reflect changes in the programme's context or implementation?

3.12. Does the framework provide a sufficient basis for assessing the programme's relevance, coherence, effectiveness, efficiency, sustainability, and impact, where applicable?

Objective 4: Determine the availability and quality of data and systems

Purpose: To establish whether adequate, reliable, accessible, and sufficiently disaggregated data are available to support a credible evaluation.

4.1. Are the current Country Office (CO) planning, monitoring and evaluation systems and tools, particularly data collection and analysis systems, adequately structured to enable the CO and stakeholders to monitor and report against planned results of the new CP? Are the M&E systems sufficiently monitoring and measuring results from pilots being proposed in the new CP to allow for evidence-based reporting of success.

4.2. Are the processes and systems in place sufficient and reliable for decision-making and for programme improvements?

4.3. Are there adequate workflows in place to ensure information and monitoring data from programme teams is shared with the Planning Section to inform periodic reviews of the design, technical and management aspects of the programme?

4.4. Are there adequate means of verification systems in place to generate information at reasonable intervals to help monitor change and progress over time?

4.5. Are data and systems in place to allow UNICEF to assess the adequacy of resources to achieve intended results?

4.6. Are the monitoring systems of the partners in place to track the progress of the indicators according to the knowledge and perception of UNICEF staff and stakeholders?

4.7. Is there demand for evaluation? If not, why? And are demands realistic given programme design, budget and data availability?

4.8. Is there adequate monitoring, evaluation learning in place or planned for the new CP for the sector programme/country programme to be evaluated?

4.9. Does the sector programme/country programme include a clear plan and budget for evaluation? Is it clear who will manage the evaluation?

4.10. Are sufficient human capacities in place to monitor and evaluate progress towards the planned results?

Objective 5: Assess conduciveness of the institutional context and availability of human and financial resources to monitor and evaluate the expected results in the country programme.

5.1. Is the environment to implement costed evaluation plan (CEP) and other planned evaluations by the programme teams) conducive in terms of availability and accessibility of data and stakeholders?

5.2. Are there mechanisms and partnerships and sufficient human and financial resources in place to collect relevant data, monitor and evaluate progress towards the planned results?

Objective 6: Recommendations to further improve the design, data collection tools and systems to better implement, monitor and evaluate the planned results of the new country programme (CP) (this would include the preparation of the systems and tools to conduct evaluations in the costed evaluation plan (CEP) and other planned evaluations by the programme teams)

6.1. What changes to the current planning, monitoring, evaluation and reporting systems are required to enable the Country Office to adequately monitor and report on progress against the new country programme targets?

6.2. What possible changes in the Theories of Change (TOCs), and in the alignment of the programme activities and objectives and indicators would be required to enhance the evaluability of the new country programme?

6.3. What resources (human, technical, and financial resources), tools and institutional arrangements are required to enable the recommended changes and enhancements?

Scope of Work

The assignment will primarily focus on the Indonesia Country Programme for the period 2026-2030. However, a part of this assessment will explore evaluability of key programmes targeted in the costed evaluation plan. The assessment will examine the clarity and coherence of the programme's strategic shift and intent, theory of change, results framework, indicators, assumptions and intended outcomes, as well as the availability and quality of data required to assess programme performance and results. It will also explore the adequacy of existing monitoring and reporting arrangements, the accessibility of relevant evidence, and the extent to which programme staff share a common understanding of the programme's intended results and implementation logic.

Key Responsibilities:

The consultant will be responsible for the following tasks:

1. Conduct a desk review of relevant programme and strategic documents, including the UNICEF Country Programme Document (CPD), programme notes, programme strategies, workplans, the United Nations Sustainable Development Cooperation Framework (UNSDCF), results frameworks, existing evaluations, progress reports and other relevant documentation.

2. Review existing monitoring and evaluation systems and data to assess the availability, accessibility, completeness and quality of programme data, as well as the adequacy of indicators, data collection tools, databases and reporting procedures.

3. Develop and submit an inception report and evaluation outline including the proposed evaluability assessment methodology, key assessment questions, analytical framework, data collection tools, stakeholder consultation plan, workplan and deliverables.

4. Prepare data collection tools for key informant interviews and focus group discussions, as appropriate, to guide consultations with relevant government officials, UNICEF staff at country and sub-national levels.

5. Conduct key informant interviews and facilitate focus group discussions with relevant UNICEF staff to gather perspectives on programme design, results frameworks, monitoring systems, data availability, implementation arrangements and readiness for a future evaluation.

6. Analyse and triangulate the information collected through document reviews, M&E systems assessments and stakeholder consultations to identify strengths, gaps, risks and opportunities for strengthening programme evaluability.

7. Prepare and submit a draft evaluability assessment report presenting the methodology, key findings, conclusions and actionable recommendations to strengthen the evaluability of the country programme and inform the design of a future evaluation.

8. Develop a PowerPoint presentation of the preliminary findings highlighting the main assessment results, identified evidence gaps, key conclusions and proposed recommendations for discussion with UNICEF and relevant stakeholders.

9. Co-lead a validation workshop with UNICEF to present and discuss the assessment findings, obtain feedback, validate factual interpretations and refine the recommendations.

10. Incorporate feedback from the validation workshop and subsequent comments from UNICEF into the assessment report, ensuring that the final findings and recommendations are evidence-based, practical and responsive to stakeholder feedback.

11. Prepare and submit the final evaluability assessment report, incorporating agreed feedback and presenting clear conclusions and prioritized recommendations, including proposed actions to address identified gaps and strengthen readiness for a future evaluation.

12. Present the final findings and recommendations to UNICEF, as required, and provide any agreed supporting materials or documentation related to the assessment.

Guiding principles

The assessment will be guided by the principles of utility, feasibility, credibility and ethical practice, with particular attention to generating practical recommendations to strengthen programme evaluability and inform the scope and design of a future evaluation.

Methodology

Overall Approach

The evaluability assessment will adopt a mixed-methods approach, combining document review, an assessment of existing monitoring and evaluation (M&E) systems and data, and qualitative consultations with UNICEF staff at country and sub-national levels. This approach will provide a comprehensive understanding of the extent to which the country programme is adequately designed, measurable, supported by reliable data, and ready for the country programme evaluation.

3.2 Data Collection Methods

The assessment will use the following complementary methods:

1. Desk Review of Programme and Strategic Documents

A systematic desk review will be conducted of relevant programme and strategic documents to assess the clarity, coherence and evaluability of the country programme. Documents will include, but will not be limited to:

• UNICEF Country Programme Document (CPD) and associated programme strategy documents.

• Programme notes, programme strategies, annual workplans and relevant programme reports.

• United Nations Sustainable Development Cooperation Framework (UNSDCF) and related results frameworks, monitoring plans and reporting documents.

• Relevant sectoral policies, national development plans and other government strategies.

• Existing evaluations, studies, research reports, assessments and reviews relevant to the programme.

• Progress reports, results reports and other documents reporting on programme implementation and

achievements.

The review also will examine the alignment of the country programme with national priorities, the UNSDCF and UNICEF's strategic objectives. It will examine the clarity of the programme's intended results, the logical links between outputs and outcomes, the articulation of the theory of change, and the adequacy of assumptions and risks. Attention will be paid to the quality and measurability of indicators, the availability of baseline and target information, and the extent to which the programme design supports the assessment of intended results and, where feasible, the contribution of programme interventions to observed changes.

The desk review will also identify gaps, inconsistencies and areas requiring further clarification through consultations with programme staff.

2. Review of Existing M&E Databases, Data Sources and Procedures

The assessment will review existing M&E databases, information management systems, reporting tools and data collection procedures used to monitor programme implementation and results. This will include an examination of available indicator tracking systems, routine monitoring data, periodic reports and other relevant quantitative and qualitative data sources.

The review will assess the availability, accessibility, completeness, consistency and disaggregation of data against the programme's results framework and indicators. Where feasible, it will also examine data quality assurance mechanisms, the frequency of data collection, reporting responsibilities, data management arrangements and procedures for verification and use of monitoring information.

The assessment will explore whether the existing M&E systems can generate sufficiently reliable and timely evidence to answer potential evaluation questions. It will also identify gaps in data, indicator definitions, targets, reporting coverage and documentation, as well as any limitations affecting the measurement of programme outcomes.

The findings will help determine whether existing data systems are adequate for a future evaluation or whether additional data collection, quality assessments or methodological adjustments may be required.

3. Key Informant Interviews and Focus Group Discussions with UNICEF Staff

Key informant interviews (KIIs) and focus group discussions (FGDs) will be conducted with relevant UNICEF staff at country and sub-national levels. Participants will be purposively selected based on their roles and responsibilities in programme design, implementation, monitoring, reporting and coordination.

Key informant interviews will provide an opportunity to explore in greater depth staff perspectives on the programme's design and theory of change, the feasibility of measuring intended results, the functioning of existing M&E arrangements, and the availability and reliability of programme data.

Interviews will also examine the accessibility of relevant documentation, institutional knowledge of programme results, implementation challenges and opportunities to strengthen readiness for a future evaluation.

Focus group discussions will facilitate collective reflection on the programme's results framework, monitoring practices, data use and reporting arrangements. They will also help identify common challenges, differences in understanding across programme teams and levels of implementation, and

practical opportunities to improve programme evaluability.

Where appropriate, consultations will explore the feasibility of conducting a country programme evaluation, including the availability of relevant stakeholders and data sources, operational and logistical considerations, and potential ethical or access-related constraints.

Information gathered through KIIs and FGDs will be used to complement and validate findings from the desk review and M&E systems assessment.

Data Analysis and Triangulation

Data from the three methods will be analysed using a structured evaluability assessment framework. The analysis will focus on key dimensions, including:

• Programme design and logic: Clarity and coherence of the theory of change, results framework, assumptions and intended outcomes.

• Measurability of results: Adequacy of indicators, baselines, targets and means of verification.

• Availability and quality of evidence: Accessibility, completeness, reliability and disaggregation of existing data.

• M&E systems and processes: Adequacy of monitoring arrangements, data collection procedures, reporting systems and quality assurance mechanisms.

• Stakeholder understanding and engagement: Shared understanding of programme objectives, results and implementation logic, as well as stakeholder availability for a future evaluation.

• Feasibility of evaluation: Practical, methodological, ethical and operational considerations that may affect the scope and conduct of a future evaluation.

Findings from the desk review, M&E systems assessment and qualitative consultations will be triangulated to identify areas of convergence, discrepancies and evidence gaps. This will help strengthen the credibility of the assessment findings and distinguish between issues that are adequately documented and those that require further verification.

GENDER AND HUMAN RIGHTS, INCLUDING CHILD RIGHTS

Applying a gender lens to evaluation supports a proper analysis of how unobserved gender norms and gender discrimination can affect programme implementation processes and outcomes for women and girls, men and boys. It improves the overall quality of evaluations and provides the basis for more gender-transformative programming towards achieving gender equality goals. It contributes to deepening UNICEF knowledge on “what works” to build gender-transformative societies. It also helps to ensure that evaluations are more context-appropriate, and inclusive of the perspectives of diverse groups of girls and boys, women and men.

This evaluability assessment intends to incorporate strong gender analysis, including a review of the extent to which gender is integrated into programmes that do not focus directly on gender issues. Gender considerations should be integrated across all phases of the evaluability assessment.

Outputs and deliverables:

The following outlines the breakdown of the expected deliverables of the evaluability assessment:

Phase - 1 Inception Phase: A draft and final inception report (up to 20 pages)

• Scope and methods

o Finalized list of questions

o Work plan/timeline/schedule to conduct interviews/discussions

o Chapter plan/report template for the final evaluability assessment report.

Phase - 2 Data collection and analysis

• 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 (maximum 30 pages)

• Data collection phase debrief.

Phase 3 – Validation workshop Draft report, power point presentation and final report

• A PowerPoint presentation (10 to 15 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.

• A draft evaluability assessment report (maximum 30 pages including the executive summary and excluding annexes) to be discussed and validated by the country office team

• A final evaluability assessment report based on comments and feedback received on the draft report during the validation phase.

CONDUCT AND MANAGEMENT OF THE EVALUATION

The assessment Manager will be the UNICEF Multi-Country Evaluation Specialist in close coordination with, under the overall guidance and responsibility of the UNICEF Indonesia Representative.

The assessment manager will be responsible for day-to-day oversight and management of the assessment 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.

Ethical considerations

The evaluability assessment will be consistent with the UNEG norms and standards, the UNEG Ethical Guidelines and UNEG Code of Conduct and the UNICEF Procedure on Ethical Standards in Research, Evaluation and Data Collection and Analysis and will ensure:

• Respect for rights of individuals and institutions:

The evaluator will accord informants the opportunity to participate voluntarily while maintaining their

anonymity, and to make an independent decision to participate without pressure or fear of penalty (informed consent/assent). Also, interviewers will assure respondents that information would be confidential, and that reports would be written such that responses/contributions would not be traced back to them. Interview notes and any recordings will be accessible to the team members only.

• Respect for cultural identities and sensitivities:

Variances in ethnicities, culture, religious beliefs, gender, disability, age will be respected.

• Professional responsibilities and obligations of evaluators:

The evaluator will exercise independent judgment and operate in an impartial and unbiased manner. During data collection, any sensitive issues and concerns will be addressed through the appropriate mechanisms and referral pathways.

Ethical clearance of data collection tools and methodology by an IRB entity may be needed before initiating primary data collection. If needed, the consultant will work with UNICEF to obtain ethical clearance at the end of the inception phase. The costs for obtaining ethical clearance will be met by UNICEF.

Work Assignment Overview	Deliverables/ Outputs	Delivery deadline	Planned Travel
Prepare inception report	**Draft and finalized inception report**	**November 30 , 2026**	
Conduct data collection and analysis	**Preliminary findings**	**December 28, 2026**	**1 trip of 7 working days to Jakarta, Indonesia**
Prepare draft evaluability assessment report	**Draft report**	**January 10, 2027**	
Prepare final report and power point presentation	**Final report and presentation**	**January 25, 2027**	

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual

contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

Education:

Master's degree or equivalent in Development Studies, Economics, Social Studies, International Relations or other related fields.

Work Experience:

At least 8 years of experience in programme planning, monitoring, and evaluations processes.

Preference will be given to candidates with experience conducting evaluability assessments or evaluations at the strategic and policy levels.

Language Requirements:

Excellent command of written and spoken English.

Knowledge/Expertise/Skills:

• Proven skills in research analysis, including quantitative and qualitative data collection and analysis techniques.

• Experience in the design and/or review of theories of change, results/logic framework and how they relate to programming.

• Experience in programme development and knowledge of criteria and standards for a strong monitoring and evaluation system.

• Excellent report writing skills, analytical skills, and computer skills.

• Strong oral communication skills with the ability to translate and present findings to both lay and technical teams.

• Strong analytical and critical thinking skills.

• Ability to review and understand programme documents, work plans, budgets, implementation arrangements, risks, and progress reports.

• Experience and strong skills in data collection including conducting document reviews, key informant interviews, stakeholder consultations and triangulation of data.

Desirables:

• Knowledge of the UNICEF CPD planning process.

• Experience with the United Nations.

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