

KEMITRAAN BAGI PEMBARUAN TATA PEMERINTAHAN
(Partnership for Governance Reform)

TERMS OF REFERENCE

Independent Impact Evaluation of KEMITRAAN's
Procurement of Consulting Firm / Institution Services

Jakarta, August 2026

I. BACKGROUND

KEMITRAAN was established as a multi-donor trust fund under the umbrella of the United Nations Development Programme in 2003. In 2010, it evolved into a not-for-profit and independent Indonesian organization, assuming full fiduciary responsibility and accountability for its programs and institutional development. For nearly 25 years, KEMITRAAN's mission has been to foster transparent, accountable, and inclusive governance in Indonesia — governance that genuinely responds to the needs and aspirations of its people. To achieve this mission, the organization engages in capacity building, policy advocacy, and research, while implementing innovative programs and projects that drive systemic change.

Over the years, KEMITRAAN has cultivated a robust and diverse network of partners spanning government institutions, civil society organizations (CSOs), international donors, and private sector actors. This network allows KEMITRAAN to harness a wide range of resources and expertise, driving meaningful change and promoting sustainable development across Indonesia.

In 2026, KEMITRAAN marks the conclusion of its five-year Strategic Plan (2022–2026). During this period, KEMITRAAN managed a diverse portfolio of 35 projects across multiple governance sectors and geographical areas in Indonesia, including several large-scale, strategically significant projects. The complete list of these 35 projects, which together form the evaluation universe for this assignment, is presented in Annex 1 to this Terms of Reference. The five-year Strategic Plan sets out KEMITRAAN's strategic priorities and results framework and mandates the organization to undertake an independent evaluation to assess its contribution to the intended results of that Plan.

The 2022–2026 period covered by this evaluation unfolded in a markedly different governance context from the preceding Strategic Plan cycle (2017–2021). As documented in KEMITRAAN's 2022–2026 Strategic Plan, this period has been marked by continued *democratic backsliding* and a *narrowing of civic and public space*, a weakening anti-corruption movement following the 2020 revision of the KPK Law, and structural pressures on environmental and social safeguards associated with national strategic projects such as the Omnibus Law on Job Creation (UUCK), the New Capital City (IKN), and food estate development. These contextual shifts make it especially important for this evaluation to examine not only whether KEMITRAAN's programs delivered outputs, but whether — and how — they contributed to KEMITRAAN's broader mission amid a more adverse political and civic environment.

This evaluation takes the 2022–2026 Strategic Plan as its primary strategic reference. The Strategic Plan sets out four Outcome Areas that define the systemic changes KEMITRAAN seeks to contribute to — (1) Greater Institutional Coherence and Integrity, (2) Increased Economic Opportunity and Welfare, (3) Enhanced Environmental Sustainability, and (4) Improved Citizen Security and Access to Justice; six Priority Areas that describe where KEMITRAAN concentrates its work; and seven Strategic Approaches that describe how KEMITRAAN seeks to generate change (see Section III for the full analytical framework). This evaluation is designed to assess KEMITRAAN's contribution to these Outcome Areas at the portfolio level, using the Priority Areas and Strategic Approaches as an interpretive lens rather than as separate checklists to be scored project by project.

To support a coherent, cross-project reporting structure, the portfolio's diverse Priority-Area tags have also been consolidated into three broad thematic groupings in Annex 1: (1) Rule of Law, Human Rights & Anticorruption; (2) Democracy, Inclusive Public Services & Social Inclusion; and (3) Climate & Sustainable Environment. These groupings are a practical simplification of the Strategic Plan's six Priority Areas provided for context; they are not a substitute for the four Outcome Areas, against which the evaluation's main conclusions on strategic contribution shall be organized. Each project in Annex 1 is tagged with both its thematic grouping and its most closely associated Outcome Area, and the portfolio's distribution across the three thematic groupings is summarized below:

Theme	No. of Projects	Preliminary Priority Cases
1. Rule of Law, Human Rights & Anticorruption	7	2

Theme	No. of Projects	Preliminary Priority Cases
2. Democracy, Inclusive Public Services & Social Inclusion	5	2
3. Climate & Sustainable Environment	23	4
Total	35	8

KEMITRAAN's 35-project portfolio constitutes the evaluation universe. All 35 projects shall be included in the evaluation through desk/document review, portfolio mapping, and synthesis of contribution and outcome patterns; a purposively selected subset will additionally be examined in greater depth (see Section IV). KEMITRAAN will provide the selected evaluator with access to relevant organizational and project documentation and will facilitate access to key internal and external stakeholders.

The overall objective of the evaluation is to assess the extent to which KEMITRAAN's programs and projects have generated impact for its beneficiaries. Furthermore, the evaluation will provide an evidence base for KEMITRAAN to formulate and/or adjust its program and project implementation strategies, ensuring that organizational objectives are achieved effectively and that lessons learned inform the design of the next Strategic Plan cycle.

For this purpose, KEMITRAAN seeks a qualified independent evaluator — a consulting firm or a professional organization or institution (including non-profit entities such as cooperatives or foundations with a proven monitoring and evaluation track record) — to conduct the Independent Impact Evaluation. The selected evaluator is expected to combine strong methodological judgement in evaluation design and analysis with a sound understanding of Indonesia's governance context, multi-stakeholder development programming, and organizational change processes. Interested applicants shall submit a proposal comprising: (i) their understanding of the assignment and proposed technical approach; (ii) evidence of relevant qualifications, capabilities, and experience; (iii) curriculum vitae (CV) of proposed team member(s); and (iv) a detailed budget breakdown.

II. EVALUATION OBJECTIVES

As set out above, the overall purpose of this evaluation is to assess KEMITRAAN's strategic contribution to the systemic changes envisioned in its 2022–2026 Strategic Plan, at the level of its overall portfolio rather than individual projects. Specifically, the evaluation aims to:

1. Assess what strategic changes KEMITRAAN's portfolio has contributed to across the four Outcome Areas of the 2022–2026 Strategic Plan (Institutional Coherence and Integrity; Economic Opportunity and Welfare; Environmental Sustainability; and Citizen Security and Access to Justice).
2. Assess how significant and sustainable these contributions are, including evidence of systemic or institutional change, replication, scale-up, and risks to durability.
3. Identify through which strategic priorities, approaches, partnerships, and pathways of change KEMITRAAN's contributions occurred, drawing on the Strategic Plan's Priority Areas and Strategic Approaches as an interpretive lens rather than as separate lines of inquiry.
4. Distill lessons for KEMITRAAN's future strategy, institutional positioning, and programme design, including implications for the next Strategic Plan cycle.
5. Document good practice and lessons learned — including, where informed consent has been obtained, illustrative examples or quotes from beneficiaries and partners — to support organizational learning.

Intended Use of the Evaluation

The findings, conclusions, and recommendations of this evaluation are intended to: (i) inform the design of KEMITRAAN's next Strategic Plan; (ii) support organizational learning and institutional strengthening; (iii) inform KEMITRAAN's strategic positioning within Indonesia's governance reform landscape; (iv) guide the design of future programmes and partnerships; (v) support engagement with existing and prospective donors and partners; and (vi) strengthen KEMITRAAN's accountability to its stakeholders and support future resource mobilization.

III. EVALUATION QUESTIONS

Analytical Framework

This evaluation is organized around a strategic analytical lens derived from the 2022–2026 Strategic Plan, rather than a standard project-cycle framework. The Plan's four Outcome Areas represent *WHAT* systemic change KEMITRAAN seeks to contribute to; its six Priority Areas represent *WHERE* KEMITRAAN concentrates its work; and its seven Strategic Approaches represent *HOW* KEMITRAAN seeks to generate change. The evaluation traces this logic from KEMITRAAN's portfolio of interventions and partnerships, through the changes observed among partners and beneficiaries, to questions of sustainability, scale, and institutionalization. This framework is an interpretive lens for organizing evidence and conclusions — it is not a prescribed evaluation methodology, and the six Priority Areas and seven Strategic Approaches are not to be treated as separate evaluation questions or compliance checklists. The evaluator retains full latitude to propose the technical approach best suited to answering the strategic questions below.

For reference, the Strategic Plan's Priority Areas and Strategic Approaches are:

- Priority Areas (WHERE): (1) Promoting Rule of Law and Anti-corruption; (2) Protecting Human Rights, Democratization, and Strengthening Constitutionalism; (3) Enhancing Public Services and Public Sector Integrity; (4) Promoting Environmental Sustainability; (5) Enhancing Social Inclusion and Pluralism; (6) Regional Engagement.
- Strategic Approaches (HOW): (1) Supporting reform agendas of state public institutions at national and sub-national levels; (2) Strengthening civil and political society and empowering community groups; (3) Supporting good corporate governance and sustainability agendas; (4) Promoting multi-stakeholder approaches to decision-making; (5) Promoting evidence-based decision-making rooted in scientific data; (6) Advancing ICT for governance reform; (7) Strengthening KEMITRAAN's own institutional capacity, including talent management and knowledge systems.

Strategic Evaluation Questions

The evaluation shall be guided by the following six strategic, portfolio-level questions. These are the minimum questions every evaluator must address; the selected evaluator is expected to refine and finalize associated indicators and lines of evidence in consultation with KEMITRAAN during the inception phase. These questions define *what* must be answered — the evaluator determines *how* (see Section VI, Methodological Approach).

1. To what extent has KEMITRAAN contributed to sustainable, systemic changes across the four Outcome Areas of its 2022–2026 Strategic Plan?

- What intended and unintended changes — positive or negative — can be observed at policy, institutional, and practice level within each Outcome Area?
- To what extent do these changes reflect systemic shifts (e.g., in regulation, institutional structure, or embedded practice) rather than one-off outputs, and to what extent do they represent a meaningful response to the strategic challenges identified in the Plan (e.g., democratic backsliding, shrinking civic space, weakening anti-corruption momentum)?

2. What evidence demonstrates KEMITRAAN's contribution to these observed changes — as distinct from attribution — and through which thematic priorities, strategic approaches, partnerships, and pathways of change did such contributions occur?

- How plausible and well-evidenced is KEMITRAAN's claimed contribution, relative to the roles played by government, donors, and other actors?
- Which of the Strategic Plan's seven Strategic Approaches appear to have been most instrumental in generating change, and why?

3. How significant, sustainable, and scalable are KEMITRAAN's contributions, and what factors explain variation across the portfolio?

- What evidence exists of replication, scale-up, or institutionalization of KEMITRAAN-supported approaches by government or other partners?
- What political, institutional, or resourcing risks — such as the turnover or reassignment of trained officials, or reversal of institutional reform — threaten the durability of results, and how were/should these be mitigated?
- Where projects have been completed, did they have exit or transition strategies enabling continued impact without KEMITRAAN's direct support? For ongoing projects, what emerging outcomes and prospects for sustainability are apparent?

4. To what extent has KEMITRAAN's portfolio demonstrated strategic coherence and cumulative contribution across the Outcome Areas, Priority Areas, and Strategic Approaches of the Strategic Plan?

- Are there Outcome Areas or Priority Areas where the portfolio's contribution is comparatively strong, or comparatively thin or absent, and what are the implications for future strategy?
- Did individual projects — particularly the in-depth cases identified in Section IV — reinforce or connect with one another in ways that added up to more than the sum of their parts?
- What organizational capabilities, systems, or partnership models most enabled — or constrained — coherent, cumulative results across the portfolio?

5. To what extent have KEMITRAAN's interventions been inclusive and safeguarded, and did they draw on local or indigenous knowledge?

- Beyond nominal participation, is there evidence of gender-transformative change in access to and control over resources, decision-making, and opportunities for women and other vulnerable groups (GEDSI)?
- How effective were KEMITRAAN's environmental and social safeguard measures and grievance mechanisms, and were there unintended negative consequences (e.g., inter-community conflict over benefit distribution)?
- To what extent did project design and implementation draw on local or indigenous knowledge?

6. What can be learned from KEMITRAAN's 2022–2026 portfolio to inform its future strategy, positioning, and programme design?

- What strategic, operational, or partnership lessons should inform the next Strategic Plan cycle?
- Which types of intervention, partnership model, or approach most warrant replication, adaptation, or discontinuation?

IV. SAMPLING STRATEGY: FROM PORTFOLIO TO PRIORITY IN-DEPTH CASES

This evaluation applies a two-tier architecture. First, all 35 projects in Annex 1 constitute the evaluation universe and shall be covered through desk/document review, portfolio mapping, and synthesis of contribution and outcome patterns across the portfolio. Second, within this universe, a smaller number of projects — approximately six to seven, subject to the evaluator's proposed design, feasibility, and approved budget — shall be selected through purposive sampling for in-depth assessment (referred to in this ToR as “Priority In-depth Cases”), involving more intensive data collection and analysis. Selection as a Priority In-depth Case is an analytical decision about where deeper evidence is most valuable — it does not imply that a project is considered successful, best-performing, or a model to be replicated; the evaluation may equally find that an in-depth case shows mixed, weak, or challenging results, which is itself valuable evidence.

Preliminary Priority Cases

Based on an initial portfolio screening, KEMITRAAN has identified eight projects as Preliminary Priority Cases — a starting point for the evaluator's own review and testing during inception, not a final or mandatory sample. These projects were considered because of their financial and/or strategic significance and provide broad coverage across several of the Strategic Plan's Outcome Areas, thematic areas, and geographic contexts

Project (Code)	Contract Value	Primary Outcome Area	Reason for Initial Consideration
AF Pekalongan (21-02)	USD 5.97 million	Environmental Sustainability	Large, multi-year urban climate adaptation and coastal resilience model with measurable infrastructure and livelihood results.
AF – PayoPayo (21-03)	USD 1.13 million	Environmental Sustainability	Watershed management case complementing AF Pekalongan's coastal focus; tests a different climate-adaptation pathway.
SIAP – UNEP (21-04)	USD 1.11 million	Environmental Sustainability	Multi-province fire and peatland management programme; tests cross-agency, multi-stakeholder coordination.
USAID-Integritas (22-02)	USD 9.99 million	Institutional Coherence & Integrity	KEMITRAAN's largest single contract; central to its anti-corruption and institutional-integrity agenda.
ELEVATE (22-10)	USD 1.48 million	Citizen Security & Access to Justice	Justice-sector and human rights reform programme with targeted work in Eastern Indonesia, including Papua.
Desa Inklusi dan Akuntabilitas Sosial (22-12)	IDR 52.8 billion	Institutional Coherence & Integrity	Large, multi-province village governance programme testing social-inclusion and accountability approaches.
Estungkara (23-01)	AUD 5.03 million	Citizen Security & Access to Justice	Flagship programme on citizenship rights for indigenous and minority groups, including women and persons with disabilities.

Project (Code)	Contract Value	Primary Outcome Area	Reason for Initial Consideration
FCPF RBP (24-01)	IDR 153.4 billion	Environmental Sustainability	Largest environmental finance contract in the portfolio; tests a results-based payment / benefit-sharing model.

Final Selection of Priority In-Depth Cases

During the inception phase, the evaluator shall review, test, confirm, replace, or adjust the Preliminary Priority Cases above, and propose a final list of approximately six to seven Priority In-depth Cases, subject to the evaluator's proposed design, feasibility, and approved budget, and subject to KEMITRAAN's approval. The final selection — whether drawn from the list above, from other projects in Annex 1, or a combination — shall be based on the evaluator's professional judgement and shall consider a combination of:

- financial significance;
- strategic relevance to KEMITRAAN's mission;
- relevance to and coverage across the four Outcome Areas;
- thematic diversity;
- geographic diversity;
- diversity of intervention type and change pathway;
- potential evidence of systemic, institutional, or policy change;
- sustainability and legacy potential;
- availability and quality of evidence; and
- organizational learning value.

The evaluator shall also consider variation in outcome trajectories — including projects with positive, mixed, unexpected, weak, or challenging results — rather than selecting only apparently successful projects, and may propose one or more *deviant or contrast cases* where portfolio screening suggests these would be analytically valuable, within the agreed sample and budget. The final sample is a purposive, not statistically representative, sample; portfolio-wide conclusions shall be framed as evidence-based synthesis across the full 35-project universe (see Section III), triangulated with in-depth case evidence, rather than as a statistical generalization from the sample alone.

V. SCOPE OF ASSIGNMENT

This evaluation is conducted at the portfolio and organizational level. Evidence from individual projects — particularly the Priority In-depth Cases in Section IV — is used to understand contribution pathways, mechanisms of change, and illustrative cases, but the evaluation's main conclusions shall be framed at the level of KEMITRAAN's strategic contribution across its portfolio, not as an aggregation of separate project performance assessments.

1. Evaluation Design and Inception

- Review relevant project documents, including strategic plans, project proposals, logical frameworks, theories of change, progress reports, and previous evaluations — including the lessons from the 2017–2021 evaluation regarding limited baseline data availability.
- Confirm the final list of Priority In-depth Cases per Section IV, and design a data collection approach proportionate to the assignment's budget and duration.

- Prepare an inception report outlining the evaluation design, methodology, confirmed sample and sampling rationale, work plan, and evaluation tools.
- Refine the evaluation questions and any associated indicators in consultation with KEMITRAAN.

2. Data Collection

- Design data collection instruments and a respondent/sampling plan appropriate to the evaluation questions, the confirmed Priority In-depth Cases, and the cost ceiling in Section IX. The proposal shall specify the proposed number and type of respondents, data collection methods, and any planned field visits, together with the rationale for these choices; KEMITRAAN does not prescribe a fixed number of interviews, surveys, or field visits.
- Conduct desk review of project documentation and secondary data across all 35 projects in the portfolio, and more intensive primary data collection focused on the confirmed Priority In-depth Cases.
- KEMITRAAN shall provide the evaluator with available project documentation and, where it exists, beneficiary contact information for the confirmed Priority In-depth Cases, to support efficient use of the evaluator's time.
- Ensure data quality, validity, reliability, and ethical standards throughout the data collection process, in line with Section XI (Ethical Considerations and Safeguarding).

3. Analysis

- Assess the extent to which KEMITRAAN's portfolio — and the Priority In-depth Cases in particular — has contributed to change, using the evaluator's proposed contribution-oriented approach.
- Analyze changes experienced by beneficiaries, partner institutions, and stakeholders that can be credibly linked to, or to which KEMITRAAN can credibly claim a contribution, including intended and unintended outcomes, both positive and negative.
- Assess the effectiveness of KEMITRAAN's environmental and social safeguard measures and grievance redress mechanisms as implemented in the field, including any unintended negative consequences such as inter-community conflict arising from the distribution of project benefits.
- Analyze political and institutional risks affecting the sustainability of results, such as the turnover or reassignment of trained government officials or reversal of institutional reform, drawing on relevant lessons from the 2017–2021 period.
- Assess whether completed projects incorporated an exit or transition strategy enabling beneficiary communities or partner institutions to sustain results independently, and assess emerging outcomes and sustainability prospects for ongoing projects.
- Assess the extent to which project design and implementation incorporated local or indigenous knowledge.
- Synthesize findings across the full portfolio to assess cumulative contribution and strategic coherence, per the Strategic Evaluation Questions in Section III.

4. Findings Validation

- Present preliminary findings to KEMITRAAN for factual clarification and contextual feedback. The evaluator shall independently determine the final interpretation and conclusions based on the evidence.
- Ensure all findings are appropriately verified and triangulated against available evidence prior to finalization.

5. Reporting

- Prepare a draft Independent Impact Evaluation Report containing, at minimum: (a) Executive Summary; (b) Evaluation Purpose, Objectives, and Scope; (c) Methodology and Sampling Approach; (d) Portfolio-Wide Strategic Contribution Findings (organized by Outcome Area); (e) Priority In-depth Case Findings; (f)

Sustainability and Risk Analysis; (g) Lessons Learned; (h) Conclusions; and (i) Recommendations for the Next Strategic Plan.

- Revise the draft report based on comments and feedback from KEMITRAAN.
- Submit a final evaluation report, in Bahasa Indonesia with an Executive Summary in English, together with all supporting annexes.
- Prepare presentation materials summarizing key findings and recommendations, suitable for both internal KEMITRAAN audiences and donor stakeholders.

VI. METHODOLOGICAL APPROACH

KEMITRAAN does not prescribe a single evaluation methodology. Approaches such as Contribution Analysis, Outcome Harvesting, Process Tracing, case study methods, or mixed methods may be considered as illustrative options, particularly given the limited availability of baseline or comparison-group data for most projects, but the evaluator is expected to propose the design best suited to answering the Strategic Evaluation Questions in Section III within the available budget and timeframe. The technical proposal is the vehicle through which applicants should demonstrate methodological judgement and innovation; proposals will be assessed accordingly (see Section XIII).

VII. DELIVERABLES

- Inception Report, including evaluation design, methodology, confirmed sample of Priority In-depth Cases and sampling rationale, and data collection tools.
- Data Collection Instruments and Schedule.
- Preliminary findings presentation, delivered after data have been collected, analyzed, and synthesized, together with a Draft Independent Impact Evaluation Report.
- Final Independent Impact Evaluation Report, including an Executive Summary in English and presentation slides.
- Final presentation of results to KEMITRAAN and relevant stakeholders.

VIII. TIME FRAME

The assignment shall be conducted over a period of approximately three (3) months, with a target start of early September 2026, in accordance with the following indicative schedule (exact dates to be confirmed at contract signing):

Deliverable	Timeline	Payment
Inception Report (evaluation design, methodology, work plan, tools)	10 September 2026	20%
Data Collection Instruments and Schedule	20 September 2026	20%
Preliminary Findings Presentation and Draft Independent Impact Evaluation Report	31 October 2026	30%
Final Independent Impact Evaluation Report and Final Presentation	25 November 2026	30%

IX. COST CEILING AND PAYMENT TERMS

- The maximum budget for this assignment is capped at **IDR 125,000,000 (gross, inclusive of applicable taxes)**
- KEMITRAAN does not prescribe the number of interviews, survey respondents, field visits, or instruments; applicants are expected to propose the approach that best fits the evaluation questions and expected results within this budget, and to justify the level of effort and any field visits proposed.
- The technical and financial proposal shall clearly explain: (a) the proposed methodology; (b) sampling rationale; (c) proposed number and type of respondents; (d) data collection approach; (e) team composition; (f) level of effort (person-days) by team member; (g) field visit assumptions, if any; (h) travel assumptions; and (i) cost assumptions underlying the budget.
- KEMITRAAN encourages applicants to prioritize predominantly remote/online data collection methods where feasible, to help ensure the proposed approach is deliverable within the cost ceiling, while still allowing applicants to propose limited, justified field visits where these are necessary to answer the evaluation questions.
- Applicants shall not reduce the qualifications of proposed personnel solely to fit the budget; instead, the overall scope, level of effort, sample size, team composition, and methodology shall be designed to be proportionate to the available budget and assignment duration.
- Payments shall be made against the deliverable schedule and percentages set out in Section VIII, upon KEMITRAAN's written acceptance of each deliverable.

X. EVALUATOR QUALIFICATIONS

To ensure the evaluation is conducted to a high professional standard, applicants — a consulting firm, or a professional organization or institution (including non-profit entities such as cooperatives or foundations with a proven monitoring and evaluation track record) — shall demonstrate the following minimum qualifications. Applicants may propose a lean team structure, provided that the proposed team collectively meets the required competencies and demonstrates sufficient level of effort to deliver the assignment.

Institutional / Team Requirements

- A minimum of five (5) years of demonstrated experience conducting strategic, portfolio-level, or institutional evaluations of governance reform, democratic governance, institutional change, or policy reform programs, preferably within the Indonesian or regional context.
- Prior experience evaluating multi-donor or multi-project portfolios of comparable scale, thematic diversity, and complexity, including complex multi-stakeholder development interventions.
- Demonstrated expertise in theory-based, contribution-oriented evaluation design (e.g., Contribution Analysis, Outcome Harvesting, Process Tracing, or comparable approaches).
- Substantive — not solely methodological — understanding of systemic change processes in governance, rule of law, anti-corruption, democratization, or environmental sustainability.

Key Personnel

- Team Leader: advanced degree in a relevant field (e.g., development studies, public policy, social science, or evaluation); a minimum of ten (10) years of professional experience in monitoring, evaluation, and learning (MEL) or governance-reform evaluation; prior experience leading comparable strategic or portfolio-level evaluations; fluency in both Bahasa Indonesia and English.
- Evaluation Specialist(s): relevant quantitative and/or qualitative research expertise, including experience with data collection tools, thematic or contribution analysis, and field-based research in Indonesia.

- Where relevant, local/regional researchers with contextual knowledge of the target provinces and, where applicable, relevant local languages and local/indigenous knowledge systems.

Desired Competencies

- Familiarity with the governance, anti-corruption, democratic governance, climate change, and natural resource management sectors in Indonesia.
- Demonstrated experience conducting Gender Equality, Disability, and Social Inclusion (GEDSI) analysis (beyond counting participation) and assessing environmental and social safeguards.
- Familiarity with the reporting requirements of international donors (e.g., UNDP, USAID, DFAT, multilateral climate funds).

XI. ETHICAL CONSIDERATIONS AND SAFEGUARDING

The evaluation shall be conducted in accordance with recognized international evaluation ethics standards. The selected evaluator shall, at minimum:

- Obtain free, prior, and informed consent (including FPIC where relevant to indigenous communities) from all respondents, including any beneficiary whose direct quotes or personal information may be used in the evaluation report.
- Ensure the confidentiality and, where appropriate, anonymity of respondents, with particular sensitivity toward vulnerable or marginalized groups, including indigenous communities, women, children, and human rights defenders.
- Comply with Indonesia's Personal Data Protection Law (Law No. 27 of 2022) and KEMITRAAN's internal data protection protocols in the collection, storage, and handling of personal data.
- Apply appropriate safeguarding measures during any field visits, particularly where data collection involves vulnerable populations or sensitive/politically contentious topics.
- Maintain independence and impartiality throughout the assignment and disclose any actual or potential conflict of interest with the programs, projects, or partners under evaluation.
- Recognize that KEMITRAAN owns assignment-specific deliverables and project data provided or generated under the assignment, subject to applicable law and the evaluator's pre-existing intellectual property; any publication or external dissemination of findings beyond KEMITRAAN and its donors requires KEMITRAAN's prior written consent.

XII. INSTITUTIONAL ARRANGEMENTS

Responsibilities are divided as follows, to ensure the evaluator's independence is fully respected:

The Evaluator is responsible for:

- Evaluation design and methodology, including final sampling decisions per Section IV;
- Data collection, analysis, and interpretation;
- Formulating findings, conclusions, and recommendations; and
- Preparing and presenting all reports and presentation materials.

KEMITRAAN is responsible for:

- Providing strategic direction and clarifying institutional context;
- Facilitating access to relevant documents, data, and internal/external stakeholders;

- Coordinating with internal stakeholders and reviewing deliverables for clarity and completeness; and
- Providing logistical facilitation as needed.

KEMITRAAN shall provide written comments on each deliverable within five (5) working days of submission; the evaluator shall incorporate or formally respond to comments within an agreed timeframe. KEMITRAAN shall not direct the evaluator's findings or conclusions; the evaluator retains full independence in the analysis, interpretation, and conclusions presented in the evaluation report.

XIII. SELECTION CRITERIA

Technical proposals will be evaluated based on the following weighted criteria:

Criteria	Weight (%)
1. Understanding of the Assignment and Proposed Methodology	30
2. Relevant Institutional and Team Experience in Governance, Institutional Change, and Portfolio-Level Evaluation	30
3. Qualifications and Competencies of Proposed Team	20
4. Work Plan, Timeline Feasibility, and Quality of Proposed Deliverables	10
5. Budget Reasonableness and Value for Money	10
Total Technical Score	100

A minimum technical score of 70 out of 100 is required for a proposal to proceed to financial evaluation. The Budget Reasonableness and Value for Money criterion (10%) shall be assessed based on the reasonableness of proposed professional fees, level of effort, team composition, proposed methodology, travel and other evaluation-related costs, feasibility, and overall value for money — price alone shall not determine value for money.

XIV. SUBMISSION OF PROPOSALS

Interested applicants are invited to submit the following documents:

- A technical proposal, including the applicant's understanding of the assignment, proposed methodology, sampling rationale, and work plan.
- A detailed financial proposal / budget breakdown, in accordance with Section IX.
- Organization/institution profile and legal registration documents (for consulting firms, professional organizations, or cooperatives).
- Curriculum vitae (CV) of the Team Leader and all proposed team member(s).
- References or brief summaries of at least two (2) previous assignments of comparable scope and nature.

Proposals should be submitted no later than **25 August 2026**, to procurement@kemitraan.or.id, using the subject line: *[Independent Impact Evaluation KEMITRAAN 2022–2026] – [Applicant Name]*. KEMITRAAN reserves the right to accept or reject any proposal, and to cancel the selection process, at its sole discretion. Only shortlisted applicants will be contacted for further discussion or interview.

Projects shaded in blue and marked “Preliminary Priority Case” in the rightmost column are KEMITRAAN's initial, non-binding suggestions for in-depth assessment, per Section IV — this designation does not indicate that a project has been judged successful or high-performing, and the evaluator is expected to test, confirm, replace, or adjust this list during inception. All other projects are marked “Portfolio Review” and will be assessed through desk review and portfolio-wide synthesis rather than in-depth data collection. The Primary Outcome Area column indicates an initial, indicative mapping of each project to one of the Strategic Plan's four Outcome Areas (Section I), provided as a starting point for analysis and open to refinement by the evaluator. Contract values are presented in each project's original currency; no currency conversion has been applied, and value is only one of several factors relevant to sampling (see Section IV). The list includes projects implemented within the 2022–2026 Strategic Plan period, as well as select projects initiated prior to 2022 that remained active into the review period because they continued to contribute to Strategic Plan outcomes during 2022–2026; full project documentation will be made available to the selected evaluator during inception, distinguishing where relevant between completed projects (impact and sustainability) and ongoing projects (emerging outcomes and sustainability prospects).

No.	Code	Project Name & Brief Description	Donor / Funder	Thematic Area	Primary Outcome Area	Geographical Coverage	Period	Contract Value	Currency	Preliminary Sampling Category
1	19-09	AF-SADDANG 2019 <i>Reduces climate change risk by strengthening food-based social forestry upstream and coastal governance...</i>	AF	Climate & Sustainable Environment	Environmental Sustainability	District level, South Sulawesi Province	Oct 2019–Jul 2022	835,465	USD	Portfolio Review
2	21-01	BRIDGE <i>Ensures accountable management of COVID-19 recovery funds by empowering law enforcement and civic oversight.</i>	AIPJ/CARDNO	Rule of Law, Human Rights & Anticorruption	Institutional Coherence & Integrity	Multi-province / District level	Jan 2021–Jan 2022	1,545,000,000	IDR	Portfolio Review
3	21-02	AF - PEKALONGAN <i>Builds coastal city resilience in Pekalongan via a “3S” approach: Safekeeping, Surviving, Sustaining.</i>	AF	Climate & Sustainable Environment	Environmental Sustainability	District (City/Kota) level, Central Java Province	Dec 2020–Jul 2024	5,972,670	USD	Preliminary Priority Case
4	21-03	AF - PAYOPAYO <i>Enhances climate resilience of the Ammatoa Kajang indigenous community through integrated watershed...</i>	AF	Climate & Sustainable Environment	Environmental Sustainability	District (Regency) level, South Sulawesi Province	Mar 2021–Mar 2024	1,125,015	USD	Preliminary Priority Case
5	21-04	SIAP - UNEP <i>Reduces forest and peatland fires via an Integrated Fire Management (IFM) prototype and multi-stakeholder...</i>	UNEP	Climate & Sustainable Environment	Environmental Sustainability	Multi-province / District level	Nov 2020–Jun 2022	1,109,375	USD	Preliminary Priority Case
6	21-05	CLUA - PAPUA Programme <i>Strengthens low-carbon, climate-resilient development in Papua by aligning provincial planning with the...</i>	CLUA	Climate & Sustainable Environment	Environmental Sustainability	Province level: Papua Province, Indonesia	Jan 2021–Feb 2023	249,527	USD	Portfolio Review
		SIAGA ECO <i>Enhances law-enforcement and...</i>	U.S.	Rule of Law	Institutional	National and	Mar 2021–			

		governance through evidence-based data for emission-reduction policy.								
9	21-12	RIMBA Inception Phase <i>Integrates Green Economy principles into local government planning and corporate operations in central...</i>	UNEP	Climate & Sustainable Environment	Environmental Sustainability	Multi-province / District level	Jun 2021– Oct 2023	378,125	USD	Portfolio Review
10	21-13	CBFM 2021 <i>Establishes social forestry as a core element of Indonesia's green development strategy.</i>	Ford Foundation	Climate & Sustainable Environment	Environmental Sustainability	Multi-province / District level	May 2021– Nov 2023	400,000	USD	Portfolio Review
11	21-14	UUCK OMNIBUS LAW - NORWAY <i>Provides technical assistance to align implementing regulations of the Job Creation Law with environmental...</i>	Norway	Climate & Sustainable Environment	Environmental Sustainability	National and multi-province level	Aug 2021– Jun 2022	3,155,061	NOK	Portfolio Review
12	21-15	MOHA Research <i>Develops a universal Regional Governance Composite Index (ITKPD) to evaluate local government performance.</i>	PLAN C	Democracy, Inclusive Public Services & Social Inclusion	Institutional Coherence & Integrity	National level, covering all Regencies (Kabupaten) and Cities (Kota) in Indonesia	Oct 2021– Aug 2022	463,500,000	IDR	Portfolio Review
13	21-17	IDH - Baseline Study Landscape Phase 2 <i>Consolidates forest-fire management and sustainable livelihoods to reduce poverty and conflict in forest...</i>	IDH	Climate & Sustainable Environment	Environmental Sustainability	District (Regency) level, West Kalimantan Province	Jul 2021– Sep 2023	220,555	EUR	Portfolio Review
14	22-01	FAO - Prep GPE GCF <i>Transforms Indonesia's peatland economy into a green, climate-resilient model via preparatory studies for a...</i>	FAO	Climate & Sustainable Environment	Environmental Sustainability	Multi-province level: Riau, Central Kalimantan, West Kalimantan	Dec 2021– Dec 2022	1,417,389,600	IDR	Portfolio Review
15	22-02	USAID-Integritas <i>Strengthens integrity, transparency, and accountability across Indonesia's public and private sectors.</i>	USAID	Rule of Law, Human Rights & Anticorruption	Institutional Coherence & Integrity	National level	Jan 2022– Jan 2027	9,999,550	USD	Preliminary Priority Case
16	22-03	IKI SAGU <i>Establishes sustainable peatland management across the Western Pacific through regional coordination.</i>	CIFOR	Climate & Sustainable Environment	Environmental Sustainability	National and multi-province level: Indonesia, Malaysia, Papua New Guinea	Nov 2021– Oct 2022	86,486	EUR	Portfolio Review
17	22-04	INKLUSI <i>Improves access to basic services, social protection, and political participation for indigenous and ethnic...</i>	COWATER	Democracy, Inclusive Public Services & Social Inclusion	Citizen Security & Access to Justice	Multi-province level	Mar 2022– Dec 2022	1,011,730	AUD	Portfolio Review
18	22-05	AF HAI <i>Enhances adaptive capacity of coastal communities in Central Maluku facing climate change impacts.</i>	AF	Climate & Sustainable Environment	Environmental Sustainability	District (Regency) level, Maluku Province	Aug 2022– Aug 2025	963,456	USD	Portfolio Review
		AF UNTAG <i>Supports the development of a...</i>				District	Mar			

		<i>advocacy via Kemitraan's role in the Legal Reform...</i>		Anticorruption	Integrity	Jakarta/Bogor	Nov 2024			Review
21	22-08	AIPJ 2 Support INP <i>Enhances integrity and transparency of the Indonesian National Police (INP/Polri).</i>	AIPJ/CARDNO	Rule of Law, Human Rights & Anticorruption	Institutional Coherence & Integrity	National level: DKI Jakarta	Jul 2022–Jul 2023	1,309,128,000	IDR	Portfolio Review
22	22-09	ERAT <i>Strengthens Indonesia's sub-national monitoring and evaluation systems (EPPD methodology).</i>	The Asia Foundation (TAF)	Democracy, Inclusive Public Services & Social Inclusion	Institutional Coherence & Integrity	National level: 34 provinces and all regencies/cities in Indonesia	Sep 2022–Jan 2024	2,753,031,450	IDR	Portfolio Review
23	22-10	ELEVATE <i>Strengthens protection, capacity, and resilience of Human Rights Defenders (HRDs), particularly on...</i>	U.S. Department of State	Rule of Law, Human Rights & Anticorruption	Citizen Security & Access to Justice	National level, with targeted work in East Kalimantan, Central Sulawesi, Riau, North Maluku, and Papua	Sep 2022–Jan 2025	1,481,481	USD	Preliminary Priority Case
24	22-11	CLUA Papua 2 <i>Strengthens low-carbon, climate-resilient development in Papua, aligned with the Special Autonomy framework.</i>	CLUA	Climate & Sustainable Environment	Environmental Sustainability	Province level: Papua Province, Indonesia	Dec 2022–Feb 2024	197,578	USD	Portfolio Review
25	22-12	Desa Inklusi dan Akuntabilitas Sosial <i>Strengthens inclusive and accountable village governance by building capacity of village governments and...</i>	Kemendes	Democracy, Inclusive Public Services & Social Inclusion	Institutional Coherence & Integrity	Multi-province level (Sulawesi, East Nusa Tenggara, Maluku, North Maluku, Papua)	Dec 2022–Dec 2024	52,847,750,000	IDR	Preliminary Priority Case
26	23-01	Estungkara <i>Improves access to basic services, social protection, and political participation for indigenous and ethnic...</i>	COWATER	Democracy, Inclusive Public Services & Social Inclusion	Citizen Security & Access to Justice	Multi-province level	Jan 2023–Dec 2025	5,030,000	AUD	Preliminary Priority Case
27	23-02	RECREATE <i>Strengthens Indonesia's criminal justice system to be more responsive, efficient, and accountable.</i>	UNODC	Rule of Law, Human Rights & Anticorruption	Citizen Security & Access to Justice	National level, primarily Jakarta, targeting national planning agencies	Jan 2023–Nov 2023	140,000	USD	Portfolio Review
28	23-09	AF INOVASI 1 TLKM <i>Enhances adaptive capacity of Sadding Watershed communities via a technology-based "Climate Smart Community"...</i>	AF	Climate & Sustainable Environment	Environmental Sustainability	Multi-district level, South Sulawesi Province	Jun 2023–Sep 2024	250,000	USD	Portfolio Review
29	23-10	AF INOVASI 2 TLKM <i>Bolsters economic and climate resilience of forest-dependent communities in Tana Toraja through adaptive...</i>	AF	Climate & Sustainable Environment	Environmental Sustainability	District (Regency) level, South Sulawesi Province	Jun 2023–Sep 2024	250,000	USD	Portfolio Review
30	23-11	Strengthening PPI Compact Ketapang <i>Strengthens institutional capacity of the PPI Compact Secretariat in Ketapang as a multi-stakeholder...</i>	IDH	Climate & Sustainable Environment	Environmental Sustainability	Ketapang District, West Kalimantan	Nov 2023–Jan 2024	25,000	USD	Portfolio Review
		FCPF RBP <i>Enhances village...</i>								

		Access Entity (DAE).					2025			
33	24-08	IDH - SUSTAINABLE ACEH <i>Accelerates the People's Palm Oil Replanting (PSR) programme and infrastructure in Aceh.</i>	IDH	Climate & Sustainable Environment	Environmental Sustainability	Province level: Aceh Province, Indonesia	Sep 2024–Feb 2025	40,000	EUR	Portfolio Review
34	24-10	IDH - PPI COMPACT ACEH TIMUR <i>Strengthens institutional capacity of the PPI Compact Secretariat via standardized data management and...</i>	IDH	Climate & Sustainable Environment	Environmental Sustainability	District (Regency) level, Aceh Province	Nov 2024–Apr 2025	40,000	EUR	Portfolio Review
35	25-01	IDH - Support Ops Aceh Province PMU <i>Operationalizes the Aceh Province PMU to implement the Sustainable Palm Oil Roadmap.</i>	—	Climate & Sustainable Environment	Environmental Sustainability	Province level: Aceh Province, Indonesia	Apr 2025–Dec 2026	211,722	EUR	Portfolio Review

Note: Contract values are presented in original currency as recorded in KEMITRAAN's project database and have not been converted to a common currency. Thematic Area, Primary Outcome Area, and Geographical Coverage reflect a summary; complete multi-line descriptions are available in the source project database.