

Short Title of Assignment

Country-led Formative Evaluation of Safely Managed Sanitation Assistance Program (PPSP) in Indonesia (2009-2024)

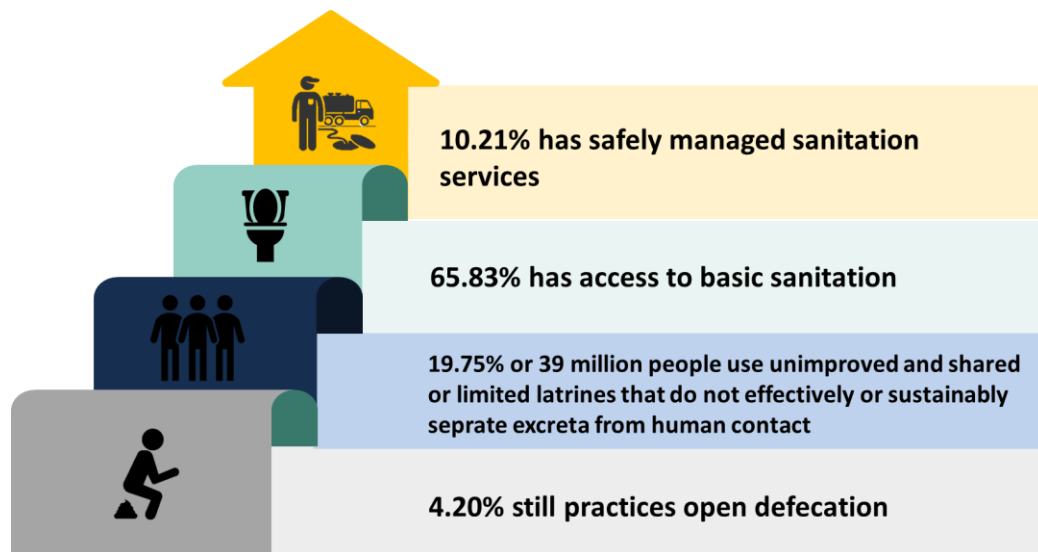
Background (Evaluation Context)

Indonesia is the largest archipelago nation in the world. With a population of 270.2 million (National Statistics Agency, 2020) from 360 ethnic groups, Indonesia is the fourth most populous country in the world. It stretches 5,150 km between the Australian and Asian continental mainland, divided the Pacific and Indian Oceans at the Equator. The country comprises of five main islands: Sumatra, Java, Kalimantan, Celebes and Papua. It has a total of 17,508 islands, among which 6,000 are inhabited. The population of Indonesia can be divided into two major groups: in the western region, most from the Malay ethnicity, while in the eastern region there are the Papuans originating from the Melanesian Islands.

Since the year 2000, Indonesia has made remarkable progress in accelerating access to basic water, sanitation, and hygiene (WASH) services to most of its population, spreading across different islands of the archipelago. Since 2000¹, Indonesia has succeeded in expanding access to improved water sources to about 110 million citizens and improved sanitation facilities to 148 million citizens. At the same time, Indonesia also managed to significantly reduce its open defecation rate from 30% in 2000 to 5.6 % in 2021 (National Statistics Agency, 2021). As of 2021, 90.7% of Indonesia's population have access to improved drinking water – a significant increase from 61.29% drinking water access in 2018. Similarly, 80.29 percent of the population has access to improved sanitation in 2021 (National Statistics Agency, 2021). Nevertheless, challenges and issues linked to water quality and sanitation-related diseases are still a concern. A recent survey (2021) by the Ministry of Health showed that *Escherichia coli* (*E. coli*) was found in 70% of the groundwater samples from the surveyed households, indicating that water pollution due to poor sanitation is a major issue of concern.

The Sustainable Development Goals (SDGs) inspires countries to improve the access and quality of sanitation services. It is no longer considered sufficient to only have access to adequate sanitation, countries now must introduce and increase access to safely managed sanitation, which offers better health and environmental protection for children and their families. Safely managed sanitation is an upward shift of the interventions focused in reducing open defecation (Figure 1).

Figure 1: Proportion of households accessing sanitation based on sanitation ladder



Source: National Statistics Agency, BPS, 2023 (analyzed by Bappenas)

The level of access to safely managed sanitation in Indonesia is still low – around 10% in 2023 – which is slight increase from 7% in 2022 (National Statistics Agency, 2022 & 2023). Several initiatives have been conducted by the government to increase access to safely managed sanitation, including improving fecal sludge management (FSM) and access to sewerage system (e.g., city-scale or decentralized wastewater treatment system, particularly for high densely urban areas). In the area of on-site sanitation, the government through the Ministry of Public Works and Housing has supported local governments in improving fecal sludge management by providing technical assistance to strengthen institutional capacity, development of guidelines and standards, conducting training and sharing knowledge, etc. In addition, the Ministry of Public Works and Housing has provided support to vulnerable households to acquire sealed septic tanks to contain domestic wastewater and

reduce risk of pollution. On-site systems that are not properly sited, designed, installed, and maintained pose an unacceptable risk to public health.

Government of Indonesia (GoI) has set new target by committing to provide access to safely managed sanitation to 30% of Indonesians by 2030 and 70% by 2045. To achieve these targets, the GoI with technical support from UNICEF has developed a safely managed sanitation roadmap, which serves as a basis for the preparation of the next national development plans – National Medium-Term Development Planning (RPJMN) 2025-2029 and National Long-Term Development Planning (RPJPN) 2025-2045. The roadmap sets out the key policies, strategies, interventions, budget, priority programs and line ministries accountable for the implementation of the safely managed sanitation roadmap.

Object of Evaluation (PPSP Program – Program Percepatan Pembangunan Sanitation Permukiman)

To achieve the desirable outcome of universal coverage of safely managed sanitation access and services across the Indonesian archipelago, there is need for increased policy and programmatic efforts by stakeholders. To achieve the ambitious targets in the recently launched national sanitation roadmap, it is essential to strengthen the support to the sub-national governments. The national government’s support to the subnational governments was initiated in 2009 and is primarily provided through four key ministries: National Development Planning Agency (Bappenas); Ministry of Home Affairs (MoHA); Ministry of Public Works and Housing (MPWH); and Ministry of Health (MoH). The “Program Percepatan Pembangunan Sanitasi Permukiman” (PPSP/Sanitation Settlement Development Acceleration Program) is the main platform through which the support is provided. In addition to provision of support for improving access to sanitation services, the platform has been instrumental in fostering multi-stakeholder collaboration among stakeholders in the sector. The PPSP Program was developed with a primary purpose of creating and nurturing an enabling environment to support the acceleration of sanitation development, through advocacy, strategic planning, and inclusive implementation through engagement and involvement of various stakeholders. There are six core strategies that underpin PPSP’s support at the subnational level. These include: (a) conducting campaigns, education, advocacy and technical assistance, (b) development of local institution and regulation capacity (c) preparing city sanitation strategy, (d) development of programme memorandum, (e) fostering implementation, and (f) monitoring, evaluation and coaching.

Since the inception of PPSP over 15 years ago, there have been three phases of programme implementation. The Government of Indonesia through Bappenas’s Directorate of Housing and Settlement is keen to gather lessons and insights to inform the next phase of the programme implementation. It is also important that the fourth phase of PPSP takes into consideration the relevant development targets highlighted in the newly launched national National Medium-Term Development Plan (RPJMN 2025-2029) and National Long Term Development Plan (RPJPN 2025-2045). To this end, Bappenas’s Directorate of Housing and Settlement in partnership with UNICEF has commissioned an evaluation of PPSP to generate evidence on areas of improvement to better support the local governments in strengthening the access to safely managed sanitation services.

Purpose, Objectives, Audience, Expected Use

Purpose of Evaluation

This is a country-led formative evaluation that aims to assess PPSP’s implementation and performance from 2009 to 2024 (with deeper analysis in the last five years (2019-2024)) to generate evidence on areas of improvement to better support the local governments in strengthening access to safely managed sanitation services. The evaluation will also generate lessons learned about what works and does not work to inform the design and implementation of the fourth phase of PPSP.

It is expected that the evaluation will inform the four key ministries involved in the implementation of PPSP programme on the key enhancements and adjustments needed to accelerate progress and achievement of the expected sectoral targets in the national development plans (e.g., RPJMN 2025-2029 and RPJPN 2025-2045).

Objectives of Evaluation

The objectives of the evaluation are to:

1. Develop a theory of change (ToC) to capture the causal pathways toward accelerating access to safely managed sanitation (SMS) in Indonesia through the PPSP’s support to subnational governments. The ToC will be developed based on the review of existing literature and consultations and validation by key stakeholders. The ToC is expected to provide

a theoretical framework of activities, outputs and outcomes that will form the basis for evaluating the overall PPSP programme's support for the acceleration of SMS activities' in Indonesia.

2. Assess the **relevance, coherence, effectiveness, efficiency, and sustainability** of the PPSP program approaches and strategies in accelerating access to SMS.
3. Draw lessons learned, benchmarks, good practices and a set of forward-looking and actionable recommendations to inform the priorities, design, implementation and scale up of programming approaches, strategies and key interventions needed for accelerating the access to safely managed sanitation in Indonesia. This will include learning from other countries experiences. *[Consider highlighting new innovative models/approaches that can be used to inform the design of PPSP support to subnational government to accelerate access to SMS in Indonesia]*

The table below shows the primary and secondary audience of the evaluation and intended use of the findings.

AUDIENCE OF THE EVALUATION AND INTENDED USE	
Users of Evaluation	Intended Use of Evaluation
Primary	
Government Ministries and Agencies at the national level involved as Programme Management Unit (PMU) and Programme Implementation Units (PIUs) of PPSP program: <ul style="list-style-type: none"> • National Development Planning Agency (Bappenas) • Ministry of Public Works and Housing (MPWH) • Ministry of Health (MoH) • Ministry of Home Affairs (MoHA) 	<ul style="list-style-type: none"> • Share insights about benchmark/lesson-learned/good practices of assistance program in other sectors as well as other regions. • Inform areas of improvements and refinements of the PPSP program in supporting the safely managed sanitation (SMS) programming in Indonesia and achievement of national targets by 2045. Specifically, in areas such as: <ul style="list-style-type: none"> ○ Planning/design and implementation of program structure. ○ Governance (roles/responsibilities, accountability, capacities, data management, monitoring, etc.). ○ Engagement and quality of services for the local governments taking part in the PPSP program. ○ Cross-cutting and future issues/ challenges faced by the local governments in achieving desired results in SMS in their respective regions, including gaps in resources and climate change. • Inform the efforts to improve the clarity of roles and responsibilities between the PMU and PIUs.
Sub-national Government	<ul style="list-style-type: none"> • Provide evidence on areas of improvement to strengthen the formulation, planning and implementation of policies, programmes, and strategies for sustainability/scaling up of SMS initiatives. • Provide learning opportunities in cross-cutting, current, and future challenges in building the ecosystem of sanitation sector. • Provide learning and knowledge sharing opportunities among subnational governments and other key stakeholders such as development partners.
UNICEF Indonesia Country Office (ICO)	<ul style="list-style-type: none"> • Help refine the strategies and approaches to better support the Government in accelerating SMS.

	<ul style="list-style-type: none"> • Better approaches in advocating for SMS at both national and sub-national level. • Inform linkages with other programs for synergistic impact on child rights
Secondary	
UNICEF East Asia and Pacific Regional Office	<ul style="list-style-type: none"> • Contribution to strategic thinking around approaches to SMS programming in the region • Provide learning and insights on the design and implementation strategies and approaches to SMS programming in Indonesia, and countries with similar socio-economic situation as Indonesia • Inform the Regional Office’s planning and areas of support to Indonesia Country Office’s strategies and approaches to SMS programming activities
Other UN Country Teams, key development partners and donors	<ul style="list-style-type: none"> • Inform funding decisions on areas that need support and improvement to better support results for pregnant women, mothers, and children • Provide objective evidence and learning for improving the design and implementation of SMS policies and programming initiatives in Indonesia
Civil Society Organizations/implementing partners	<ul style="list-style-type: none"> • Lessons learned will be used to inform the advocacy and implementation strategies of their SMS programmes
Rights holders and duty bearers	<ul style="list-style-type: none"> • Right holders: To better inform approaches and strategies to galvanize public awareness and action on SMS practices • Duty bearers: To better inform policies, strategies, approaches, and interventions to accelerate access to SMS

Scope of Evaluation

The scope of the evaluation will include the following three core areas.

Thematic scope:

Thematically, the evaluation will examine implementation of the PPSP program (2009-2024), particularly on the technical assistance provided to local governments. The main focus will be on the upstream work aimed at creating an enabling environment (e.g., regulation, governance) and system strengthening (e.g., planning, budgeting, strategies development etc.). The evaluation will also focus on issues related to the impact of poor sanitation on environment and inclusive climate resilience.

Geographical scope: Geographically, the evaluation will cover the implementation activities of the SMS programme at both the national and sub-national. At the subnational level, the target will be at least four districts in two provinces (preferably East Java and South Sulawesi).

Chronological scope: The evaluation will focus on the PPSP’s implementation period from 2009 to 2024. As the timeline covers the COVID-19 period, the evaluation will examine the implications of the pandemic on the SMS programming. Therefore, the evaluation will assess the extent to which the programming remained relevant and strategically positioned to address the changing reality and needs for communities, children and their families in Indonesia.

Evaluation Criteria and Questions

The evaluation will focus on the OECD-DAC criteria of **relevance, coherence, effectiveness, efficiency, and sustainability**. In addition to OECD/DAC evaluation criteria, the evaluation will prioritize gender, equity, and human rights as key criteria to be prioritized throughout the evaluative process. Evaluation questions have been prioritized and structured in line with these criteria.

Below are preliminary evaluation questions which will be finalized during the inception phase. They can be commented on and adjusted by the bidders in their technical proposal.

Relevance – *the extent to which the PPSP programme is suited to the needs, priorities, and policies of the subnational government and other stakeholders to accelerate access to safely managed sanitation (SMS), and will continue to do so if circumstances change.*

- To what extent has the PPSP programme been, and is still, aligned in supporting national priorities and relevant given the country context, the existing sanitation challenges, and the ambitious SMS targets set out in national development plans?
- To what extent are the current objectives, strategies/approaches, implementation modalities of the PPSP program still valid and respond to the current priorities and policies of the relevant subnational government stakeholders, as well as the needs of the beneficiaries in different communities and geographical areas (e.g., urban, rural, etc.)?
- To what extent are the PPSP's strategies/approaches appropriate for achieving the desired results?
- Are the activities and outputs of the PPSP programme consistent with the overall goal and the attainment of its objectives, and intended impacts/effects including impact on environment, public health, etc.?

Coherence – *compatibility of PPSP programme with other policies, programmes, and interventions in the country, implementation areas, as well as fit to the overall SMS programming structure. How well does the intervention package fit to support the overall goal of achieving SMS in Indonesia by the designated time?*

- To what extent the PPSP programming is consistent with related activities and interventions delivered by the relevant government partners (e.g., Ministry of Public Works, Housing, Ministry of Health and other key stakeholders)?
- To what extent is the PPSP programming activities at the local level coherent with the local plans, policies, interventions, and systems? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value.

Effectiveness – *the extent to which PPSP programme achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.*

- To what extent were the desired results of the PPSP programme achieved / are likely to be achieved?
- To what extent and which implementation strategies and approaches of the PPSP mainly contributed to achievement of national SMS program results?
- What were the major factors influencing the achievement or non-achievement of PPSP's desired results in supporting subnational government (including strategies, partnerships, coordination between Ministries, etc.)?
- What exactly are the unintended results of PPSP programme at national and subnational level?

Efficiency - *the extent to which the PPSP programme's resources (human, expertise, financial and materials) were sufficient and efficiently used to produce achieved results (outcomes, and outputs) in a timely way.*

- To what extent is the PPSP programming approach efficient in achievement of desired results in terms of resource utilization (human, technical, financial) and timely delivery? Have there been any significant delays in programme implementation and achievement of results, and if so, why?
- To what extent did PPSP stakeholders efficiently coordinate and use resources and capacities to achieve results?
- To what extent did the PPSP coordination and collaboration structure avoid duplication among the key stakeholders?

Sustainability - *the extent to which the PPSP programme approach succeeded in creating opportunities for good practices and interventions to be adopted and scaled-up?*

- What are the major factors which influence the achievement or non-achievement of sustainability?
- To what extent has PPSP programme, through its interventions, led to a lasting change to children, women, and communities, that can be sustained overtime?
- To what extent the coordination structures, plans, programs, and policies at the national and sub-national level have changed to sustain the results of PPSP Programme? *[For example, what arrangements the subnational government partners have made (such as ordinances, resolutions, memo circulars at relevant levels) to sustain the results of the PPSP programming initiatives?]*

Additional criteria for consideration

Equity, gender equality, human rights, and climate resilience - Measures the extent to which marginalized populations as well as girls and women benefit from the PPSP programme results.

- What type of approaches and interventions from PPSP programme that have yielded results in improving access to SMS in disadvantaged, marginalized and less reached areas/groups? To what extent is gender a significant factor? Has attention been given to the needs of children affected by disability? Has climate resilience been adequately incorporated into the PPSP programme?
- Are there concrete lessons that can be replicated for improving access to SMS in an equitable manner targeting the most disadvantaged or vulnerable children?

Note: Gender, equity, and human rights will be mainstreamed in the evaluation questions across the five key evaluation criteria.

The technical proposals should also include a preliminary evaluation matrix linking the key evaluation criteria and questions/sub-questions with appropriate indicators of success, the proposed methods of data collection and analysis as well as and data sources for answering each evaluation question (and exploring the sub-questions). The proposal should show the firm’s ability to develop appropriate metrics for assessing each question objectively. In consultation with the Evaluation Reference group, and in agreement with the management team, the questions can be re-prioritized and modified by the evaluation team during the inception phase.

Evaluation Design and Methodology

Based on the objectives of the evaluation, this section indicates a possible approach, methods, and processes for the evaluation.¹ Methodological rigor will be given significant consideration in the assessment of proposals. Hence bidders are invited to interrogate the approach and methodology outlined in the ToR and improve on it or propose an approach they deem more appropriate. In their proposals, bidders should clearly refer to triangulation, sampling plans, ethical considerations and methodological limitations and mitigation measures.

This evaluation should follow a participatory, utilization-focused, and theory-based approach, with mostly qualitative data collection and analysis. Evidence will be collected primarily through comprehensive desk review and information gathered directly from key stakeholders at national and local levels through key informant interviews, focus group discussions, and other appropriate means.

With a strong focus on utilization, the approach of the evaluation will concentrate on engaging with the principal users of the evaluation process and report – key stakeholders in government ministries and departments at national and sub-national level, UNICEF, and other stakeholders involved in similar programmes supporting SMS activities and initiatives in Indonesia – throughout the process. This includes involvement of the stakeholders in the evaluation design (inception phase), in data collection phase, the validation of data collected and emerging results as well in the formulation and

¹ The proposed methodology is just indicative and based on internal experience in conducting similar evaluations. There will be need to develop a detailed design, analytical methods and tools during the inception phase based on additional literature review and in consultation with the Evaluation Reference Group.

validation of recommendations. This will increase the relevance of the questions asked, the appropriateness of the data collected as well as the level of actionability and usefulness of the recommendations.

To strengthen the data collection process, it is expected the lead consultant will partner with a local team of expert(s) with the appropriate technical and operational capacities.

A comprehensive desk review of programme documentation and other relevant materials is expected. The desk review should culminate in a synthesis from the documents reviewed and be included as an annex to the Inception Report.

Key informant interviews (KIIs): Discussions with key stakeholders will be largely qualitative and might involve face-to-face and remote modalities. The number, participants, and nature of the KIIs will be articulated in the Inception Report. An initial consultation (inception phase) through key informant interviews (KIIs) with mostly Government and UNICEF focal points will be undertaken at the inception phase to shape the inception process.

Focus group discussions (FGD): As appropriate, inputs from groups of rights holders and duty bearers will be gathered through focus group discussions. The number, participants, and nature of the FGDs will be articulated in the Inception Report.

Data triangulation will be of crucial importance. The findings, conclusions and recommendations should be based on triangulated evidence. Three types of triangulation methods could be adopted: 1) cross reference of different data sources (from KIIs, FGDs, and review of documents); 2) investigator triangulation through the deployment of multiple evaluators; and 3) review by participants through the respondents' validation meetings and consultation with UNICEF and government key respondents during the report drafting process. The triangulation efforts will be tested for consistency of results, noting that inconsistencies do not necessarily weaken the credibility of results, but may reflect the sensitivity of different types of data collection methods. This is to ensure validity, establish common threads and trends, and identify divergent views.

The evaluation design and methodology including the necessary data collection, sampling strategy and selection criteria, and limitations and mitigation measures shall be further developed and improved by the bidders in their respective proposals. Alternative approaches can also be proposed. This will be further specified and finalized by the selected evaluation team in collaboration with UNICEF and the Evaluation Reference Group during the inception phase.

Data analysis plan

Bidders must also pay attention to the evaluation design, tools to be used, and analytic approaches to be employed to make sense of the data. It is important that the evaluators integrate evaluative thinking throughout the evaluation. Bidders should articulate their plans for analyzing and synthesizing the data collected from each method in the Inception Report. They should note tools and approaches for qualitative (e.g., transcription and analytical techniques) and quantitative analysis and how analyses will be drawn together to develop the findings and conclusions.

Norms and Standards

The evaluation will follow the [UNEG Norms and Standards for Evaluations](#) as well as [UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis](#). It also has to consider [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#) and [UN-SWAP Evaluation Performance Indicators](#). The final evaluation report should be compliant with [UNICEF-Adapted UNEG Evaluation Reports standards](#) and [UNICEF's Global Evaluation Reports Oversight System \(GEROS\)](#) review criteria and prepared according to the UNICEF Style Guide, UNICEF Publication Toolkit and UNICEF Brand Toolkit. Overall quality ratings and evaluation reports are then available on the UNICEF website: <https://www.unicef.org/evaluation>.

Limitations

The evaluation limitations should be taken into consideration in the technical proposal and in the design of the methodology and approach to be followed. Bidders 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 in the proposal.

Ethical Considerations

UNICEF requires evidence generation conducted to be in full compliance with ethical considerations, including during evaluations, research, and data collection. Ethical considerations will be assessed and documented, and clearance will be sought before data collection can commence. Documentation for ethical clearance will be prepared by the evaluation team in accordance with the requirements of UNICEF and UN guidance, including but not limited to [UNEG Ethical Guidelines for Evaluation \(2020\)](#); [UN Evaluation Group Code of Conduct for Evaluation in the UN System, 2007/8](#); and the [UNICEF Procedure for Ethical Standards and Research, Evaluation and Data Collection and Analysis](#). Ethical review from an Independent Review Board (IRB) should be considered in the proposal and in the timeline and are the responsibility of the consultant. Good practices not covered herein are also to be followed. Any sensitive issues or concerns should be raised with the Evaluation Manager as soon as they are identified.

During the evaluation process, full compliance with all UNEG and UNICEF ethical guidelines will be required. All informants should be offered the possibility of confidentiality, for all methods used. Dissemination or exposure of results and of any interim products must follow the rules agreed upon in the contract. In their proposals, bidders should describe their data and document protection protocols. Unauthorized disclosure is prohibited.

Evaluation Timeline and Deliverables

The evaluation will include three distinct stages.

An **initial inception phase** which will include preliminary desk review and in-depth interviews with key stakeholders in the present and in the past (those involved in the development or early implementation of PPSP), leading to an inception and initial finding report. The Inception Report (IR) will be key in confirming a mutual understanding of what is to be evaluated, including additional insights into executing the evaluation. The IR presents the complete methodology approach to conducting the evaluation, with all tools fully drafted. All design issues under discussion are finalized in the IR, including any revisions to the questions, the reference group role and supervisory quality assurance.

The report will include, among other elements:

- i. Evaluation purpose and scope, confirmation of objectives of the evaluation and geographical focused area;
- ii. Evaluation criteria and questions;
- iii. Evaluation methodology (including sampling criteria), along with a description of data collection methods and data sources (incl. a rationale for their selection), advanced draft data collection instruments, for example questionnaires, with a data collection toolkit as an annex, an evaluation matrix that identifies descriptive and normative questions and criteria for evaluating evidence, data analysis methods and a data analysis plan, a discussion on how to enhance the reliability and validity of evaluation conclusions, a description of the quality review process, a discussion on the limitations of the methodology and ethical considerations;
- iv. Proposed structure of the final report;
- v. Evaluation work plan and timeline, including a revised work and travel plan (where applicable) and deliverables timeline;
- vi. Annexes (i.e., organizing matrix for evaluation questions, data collection toolkit, data analysis framework).
- vii. Initial results of desk review and in-depth interviews with key stakeholders.

This will allow the evaluation team to fully understand the context of PPSP programme, evaluation criteria and the objectives of the evaluation, as well as the limitations to it and furthermore will help refine evaluation purpose, scope and questions. Inclusion of key users in this stage will be key to ensure similar understanding of the sector's context in programs and development in Indonesia. Preliminary findings will lead to the refinement of the evaluation methodology in close agreement with the evaluation managers. An inception report will capture all the changes and include tools for collection of data, an evaluation matrix as well as a more detailed and up to date evaluation timeline.

Ethical clearance: Prior to data collection phase, the evaluation shall have an ethical clearance that can be issued either by an external board or an internal board, depending on the case and as required by UNICEF rules and regulations (see ethical clearance section).

The **data collection phase** will entail an in-depth desk review, data collection involving key informant interviews and focus group discussions with stakeholders at national and subnational level, data analysis, report drafting, and validation phase. Bappenas and UNICEF will support the evaluation team to identify the key stakeholders to be consulted. After the data collection process is completed and draft report established, a face-to-face validation workshop will be conducted to present a draft evaluation report to the Evaluation Reference Group and relevant stakeholders as invited by UNICEF for inputs and comments. The draft report should include findings from the desk review and data collection (primary and secondary) (with an initial attempt to triangulate findings), and conclusions and recommendations. The presentation should also present a matrix of data collected for responding to each evaluation question and point to gaps that challenged the data collection phase.

The draft report will fully conform to the Global Evaluation Report Oversight System² of ideally 40 pages but **not more than 70 pages** plus executive summary and annexes that will be revised until approved.

Final phase (completion of final report and evaluation briefing) – A draft final report will be prepared incorporating all comments and findings. A four to five pages evaluation briefing note including key findings, conclusions and recommendations. The evaluation briefing note that is distinct from the executive summary in the evaluation report and it is intended for a broader, non-technical and non-UNICEF audience. A PowerPoint presentation of the final report should be developed to share the final evaluation findings, conclusions and recommendations with the Evaluation Reference Group and for future dissemination events. The evaluation team is expected to produce English and Bahasa versions of the final report, evaluation briefing note, and PowerPoint slide-deck.

Bidders are invited to reflect on each outline and effect the necessary modification to enhance their coverage and clarity. Products are expected to conform to the stipulated number of pages where that applies.

Important notes:

- i. Monitoring deliverables about work progress are not listed but will be periodically required.
- ii. Page limits, if any, to be established during the inception period. In general, the final report should not exceed 70 pages and should aim for conciseness, readability, and visual appeal.

Reports will be prepared according to the UNICEF Style Guide, UNICEF Brand Toolkit and UNICEF Publication Toolkit (to be shared with the winning bidder) and UNICEF-Adapted UNEG Evaluation Reports Standards as per GEROS guidelines (referenced before). All deliverables must be in professional-level standard English, and they must be language-edited/proof-read by someone who is proficient in English.

Proposed Evaluation Timeline

² UNICEF has instituted the Global Evaluation Report Oversight System (GEROS), a system where final evaluation reports are quality assessed by an external company against UNICEF/UNEG Norms and Standards for evaluation reports. The Evaluation Team is expected to reflect on and conform to these standards as they write their report.

Phase/Activity	Aug	Sept	Oct	Nov	Dec	Jan 2025	Feb
1. Inception phase							
Kick-off meeting							
Draft inception report (including initial desk review, consultations with key external stakeholders and UNICEF focal points)							
Review of/QA of inception report by Evaluation Reference Group (ERG)							
Ethical approval							
Final inception report							
2. Data collection, analysis, report drafting, and validation phase							
In-depth desk review							
Conduct key informant interviews and focus group discussions with key stakeholders at national and subnational level							
Zero draft final evaluation report							
Review of/QA of draft final report by ERG (round 1)							
Validation workshop (presentation of preliminary findings and recommendations to ERG)							
3. Finalization phase							
Review of/QA of draft final report and evaluation briefing note by ERG (round 2) following the validation workshop							
Revise draft final report and evaluation briefing note based on feedback from ERG							
PowerPoint slide-deck that can be used for dissemination purposes							
Final report and evaluation briefing note							

Note: The entire assignment is envisioned to run for 6 months with an assumed start date of mid-August 2024 and completed by February 2025.

Dissemination Plan
<p>The evaluation will be disseminated to the relevant stakeholders in the WASH sector in Indonesia particularly the identified primary and secondary audience of the evaluation including national and local government partners, CSO partners, other development agencies, INGOs, and the wider development community.</p> <p>In addition to the final report, an evaluation briefing note (4-5 pages) and an adequate PowerPoint slide deck summarizing the key findings, conclusions, lessons learned, and recommendations (in English and Bahasa) will be developed and disseminated to the key partners through various means such as email roster of relevant partners, UNICEF website posting, distribution at UNICEF and partner key events.</p> <p>Within UNICEF Indonesia, the evaluation will be presented to the whole of the staff, preferably through a special session, or through the regular office meetings such as PMT/CMT. The evaluation will be shared as well with EAPRO for dissemination to other countries in the region, and with HQ, for a larger scale dissemination.</p>

Once approved, the evaluation report will be electronically submitted to the UNICEF Global Evidence Information System Integration (EISI) within 15 days from the date of completion. The UNICEF Country Office (CO) management is expected to develop and implement a two-year action plan in response to the evaluation recommendations. The CO will also upload the action plan unto EISI for quarterly progress monitoring and reporting.

Deliverables/ Reporting Requirements and Payments		
Deliverables/ Reporting Requirements	Indicative Dates <i>(assumes start date of mid-August 2024)</i>	Payment Terms
1. Inception Report* (after incorporation of feedback from Evaluation Reference Group) including methodology, final evaluation matrix, evaluation instruments/tools, initial desk review and in-depth interviews of key stakeholders.	end September 2024	20% of contract cost upon acknowledgement by UNICEF that deliverable has been completed and meets minimum quality standards
2a. Zero Draft Final Evaluation Report*	Mid-November 2024	50% of contract cost upon acknowledgement by UNICEF that deliverable has been completed and meets minimum quality standards
2b. Validation Workshop		
2c. Draft Evaluation report and evaluation brief* (after incorporation of feedback from Evaluation Reference Group and Validation workshop comments)	January 2025	50% of contract cost upon acknowledgement by UNICEF that deliverable has been completed and meets minimum quality standards
3. Final Evaluation report, evaluation brief and PPT slides*(after incorporation of feedback from Evaluation Reference Group)	February 2025	30% of contract cost upon acknowledgement by UNICEF that deliverable has been completed and meets minimum quality standards
* For review by the Evaluation Reference Group -- allow 2 weeks for the ERG to review and provide feedback. All the deliverables must be compliant with UNICEF-Adapted UNEG Evaluation Report Standards , UNEG Norms and Standards for Evaluations and GEROS Evaluation Quality Assurance Tool		

Qualifications, Specialized Experience and Additional Competencies
<p>The core evaluation team may comprise up to 3 experts with one senior-level evaluation expert as Team Leader (international expert) to lead the evaluation. The lead consultant (Team Leader) is expected to engage local experts as part of the evaluation team. The team should have complementary expertise in the areas of evaluation and WASH (safely managed sanitation is preferred). A gender balanced and culturally diverse team composition, including national team members, is strongly encouraged. Examples of profiles are highlighted below.</p> <p>Team Leader (international)</p> <ul style="list-style-type: none"> • Strong team leadership and management track record and commitment to delivering timely and high-quality evaluation outputs. • Extensive evaluation expertise (at least 10 years) of comprehensive scope with strong mixed-methods evaluation skills and flexibility in using non-traditional and innovative evaluation methods. • Background in WASH, particularly specializing in sanitation programme development, including sound knowledge of policy and system aspects; institutional development; familiarity with other sectors, namely health, education, and social

protection, including the role of the UN system, partnerships, results-based management, planning and monitoring; policy, advocacy, upstream programming, and sustainable development issues.

- Demonstrated experience in engaging with government stakeholders in a participatory manner throughout the evaluation process.
- Familiarity with development programming, policy and advocacy work and experience in evaluating multi-sectoral programmes or initiatives would be an asset (familiarity with the socio-economic context of Southeast Asian countries is preferred).
- Knowledge of the UN's human rights, gender equality and equity agendas and experience in applying these to evaluation.
- Good interpersonal and communication skills; ability to interact with various stakeholders and to concisely express ideas and concepts in written and oral form.
- Language proficiency: Fluency in English is mandatory.

As team leader, he/she is responsible for preparing the overall work plan and overseeing its implementation, ensuring coherence of the analytical approach, and ensuring that all evaluation outputs are produced in an acceptable and timely manner. He/she will also be responsible for ensuring cross-cutting issues e.g., gender equality, equity, and human rights, including child rights are well considered; ensuring ethical conduct of evaluation; also ensuring integration of the inputs of the other team members into a coherent evaluation report.

Team member – national expert

- Significant experience in each of these expertise: program evaluation, public policy development, institutional development, and policy/regulation research with background in WASH or other areas relevant to addressing ODF and safely managed sanitation (at least 5 years relevant experience)
- Experience in evaluating multi-sectoral programs or initiatives is preferred
- Demonstrated strong work experience and network in the WASH sector in Indonesia (preferred).
- Strong conceptualization, analytical and writing skills and ability to work effectively in a team.
- Demonstrated experience in engaging with government stakeholders in a participatory manner throughout the evaluation process.
- Hands-on experience in collecting and analyzing quantitative and qualitative data.
- Knowledge of the UN's human rights, gender equality and equity agendas and application in evaluation
- Commitment and willingness to work in a challenging environment and ability to produce quality work under limited guidance and supervision.
- Good communication and people skills; ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form.
- Language proficiency: Fluency in English is mandatory; ability to speak, read and write both Bahasa Indonesia and English.

Evaluation associate/coordinator (national) – tasked with supporting coordination, data collection, organizing and documentation of evaluation meetings, including the validation event, and all administrative and logistical support required to implement the evaluation. Should be an Indonesian national.

Any other named persons in the proposal will have experience and skills that complement the Team Leader. Knowledge and experience with some of the selected programmatic areas that are the focus of the evaluation will be necessary. If the Team Leader does not have experience in Indonesia, the senior supporting consultant must have this experience.

Note: All members of the team should have:

- Strong inter-personal skills and ability to engage effectively with senior stakeholders.
- Bringing a strong commitment to delivering timely and high-quality results, i.e., credible evaluations that are used for improving strategic decisions.
- Commitment and willingness to work independently, with limited regular supervision; she/he must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, concern for accuracy and quality.
- The ability to concisely and clearly express ideas and concepts in written and oral form as well as the ability to communicate with various stakeholders in English.

Evaluation Management and Quality Assurance

The Evaluation Manager will be the UNICEF Multi-Country Evaluation Specialist in close coordination with the Chief of WASH (UNICEF ICO), Urban Development Specialist (UNICEF ICO), UNICEF EAP Regional Office (EAPRO) Evaluation Advisor, and UNICEF EAPRO WASH Advisor, under the overall guidance and responsibility of the UNICEF Indonesia Representative.

The evaluation manager will be responsible for the day-to-day oversight and management of the evaluation including management of the evaluation budget, ensuring the quality and independence of the Evaluation and its alignment with UNEG Norms and Standards and Ethical Guidelines.

An evaluation reference group (ERG) will be created to provide guidance/technical inputs to the evaluation and quality assure all evaluation deliverables (from a technical point of view) which includes the inception report, draft report, and final report. Specifically, the ERG will have the following roles: contribute to the preparation and design of the evaluation, including providing feedback and comments on the Inception Report and on the technical quality of the work of the consultants; provide comments and substantive feedback to ensure the quality – from a technical point of view – of the draft and final evaluation reports; assist in identifying internal and external stakeholders to be consulted during the evaluation process; provide documentation as needed to the evaluation team; participate in review meetings organized by the Evaluation Management Team and with the Evaluation Team as required; play a key role in learning and knowledge sharing from the evaluation results, contributing to disseminating the findings of the evaluation and participate in the drafting and validation of recommendations. The reference group will include selected senior government officials from the National Development Planning Agency (Bappenas), Ministry of Public Works and Housing, Ministry of Home Affairs, Ministry of Health and other relevant government ministries and agencies, development partners, such as The World Bank, ADB or others, selected experts from the academia, UNICEF Indonesia Senior Management, Chief of WASH, Urban Development Specialist, Multi-Country Evaluation Specialist, Chief of PME, UNICEF EAPRO Evaluation Adviser, and UNICEF EAPRO WASH Adviser, with UNICEF-PME as the secretariat. TOR of the Evaluation Reference Group will be developed.

The Evaluation team should adhere to all the above-mentioned UNEG and UNICEF evaluation guidance documents throughout the evaluation process. The team is also responsible for ensuring that all the deliverables are compliant with UNICEF-Adapted UNEG Evaluation Report Standards, UNEG Norms and Standards for Evaluations and Geros Evaluation Quality Assurance Tool before the submission to UNICEF.

CONDITIONS OF WORK

The contractor should provide for their own computer and communication devices, internet connections, and workspace. They should also have to arrange for their own logistics, transport, communication, insurance, and security.

Criteria for selecting the consultants conducting the evaluation project

The technical and financial proposals shall be given a weight of 70% and 30%, respectively, for a total score of 100%. The minimum score required for the technical proposal is 49 points. Technical proposals scoring less than 49 points will be considered non-responsive; therefore, will be rejected. Financial proposals shall only be assessed for consultants that pass the minimum required score for the technical component.

Detailed Breakdown of Evaluation Criteria for Technical Proposal

TECHNICAL EVALUATION CRITERIA	REQUIRED SUPPORTING DOCUMENTS	RATING	SCALING	MAX SCORE
PROPOSED TEAM EXPERIENCE (maximum 45 points)				
Experience of the team leader in similar focus areas as presented in	Team leader profile and CV as well as sample of previous work	The team leader having combined relevant work experience of 15 years or more in similar activities	20	20

TECHNICAL EVALUATION CRITERIA	REQUIRED SUPPORTING DOCUMENTS	RATING	SCALING	MAX SCORE
the ToR (e.g., in evaluations/reviews of country programmes, including expertise in systems strengthening, strategy formulation, results-based management, engaging with government stakeholders in a participatory manner throughout the evaluation process). Includes: Work experience in Southeast Asia or more specifically, in Indonesia and; Track record and technical expertise in conducting high quality in evaluations in line with UNEG criteria and/or other globally agreed evaluation standards		The team leader having combined work experience of 10-14 years in similar activities	15	
		The team leader having combined work experience of 5-9 years in similar activities	5	
		The team leader having combined work experience less than 5 years or more in similar activities	0	
Experience of the other most experienced team members (excluding team lead) in similar activities (e.g., evaluations, assessments, reviews, research, engaging with government stakeholders in a participatory manner throughout the evaluation process) and WASH and related sectors	CVs of team members	The team members having combined work experience of 15 years or more in similar activities	15	15
		The team members having combined work experience of 10-14 years in similar activities	8	
		The team members having combined work experience of 5-9 years or more in similar activities	5	
		The team members having combined work experience less than 5 years in similar activities	0	
National partner to support the evaluation activities at the national and sub-national level	Profile and CVs of the local expert(s)	Number of years of combined work experience in similar activities, knowledgeable of institutional issues related to development of WASH (safely managed sanitation preferred) programming in Indonesia		10
		10 years or more experience	10	
		8-9 years of experience	8	
		6-7 years of experience	6	
		4-5 years of experience	4	
		3 years or less experience	2	
METHODOLOGY (maximum 25 points)				
The key elements to be considered are demonstrated understanding of the context and TOR, structure, quality, and completeness of the proposal, and demonstrated ability to conduct data collection ethically. This will entail providing a detailed description of the proposed	A description of the proposed methodology and quality assurance arrangements	The proposed methodology thoroughly describes the envisaged approach taken to deliver the outputs, including a detailed description of evaluation design, activities, working modalities, stakeholders and strategies to secure stakeholder	25	25

TECHNICAL EVALUATION CRITERIA	REQUIRED SUPPORTING DOCUMENTS	RATING	SCALING	MAX SCORE
<p>methodology, describing the approach that will be taken to deliver the outputs for each of the phases as outlined in the TORs), including a description of the design and activities, ethical considerations, envisaged working modalities, which stakeholders are sought to be involved, selection criteria, and how stakeholder involvement will be secured (the methodology shall be in accordance with the Terms of Reference). This section also includes the proposed internal arrangements for ensuring the quality of all evaluation products submitted to UNICEF for review.</p>		involvement, and quality assurance of all evaluation products		
		The proposed methodology mostly provides a satisfactory description of the envisaged approach taken to deliver the outputs, including a broad description of activities, working modalities, stakeholders and strategies to secure stakeholder involvement, and quality assurance of all evaluation products	20	
		The proposed methodology provides a partial description of the envisaged approach taken to deliver the outputs, including a partial description of activities, working modalities, stakeholders and strategies to secure stakeholder involvement; and quality assurance of all evaluation products	10	
		No methodology or description of activities provided	0	
TOTAL TECHNICAL SCORE				70