



## TERMS OF REFERENCE

### Midterm Evaluation – Jurnalisme Aman

## A. BACKGROUND

### About the Jurnalisme Aman Program

The Jurnalisme Aman programme which runs from the end of 2021 to 2025 aims to create a safe and enabling environment for journalism in Indonesia. This goal is driven by the increasing risks and threats faced by journalists in both digital and physical realms due to technological changes and geopolitical shifts. Three primary challenges hinder the creation of a safe space for press freedom in Indonesia: repressive laws and ineffective complaints mechanisms, inadequate journalist protection, and a lack of safety guidelines.

Ensuring freedom and safety for journalists to investigate, report, and interpret events will also uphold citizens' rights to access reliable information, form opinions freely, and contribute to a vibrant civic space in Indonesia. Therefore, we have designed two strategies, each with specific activities, to establish a secure and enabling environment for journalism.

The first strategy aims to establish effective complaint-handling mechanisms at national and local levels. This involves formal and informal approaches to prevent and address violations against journalists. The Press Council, as per the Indonesia Press Law of 1999, is the primary institution for resolving journalism-related issues. However, its capacity does not align with its authority, resulting in delays in resolving complaints. Collaborative efforts with Komnas HAM (the National Human Rights Commission) and the Ministry of Law and Human Rights are necessary to strengthen this mechanism.

Additionally, addressing police involvement in press violations is crucial, emphasizing the constitutional principle of press freedom. The programme will collaborate with stakeholders like the Press Council, Aliansi Jurnalis Independen (AJI), Komite Keselamatan Jurnalis (Journalist Safety Committee), the Indonesian National Police, and the Attorney General's Office. This collaboration will involve enhancing existing agreements and conducting a thorough assessment of the complaint mechanism.

The second strategy aims to create safe spaces for journalism and empower journalists. An online help desk and a knowledge center will serve as valuable resources for journalists to report threats, access guidance, and understand their rights in the digital realm. These platforms will empower journalists by enhancing their capacity to navigate digital risks and threats effectively.

Moreover, this strategy will build journalists' skills to produce objective and high-quality reporting while safeguarding themselves and their sources. Collaborating with organizations like Aliansi Jurnalis Independen (AJI), Komite Keselamatan Jurnalis (Journalist Safety Committee), Safenet, and LBH Pers (Legal Aid for Press), will ensure the successful implementation of this strategy.

These strategies are intended to create a safer and more supportive digital and physical environment for journalism in Indonesia. The expected sustainable outcomes include the widespread use of the normative framework for press freedom, the availability of digital resources for capacity building, the establishment of trusted platforms for journalists, the continuity of social capital and trust built during the programme, and the adoption of standardized norms for press freedom by various stakeholders.

### About the Jurnalisme Aman Consortium

The Tifa Foundation leads the Jurnalisme Aman Consortium, bringing its experience in managing collaborative projects with civil society in Indonesia. They oversee the programme's objectives, outcomes, and implementation, serving as the primary point of contact for the Netherlands Embassy, handling reporting, and ensuring programme compliance. The project is managed by Tifa's existing Human Rights Programme Officer, alongside a newly hired full-time project officer, leveraging their current infrastructure, including a finance team and grant process, with oversight from the Executive Director and Board of Directors.

PPMN (Perhimpunan Pengembangan Media Nusantara) focuses on capacity building for media journalists, providing training, fellowships, mentoring, and collaboration to enhance journalists' ability to address safety threats and produce high-quality reports on violence against journalists. PPMN's programme management operates at the national level but involves numerous media outlets, journalists, and information activists across Indonesia. The programme is led by the Executive Director, supported by a programme manager, programme officer, and administrative and financial staff.



HRWG (Human Rights Working Group) plays a crucial role in collaboration with Komnas HAM, the Coordinating Ministry of Law and Human Rights, and the Indonesian National Police. HRWG facilitates communication and develops Standard Norms and Regulations on Freedom of the Press and Expression, disseminating and building capacity around these regulations. They encourage complaints regarding press violations both through mechanisms at the national and international levels, assess regional press freedom cases, and strengthen police capacity through module development, training, and follow-up activities. Additionally, HRWG develops a business and human rights framework for the media, promoting respect for human rights among journalists and media crews.

## B. PURPOSE & OBJECTIVE OF MIDTERM EVALUATION

### Evaluation Information

Types of Evaluations	External Evaluation for mid term project (October 2021 – 30 Sept 2023)
Main Methodologies	The evaluation report will adopt a mixture of quantitative and qualitative techniques
Start Date	15 November 2023
End Date	15 December 2023

### Programme Information

Objective	Safe and enabling ecosystem for journalism in Indonesia	
Outcome	1. Effective complaints-handling mechanisms for journalists established	2. Safety of journalists becomes a priority for all stakeholders
Output	1.1. The nationwide multi-stakeholder forum demanding for establishment of an effective complaint handling mechanism	2.1. Increased knowledge of at least 140 journalists on physical and digital security (social media and digital platforms)
	1.2. A clear mechanism for regulating and handling violence against journalists is established	2.2. An online help and knowledge center on digital security established
	1.3. Law enforcement officers, Government, journalists, civil society, and academic communities are well informed about the freedom of press and protection of journalists	2.3. Capacity building for 75 journalists on safeguard and better protection

### Objective of Evaluation

The midterm evaluation of the Jurnalisme Aman Programme is primarily focused on examining the extent to which the programme aligns with its foundational blueprint and gauging its progression towards the stipulated outcomes. A critical component of this evaluation is to convey to the stakeholders the various dimensions of the programme, including its relevance, coherence, efficiency, effectiveness, sustainability, and the potential long-term impact it might have on the journalism landscape.

The evaluation will delve into the programme's accomplishments and learnings so far. These insights will then be systematically segmented, categorizing them in line with the relevant stakeholders, thereby providing a nuanced understanding of the programme's impact across different entities.

The Consortium emphasizes the importance of aligning the midterm evaluation with the recognized evaluation criteria of the OECD/DAC. This alignment is seen as crucial in ensuring the robustness of the evaluation methodology and providing an internationally recognized framework to gauge the programme's progression and its broader significance. The outcomes of this evaluation are expected to be rooted in evidence, ensuring that the insights derived are credible, reliable, and add substantial value. Furthermore, these findings should harmonize with the main indicators initially established for the Jurnalisme Aman Programme. A participatory approach will be adopted, involving stakeholders in the evaluation process. The evaluators will closely collaborate with the Jurnalisme Aman Programme team and its implementation partners. This close-knit collaboration is deemed indispensable to ensure the comprehensive and holistic success of the evaluation exercise.

### Specific Objectives

1. **Programme Management and Design Analysis:** Scrutinize the sufficiency of both programme management and reporting. Additionally, evaluate the overall design of the program.



2. **Conceptual Approaches & Implementation Analysis:** Delve into the conceptual strategies and the implementation of the programme. This involves assessing stakeholder acceptance of the programme's activities, processes, regulations, and results to either validate or adjust the programme's logical framework.
3. **Intervention Alignment Analysis:** Examine the consistency of interventions, methodologies, and approaches employed in the programme. This process involves gathering and assessing data crucial for the Midterm Evaluation, as delineated in the programme's logical framework, aiming to guide planning for the next years.
4. **Objective Achievement Analysis:** Probe into the realization of programme objective and evaluate their impact, with a special emphasis on endorsing a safe and enabling environment for journalism in Indonesia.
5. **Effectiveness & Performance Analysis:** Assess the effectiveness, outcomes, processes, and performance of the programme based on pre-defined indicators. This evaluation will help in updating context and risk analyses. Conclusions drawn will pinpoint lessons learned and best practices for future interventions. Recommendations will be provided for stakeholders to enhance sustainability and long-term impact.
6. **Gender, Diversity, & Inclusion Assessment:** Undertake evaluations concentrating on aspects of Gender Equality, Diversity, and Social Inclusion (GEDSI) and Human Rights. Focus on the decision-making process and benefits delivery to stakeholders, emphasizing the inclusion of vulnerable community groups.
7. **Sustainability & Impact Analysis:** The evaluation should center on the initiative's sustainability and its impact on stakeholders. This includes analyzing strengths, weaknesses, opportunities, threats, and external influences affecting the achievement or non-achievement of outcomes and outputs.

## C. SCOPE OF EVALUATION

This Midterm Evaluation will cover the duration of the programme, which is 21 October 2021 to 30 September 2023. In order to achieve the above evaluation objectives, Midterm Evaluation will examine the following aspects:

1. **Effectiveness of The Consortium's Approach:**
  - Evaluate the effectiveness of The Consortium's methodology towards the Jurnalisme Aman programme. This includes an assessment of programme management, monitoring, evaluation, and coordination mechanisms among stakeholders.
  - Extract valuable learnings derived from the programme's implementation thus far.
2. **Outcome Analysis:**
  - Investigate the reasons behind the achievement or potential non-achievement of specific outcomes.
  - Delve into the underlying factors that contribute to such results.
3. **Accountability and Transparency:**
  - Enhance the accountability of deliverables to bolster the programme's transparency, credibility, and accountability.
  - Place a significant focus on empowering the Consortium to thoroughly meet its programmatic and fiduciary responsibilities.
4. **Recommendations for Future Implementation:**
  - Based on the findings of the Midterm Evaluation, formulate specific suggestions for the future design and rollout of the programme.
  - Offer insights on ensuring sustainability, incorporating lessons learned, and present case studies highlighting best practices in the Jurnalisme Aman programme implementation.

## D. METHODOLOGY & APPROACH

### Methodology

The Consortium emphasizes a collaborative approach involving various stakeholders in this Midterm Evaluation. The evaluator will employ both qualitative and quantitative research techniques during data collection, ensuring alignment with indicators present in the logical framework.

### Components of the Methodology:

1. **Desk Review:** Conduct a comprehensive review of programme-related documents, including but not limited to proposals, reports, and policy documents produced by the programme.
2. **Sample Survey:** Administer a statistically representative survey amongst programme stakeholders, ensuring a confidence level of at least 95% and maintaining a margin of error within 5%.
3. **Key Informant Interviews (KII):** Facilitate interviews with programme overseers from both the Consortium and its stakeholders. Focus on those directly involved in the execution process and whose contributions align with the programme objectives.



4. **Focus Group Discussions (FGD):** Organize discussions with specific stakeholder groups, ensuring diverse representation to derive constructive and actionable reports.
5. **Workshops:**
  - Host an initial workshop to introduce the evaluation methodology.
  - Organize a subsequent post-evaluation workshop to engage in a dialogue with the Consortium and stakeholders about the preliminary findings.

Evaluators must articulate the participatory methods employed in shaping the evaluation methodologies, emphasizing clarity and logic. This should encompass both stakeholder engagement and capacity-building activities. Feedback delivery mechanisms pertaining to evaluation outcomes should adhere to the principles of Personal Data Protection. Lastly, the overarching evaluation must gauge the degree of stakeholder participation throughout the programme's lifecycle.

## Evaluation Criteria

The ultimate evaluation of the Jurnalisme Aman Programme should adhere to the six evaluation criteria established by the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC): Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.

### 1. Relevance:

The evaluation will scrutinize the appropriateness of the Jurnalisme Aman Programme's concept and design, its pertinence in terms of outcomes and outputs, and its contributions towards overarching programme objectives. "Relevance" refers to the extent to which the objectives of the programme remain pertinent. This pertinence is gauged both in terms of the original objectives set at the programme's inception and the adjustments made in response to shifts in the programme's immediate context and broader external environment.

#### Guiding Questions for Relevance:

- **Objective Achievement:** How effectively does the Jurnalisme Aman programme meet its overarching objective?
- **Progress:** What progress has the Jurnalisme Aman programme made towards its intended outputs and outcomes? What factors have facilitated this progress, and what challenges have been faced?
- **Results:** To what extent have the programme's intended results (objective, outcomes, or outputs) been realized?
- **Input and Strategy Analysis:** Are the inputs and strategies defined? Do they remain realistic, fitting, and sufficient to achieve the desired results?
- **Needs Alignment:** Does the Jurnalisme Aman programme align well with the identified needs of its stakeholders?

### 2. Coherence:

The evaluation will focus on understanding the interconnectedness, partnership dynamics, systemic thinking, and intricacies present in the execution of the Jurnalisme Aman programme.

#### Guiding Questions for Coherence:

- **Stakeholder Coordination:** How effectively does the Jurnalisme Aman programme facilitate coordination, especially multi-stakeholder coordination, among actors advocating for a safe and enabling ecosystem for journalism, as well as other relevant stakeholders?
- **Alignment with Commitments:** To what degree does the Jurnalisme Aman programme align and contribute to governmental commitments and international norms and standards?
- **Synergies with Other Organizations:** To what extent does the Jurnalisme Aman programme work in synergy with stakeholders from other entities focusing on promoting a safe and enabling ecosystem for journalism?

### 3. Effectiveness:

The evaluation will gauge the success of the Jurnalisme Aman programme in terms of realizing its immediate objectives and procuring the intended outcomes.

#### Guiding Questions for Effectiveness:

- **Delivery of Results:** Has the Jurnalisme Aman programme been successful in yielding the planned/desired outcomes?
- **Contribution of the MEL Mechanism:** How significantly does the Monitoring, Evaluation, and Learning (MEL) mechanism of the Jurnalisme Aman programme influence the attainment of the programme's goals?



- **Effectiveness of Strategies and Tools:** How effective have the strategies and tools, employed during the implementation of the Jurnalisme Aman programme, been?
- **Response to Stakeholder Needs:** How aptly did the Jurnalisme Aman programme cater to the requirements of its stakeholders, and what were the resultant outcomes?
- **Future Outlook:** What potential strategies might be adopted, and what challenges could arise in the programme's future trajectory?

#### 4. Efficiency:

The evaluation will focus on determining how effectively the resources (inputs) of the Jurnalisme Aman programme have been transformed into results (outputs).

##### Guiding Questions for Efficiency:

- **Results Efficiency:** Has the programme's implementation process yielded efficient outcomes?
- **Alternative Approaches:** Could a different methodology or strategy lead to enhanced results for the programme?
- **SWOT Analysis:** What are the strengths, weaknesses, opportunities, and threats intrinsic to the programme's execution?
- **Output Evaluation:** Has the Jurnalisme Aman programme consistently produced outputs that are both effective and efficient?
- **Facilitators and Barriers:** What have been the major enablers or obstacles influencing the Jurnalisme Aman programme's journey toward its desired outcomes?

#### 5. Impact:

Impact entails examining the outcomes of the Jurnalisme Aman programme against its defined objectives. It measures the changes, whether intended or unintended, that have been instigated by the programme.

##### Guiding Questions for Impact:

- **Programme Outcomes:** What tangible results have materialized due to the Jurnalisme Aman programme?
- **Stakeholder Benefits:** What concrete changes or benefits have the end right stakeholders experienced as a result of the Jurnalisme Aman programme?
- **Objective Correlation:** What shifts or changes can be directly correlated with the programme's objective?
- **Unintended Consequences:** Have there been any unforeseen impacts from the programme? How have these impacts varied across different societal segments?
- **Intervention Analysis:** Which specific interventions or strategies within the programme have had the most significant impact? How have contextual factors like gender considerations, vulnerable groups, etc., influenced the programme's impact?

#### 6. Sustainability:

Sustainability evaluates the enduring nature of the positive outcomes of the Safe Journalism programme once its active implementation concludes.

##### Guiding Questions for Sustainability:

- **Endurance of Benefits:** After the completion of the Jurnalisme Aman programme, to what extent will its benefits and impact persist?
- **Factors Affecting Sustainability:** Which primary factors will bolster or impede the lasting benefits of the Jurnalisme Aman programme?
- **Efficacy of Exit Strategies:** How effective have the exit strategies and methodologies employed by the Jurnalisme Aman programme been? What have been the facilitators and challenges in their implementation?
- **Capacity Building:** How has the programme fostered capacity enhancement at both individual and organizational levels? What have been the contributing elements and limitations?
- **Key Learnings:** Can any significant learning or insight that has emerged during the programme's duration be highlighted?

## Evaluation Framework

The framework for the evaluation will encompass the six criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability. This foundation will guide the comprehensive assessment of the programme's interventions. While evaluators have the flexibility to tweak the evaluation criteria and queries, they must secure endorsement from The Consortium for any such



modifications. This approval process ensures alignment with the programme's objective, and changes must be articulated in the inception report. After obtaining consent, evaluators can further refine the evaluation questions.

## Conclusion and Reporting

Conclusions deduced from the evaluation should be holistic and balanced. They should underline the programme's strengths, areas of improvement, and achievements. It's paramount that these conclusions draw from robust evidence and align with the Midterm Evaluation outcomes. Furthermore, they should address the primary evaluation questions, offering discernment or solutions to pressing concerns pertinent to the programme's stakeholders, The Consortium, and the implementation partners.

## Deliverables of the Midterm Evaluation

The Midterm Evaluation of the Jurnalisme Aman Programme is expected to yield the following key deliverables:

1. **Detailed Work Plan:** Evaluators will collaborate with The Consortium to draft and finalize a comprehensive work plan. This plan will outline the specific methodologies to be employed and the expected deliverables, ensuring clarity and alignment before the evaluation process begins.
2. **Preliminary Report:** Within the first seven working days following the initiation of the consultancy, evaluators will submit a preliminary report. This report will detail:
  - The evaluator's approach to the engagement.
  - The suggested methodology for the evaluation.
  - The teams participating in the evaluation.
  - A proposed budget for the evaluation.
  - Detailed work plans and tools for data collection, inclusive of draft survey questionnaires.
3. **Midterm Evaluation Report:** A comprehensive report detailing the findings from the midterm evaluation will be provided in both electronic and hard copy formats. This report should be concise, directly addressing each specific objective of the evaluation.

## E. CONTRACT FLOW & REPORTING STRUCTURE

### Contract Flow

The evaluation process is expected to run for about two months, starting from 01 November – 15 Januari 2023, 2023, with the following flow design:

ACTIVITY DESCRIPTION	TIME FRAME	PIC	PAYMENT
Proposal calls and deadlines	08 – 12 Nov 2023	The Consortium	
Proposals considered, shortlisting and follow-up	13 – 14 Nov 2023	The Consortium	
Evaluator interview and final selection	15 Nov 2023	The Consortium	
Evaluator Contract Signing	16 Nov 2023	The Consortium	
Review of relevant programme documents, reports, data, and development of a draft inception report	17 – 22 Nov 2023	Evaluators	Payment I: 30%
Initial Workshop: Meet with evaluators and agree on evaluation methodology, action plan, work schedule	23 – 24 Nov 2023	Evaluator and The Consortium	
Submission of Inception Report	27 Nov 2023	Evaluators	
Discussion of Inception Report	28 – 30 Nov 2023	Evaluator and The Consortium	
Implementation of Evaluation/Data Collection and analysis of evaluation data	1 – 8 Dec 2023	Evaluators	
Submission of draft report to The Consortium	11 Dec 2023	Evaluators	Payment II: 30%
The Consortium's response to the draft report and post evaluation workshop: presentation of findings and evaluation result to the Consortium and stakeholders	12 Dec 2023	The Consortium	
Report customization based on feedback from the post-evaluation workshop	13 – 14 Dec 2023	Evaluators	
The final report submitted to the The Consortium	15 Dec 2023	Evaluators	Payment III: 40%



## Payment Terms & Conditions

Payment will be made according to deliverables and deadlines as follows:

- 30% of the total amount – submission of a preliminary report
- 30% of the total amount – submission of the first draft of the evaluation report
- 40% of total amount – submission of final report, including all outputs and annexes

## Evaluator Contract Terms

The agreed contract value includes all costs below:

- Work-related transportation costs for evaluators and teams
- Local trips for evaluators and teams
- Accommodation while on the ground
- Tax liability as required by negara

## Evaluation Principles

Evaluators appointed for this task by The Consortium are expected to strictly adhere to the Evaluator Guiding Principles as defined by the American Evaluation Association. These principles include:

1. **Systematic Inquiry:** Evaluators must undertake thorough and systematic research that relies on concrete data.
2. **Competence:** Evaluators should consistently exhibit professional excellence and competency to all involved parties.
3. **Integrity:** Throughout the evaluation process, evaluators must uphold the highest levels of honesty and integrity.
4. **Respect and Privacy:** All individuals involved in the evaluation must be treated with utmost respect, ensuring their privacy, dignity, and integrity.
5. **Commitment to Public Welfare:** Evaluators should prioritize the interests of the public and take into account pertinent values during the evaluation.

For a more detailed understanding of these principles, refer to the [American Evaluation Association website](#). It's crucial to note that all materials, documents, or information procured by the evaluator during the contractual period remain the proprietary property of The Consortium and must not be disseminated. This encompasses both inception and midterm evaluation reports. Throughout the evaluation, continuous coordination with The Consortium is imperative, ensuring adherence to the set Terms of Reference.

## Reporting

The onus of producing the final evaluation report, inclusive of the good practice studies, falls upon the evaluator. This report should comprehensively address all evaluation questions, objectives, and areas delineated in this ToR.

### Guidelines for the Report:

- The report should be drafted in bilingual, utilizing simple and jargon-free language for clarity.
- The summary section should furnish a concise overview of the programme, a succinct account of the methodology employed, an expansive conclusion, and a summarization of recommendations.
- Evaluators are responsible for providing a minimum of two hard copies, along with electronic versions in Word and PDF formats, of the evaluation report prior to the predetermined deadline.
- The final report should be well-referenced, presenting clear findings underpinned by solid evidence.

## Midterm Evaluation Report Format

The evaluation report must be concise, written in clear and straightforward language, and should not exceed 50 pages, excluding appendices. The report should be structured as follows:

1. **Executive Summary** (max 3 pages): A condensed overview of the evaluation highlighting key findings, conclusions, learnings, and recommendations. Given its prominence, this section should be clear, succinct, and encompass all pertinent details, as it garners the most attention from readers.



2. **Introduction** (max 3 pages): Provides details about the programme, sets the context for the evaluation, outlines evaluation objectives, and presents the evaluation team, the evaluation process, and its limitations.
3. **Intervention and its Context** (max 5 pages): Describes the evaluated intervention, its objectives, structure, organization, and stakeholders. The section should also analyze the political, economic, and social shifts in the intervention area during the evaluation period, with a particular focus on the "Safe and enabling ecosystem for journalism" aspect.
4. **Methodology** (max 3 pages): Details the methodological approach, sampling details, and the tools used for data collection. It should also appraise the evaluation process.
5. **Analysis of Information Collected** (max 5 pages): Presents an analysis derived from primary and secondary sources of information, considering the evaluation criteria and questions set forth in the terms of reference.
6. **Evaluation Findings and Results** (max 30 pages): Offers evidence pertinent to the evaluation's specific questions. This evidence should be more than mere empirical data, encompassing possible conclusions. This section should be closely tied to the information analysis segment and be founded on evidence-based arguments, opinions, and interpretations.
7. **Conclusion** (max 3 pages): Provides an evaluation of interventions and their results based on set evaluation criteria, performance standards, and policies.
8. **Learning** (max 3 pages): Highlights good practices or distinctive aspects from the conclusions, with an intent to extrapolate the gleaned insights to other interventions or a wider context.
9. **Recommendations** (max 4 pages): Offers practical, actionable, and prioritized suggestions to enhance the management of future programmes or interventions. These recommendations can also guide the formulation of upcoming policies and strategies.
10. **Appendices**: Incorporates essential supplementary information used or generated for the evaluation. At a minimum, this section should include:
  - Terms of Reference (ToR)
  - Proposed work, encompassing methodology and tools.
  - A list of participants in the evaluation activities.
  - Collected data.
  - Evaluation tools created.
  - A technical appendix related to methodological assessment.
  - A report on the "Good Practices of the Safe Journalism Programme."

## F. Qualification & Proposal Submission

### Evaluator Qualification

The Consortium seeks a highly qualified evaluator team to undertake the midterm review of the Jurnalisme Aman Programme. The selection criteria are as follows:

1. **Experience in Programme Evaluations**: Evaluators should have substantial experience and a commendable history in leading programme evaluations.
2. **Relevant Field Experience**: Evaluators should have previously undertaken evaluations in areas related to the "Safe and enabling ecosystem for journalism" or topics associated with digital governance.
3. **Research and Methodology Proficiency**: Demonstrable academic and practical expertise in both qualitative and quantitative research methodologies, evaluation design, and programme execution is required.
4. **Programme Design Expertise**: Evaluators should have a history of designing programmes, with the ability to draft logical, coherent, and consistent documents.
5. **Team Collaboration**: The capacity to collaborate within multidisciplinary teams and coordinate technical inputs is essential.
6. **Participatory Tools Experience**: Evaluators should be adept at using participatory tools for data collection during programme evaluation.
7. **Communication Skills**: Superior reporting and communication competencies are essential.

### Budget

The allocated budget for this evaluation service stands at Rp100 million. This amount encompasses both the consultancy fees and the implementation of the evaluation methodologies.



## Proposal Submission

Interested evaluators are invited to submit their applications, which should encompass CVs, cover letters, and expressions of interest. The proposal should detail work plans and budgets. All submissions should be directed to: [recruitment@tifafoundation.id](mailto:recruitment@tifafoundation.id). The **deadline for submission is November 12, 2023, 23:59 WIB**. Please note that only candidates who are shortlisted will receive further communication.