

TERMS OF REFERENCE (ToR) Annual Survey Country Strategy 5 (CS-5)

Yayasan Plan International Indonesia (YPII)

Location	Jakarta-based, and field trip to relevant YPII's program location
Application Deadline	June 8 th , 2026
Type of Contract	Professional Service Contract
Working Language	English and Bahasa Indonesia
Expected Starting Date	June 2026
Contract Period	June 2026 – August, 2026

1. BACKGROUND

About Plan Indonesia

Plan International has been operating in Indonesia since 1969, according to the Memorandum of Understanding with the Government of Indonesia. We strive to advance children's rights and equality for girls worldwide. As an independent development and humanitarian organization, we work alongside children, young people, our supporters, and partners to tackle the root causes of the challenges facing girls and all vulnerable children. We support children's rights from birth until adulthood and enable them to prepare for and respond to crises and adversity. We drive changes in practice and Policy at local, national, and global levels using our reach, experience, and knowledge. For over 80 years, we have been building powerful partnerships for children, and we are active in over 75 countries. In 2017, Plan International Indonesia transformed into Yayasan Plan International Indonesia (YPII/Plan Indonesia), registered by the Ministry of Law and Human Rights.

Context

Toward the end of 2022, Plan Indonesia has a new Country Strategy (CS5) for June 2023-July 2027. Plan Indonesia has a 4 Core Objectives in CS5: Healthy Generation, Educated Generation, Empowered Generation, and Safe & Resilient Generation.

The thematic programs align with specific contexts such as the Sustainable Development Goals (SDGs), Plan International's program priorities, Indonesian Government's national and sub-national plans in promoting children's rights and gender equality. During CS5, YPII is working in several provinces in Indonesia; Aceh, North Sumatra, West Sumatra, Jakarta, Banten, West Java, Central Java, East Java, DI Yogyakarta, Bali, East Nusa Tenggara, West Nusa Tenggara, North Sulawesi, Central Sulawesi, North Maluku, and Southeast Sulawesi for development and humanitarian context. Specifically, at East Nusa Tenggara, YPII has four

Sponsorship Program districts that support the wellbeing of around 36,000 sponsored children.

Yayasan Plan International Indonesia (YPII) is currently implementing Country Strategy 5 (CS-5) 2023–2027, which aims to build: Healthy, Educated, Empowered, Safe and Resilient Generations. CS-5 is a response to evolving national and global development contexts, as well as the need to strengthen a systems-based approach in fulfilling the rights of children, adolescents, and youth (CAY). To measure the end of CS-5 results in 2027, Plan Indonesia will need a basis for its baseline benchmark. This TOR seeks to outline professional service to conduct the CS-5 Annual Survey which will serve as a key mechanism to track progress against its indicators and contributing programs indicators, assess early indications of its contribution for intended impact, and generate evidence to support adaptive program implementation and identify emerging gaps and challenges, and assess the extent to which interventions effectively respond to evolving social, economic, environmental, and governance dynamics. Furthermore, the Annual Survey plays an important role in generating robust evidence to support informed decision-making, strengthening accountability to key stakeholders, and providing a solid foundation for strategic adjustments and program improvement toward achieving CS-5 objectives by 2027 as well as towards the Country Strategy 6 (CS-6) and on.

Country-Strategy 5 (CS-5) Framework

CS5 is built around four **Core Objectives**: Healthy Generation, Educated Generation, Empowered Generation, and Safe & Resilient Generation. These four Core Objectives are interconnected within a **Theory of Change**, which positions children, adolescents, and youth (CAY) as key agents of change in creating safe, inclusive, and resilient societies. These Core Objectives are further translated into an Impact Framework, which covers nine impact statements that serve as the ultimate outcomes of all programs and projects implemented by Yayasan Plan International Indonesia. For each Impact Statement, there are outcome indicators that need to be measured and surveyed. These outcome indicators will be the main reference for this Annual Survey.

The YPII’s nine Impact Statements are:

Core Objective	Impact Statement
Healthy Generation	<ol style="list-style-type: none"> On Access to clean water & sanitation, access to health services, stunting prevention & reduction: Stunting prevalence is sustainably reduced in targeted community. On Adolescent Health: Adolescents and young people experience improved physical, mental and reproductive health and well-being through increased access to inclusive, quality, and youth-responsive health services
Educated Generation	<ol style="list-style-type: none"> On Children Enrolled in ECD / PAUD: Children in our intervention area experience improved early learning and school readiness through strengthened ECD/PAUD environments that provide safe, inclusive, and developmentally appropriate care, stimulation, and learning opportunities. On Literacy (inc. digital) and Numeracy: Children and adolescents in our intervention area develop improved literacy, numeracy, and digital competencies that enhance their learning outcomes and prepare them to participate safely and effectively in an increasingly digital society.
Empowered Generation	<ol style="list-style-type: none"> On % of Youth not in NEET: The percentage of youth in NEET decreases as young people gain stronger agency and leadership, access inclusive and decent livelihood opportunities, and benefit from an enabling environment that supports their transition into employment, education, or entrepreneurship.

	<p>6. On Number of Girls as Leaders: Girls and young women in all their diversity gain the confidence, skills, and opportunities to participate meaningfully in decision-making spaces, influence community and institutional processes, and lead initiatives that advance their rights, well-being, and inclusive development.</p>
<p>Safe & Resilient Generation</p>	<p>7. On Ending Violence Against Children and Youth (EVACY): Children and youth in all their diversity are empowered to exercise their rights, voice their concerns, and actively contribute to preventing and addressing violence (physical, emotional, sexual, online, and gender-based) while growing up in families, schools, and communities that uphold their safety, dignity, bodily autonomy, and well-being through positive caregiving, responsive services, and strong protective systems.</p> <p>8. On Zero Casualties in Disaster Risk Reduction (DRR): Children and youth in all their diversity are protected from disaster-related harm through strengthened survival skills, inclusive community preparedness systems, resilient infrastructure, and responsive services that enable them to anticipate, respond to, and recover safely from hydrometeorological and geological hazards.</p> <p>9. On Number of Healthy and Sustainable Ecosystem / Nature Based Solutions: Communities, children, and youth actively protect and restore their surrounding environment through sustainable practices, climate-resilient behaviors, and inclusive governance systems, resulting in healthier ecosystems that reduce disaster risks, support biodiversity, and strengthen long-term community resilience and well-being.</p>

CS-5 emphasizes impact-based measurement to ensure consistent results of aggregation, stronger accountability, cross-program learning, and contribution to the SDGs. Therefore, the CS-5 Annual Survey is designed not only to track indicator performance but also to assess the validity of the Theory of Change and the relevance of interventions in driving systemic change.

The annual survey is expected to be developed beyond what has been measured on the baseline, in a way that the annual survey captures broader and deeper projects and programs’ outputs and outcomes based on their factual achievements. To ensure comparability over time, the Annual Survey must maintain consistency in indicator definitions, sampling methods, and measurement tools.

The CS5 Annual Survey serves as a strategic mechanism to: (i) monitor annual progress against intermediate outcomes and core indicators, (ii) detect early signals of change at behavioral, service, and system levels, (iii) strengthen accountability to key stakeholders including the Board, donors, and government, and (iv) validate the Theory of Change by examining whether interventions are leading to expected outcomes.

Overall, the survey functions as a periodic monitoring and learning system that generates longitudinal evidence toward the CS5 Endline (2027), ensuring that implementation remains data-driven, adaptive, aligned with the Impact Framework, and responsive to evolving systemic challenges.

2. OBJECTIVES OF THE SURVEY

Overall Objective: To conduct the CS5 Annual Survey to measure progress against identified organizational outcome indicators and assess their contributions toward the defined impact statements under the YPII Impact Framework.

The Annual Survey is designed specifically to generate evidence on progress and achievements of all projects across the CS5 Core Objectives during the CS5 implementation (2023-2027).

- 1) The survey will assess progress of the on-going and finished projects during the CS5 through the measurement of outcome indicators as clearly stated in YPII's Impact Framework. At this level, the consultant will closely coordinate with our MER and Impact Unit to have a clearer understanding of which projects contribute to which outcome indicators of YPII's Impact Framework.
- 2) the survey will analyse the linking and justifying the relevance of measured outcome indicators of identified projects within CS5 and YPII's Impact Framework through its outcome indicators, therefore measuring broader impact dimensions as defined in the Impact Framework.
- 3) The survey will ensure the measured and non-measured outcome indicators are well-addressed and justified for identifying trends over time, including improvements, stagnation, or decline, and highlight statistically meaningful changes, thus justify the attribution measures of all projects in CS5 towards the designated impact.

3. SCOPE OF WORK

Geographic Coverage

The survey will be conducted in selected CS5 implementation areas to ensure representation of different program contexts, including urban, peri-urban, and rural settings. The initial target locations might include selected geographical presence of Plan Indonesia as well as in East Nusa Tenggara (NTT), in which YPII has flagship sponsorship programs. It will be discussed and determined together with YPII based on the project outcome indicators mapping.

The consultant is expected to propose a sampling strategy that ensures adequate geographic representation across these locations while remaining feasible within the 2-month timeline based on the project indicators mapping (subject of discussion with YPII). The final list of provinces, districts, and specific sites will be confirmed during the inception phase in coordination with YPII, taking into account program coverage, accessibility, and operational considerations.

Target

The survey will engage a range of respondents to capture perspectives across individual, household, community, and system levels. The consultant is expected to design data collection tools that are appropriate for each group. All data collection must follow ethical standards, including informed consent and safeguarding considerations, especially when engaging children and adolescents.

4. METHODOLOGY

Study Design

The study will heavily focus on the progress and achievements of all projects in CS5 through measuring each project's outcome indicators. **For the first layer of survey**, Consultant is expected to combine the desk study of the existing project researches (baseline, midterm, endline, evaluation document, impact surveys) as well as combine with the data and information collection to strengthen the analysis of the study, particularly to validate the project

outcome indicators, determine which outcome indicators can be measured and provide strong arguments/ justifications of why and how these indicators are measured.

The second layer of the survey will be linking each project's indicators with the impact outcome indicators as defined in YPII's Impact Framework. The main objective is to provide a strong justified (measurable and qualitative) correlation between projects' outcome objectives and impact outcome objectives. In this regard, the consultant is expected to provide the justified measurement of each project's contributions to YPII's Impact Statements.

It is also expected that the consultant will also collect relevant quantitative data through structured questionnaires aligned with CS5 outcome indicators (project level and impact level) to support the impact statements. Data collection can be conducted using digital platforms (e.g., Kobo/ODK) to ensure efficiency, data quality, and real-time monitoring. The quantitative component will provide measurable evidence on progress across key indicators and enable comparison between intended indicators (project and impact level).

Qualitative data will complement the quantitative findings by providing contextual understanding and explanatory insights. This will be collected through Key Informant Interviews (KIIs) with relevant stakeholders (e.g., government, service providers, private sector), Focus Group Discussions (FGDs) with target groups (e.g., youth, caregivers, community members), and selected case studies or impact stories. The qualitative component is expected to capture perceptions, behavioral changes, enabling and limiting factors, and the pathways through which program interventions contribute to observed outcomes.

Indicator Selection

Given the limited duration of the assignment, the survey will prioritize a focused and manageable set of indicators that are most critical to measuring progress toward CS5 impact statements.

Indicator selection will be guided by the following principles:

- Linking and Alignment with CS5's projects outcome indicators and outcome indicators of Impact Framework to ensure comparability over time.
- Prioritize on projects' indicators which are available through the projects' information, data, reports.
- Prioritization of core component indicators that are sensitive to short- to medium-term change as well as long-term change (when possible).
- Relevance to key program areas and intervention coverage
- Feasibility of data collection within the available timeframe and resources

The consultant is expected to propose a refined indicator list and measurement approach during the inception phase, including clear definitions, data sources, and data collection methods. The final selection will be agreed with YPII to ensure balance between analytical rigor and operational feasibility.

Data Analysis & Attribution

The consultant is expected to conduct an analysis that integrates quantitative and qualitative findings. This includes:

- Descriptive statistical analysis of key indicators

- Perform correlation analysis between projects outcome indicators and impact outcome indicators
- Identify trends, including improvement, stagnation, or decline
- Disaggregation of data by gender, age, disability, and other relevant characteristics
- Where feasible, summary analysis by province or program area
- Thematic analysis of qualitative data to explain observed patterns and outcomes
- System-level and governance analysis, particularly related to enabling environments, policy support, and institutional capacity

In addition to primary data analysis, the consultant is required to collect and review relevant official statistics, particularly from sub-national sources (e.g., BPS, sectoral ministries, district-level data) that correspond to key variables and impact statements covered by CS5 programs. The emphasize of sub-national data subset to ensure the comparability between the project scope, which is mostly at the sub-national to community levels with the existing statistics data. These external data sources will be used to:

- Compare broader population-level trends with survey findings
- Contextualize program results within wider development dynamics
- Identify whether observed changes are consistent with, or diverge from, general trends

Building on this, the consultant shall conduct a **contribution/attribution analysis** to assess the extent to which Plan Indonesia's interventions have plausibly contributed to observed changes. This does not require full causal attribution, but should apply a structured approach by:

- Triangulating survey data (when conducted), qualitative findings, and secondary data
- Assessing the presence of alternative explanations or external influencing factors
- Identifying areas where program interventions show strong alignment with positive outcomes

The analysis should be presented clearly, highlighting both achievements and limitations, and providing a balanced interpretation of Plan Indonesia's contribution to impact in line with the CS5 Theory of Change.

5. TIMELINE AND DELIVERABLES

The assignment is expected to be completed within approximately **100 working days over a 4-month period**. The work will be structured into several key phases, each with specific outputs and expected levels of effort (LoE). The consultant is responsible for planning and managing the workflow to ensure timely delivery of all outputs.

Phase I (Preparation - 5 Days). During this phase, the consultant will develop an **Inception Report** outlining the detailed methodology, sampling strategy, data collection plan, and work schedule. The consultant will also design and finalize all data collection instruments (quantitative and qualitative) in consultation with YPII.

Phase II (Data Collection - 55 Days). The consultant will conduct both desk study for the available project research documents as well as combine it with field data collection using approved tools and methodology. This includes both quantitative surveys and qualitative methods (KIIs, FGDs, and case documentation). The consultant is responsible for ensuring data quality, supervision of enumerators (if applicable), and adherence to ethical and safeguarding standards.

Phase III (Data Processing & Analysis - 25 Days). The consultant will clean, validate, and organize the dataset. A **clean and well-documented dataset** must be produced (in Excel/SPSS format), ready for analysis and future use by YPII. Initial analysis should also begin during this phase.

Phase 4 (Firs Draft Report - 7 Days). The consultant will prepare a **Draft Annual Survey Report**, presenting key findings, analysis, and preliminary conclusions. The draft should include baseline comparisons, disaggregated results, and initial interpretation aligned with the CS5 Impact Framework.

Phase 5 (Validation - 1 Day). A **Validation Workshop** will be conducted with YPII and relevant stakeholders to review and validate key findings. The consultant is responsible for presenting the results, facilitating discussion, and incorporating feedback into the final report.

Phase 6 (Final Reporting - 7 Days). The consultant will finalize and submit the **Final Annual Survey Report**, incorporating all feedback from the validation process. The final report must be clear, evidence-based, and aligned with YPII reporting standards.

Phase	Output	Estimate Duration
Preparation	Inception Report & Instrument	5 days
Data Acquisition	Qualitative & Quantitative Data	55 days
Data Analysis	Clean Dataset	25 days
Reporting	Draft Report	7 days
Validation	Validation Workshop	1 day
Final Report	Final Report	7 days
Total		100 days

The total estimated level of effort for this assignment is **100 working days**

Final Deliverables

The consultant is expected to produce the following outputs:

1. CS5 Annual Survey Report (in English) that presenting methodology, findings, analysis, and conclusions aligned with the CS5 Impact Framework.
2. A concise Executive Summary (10 pages) highlighting key findings, insights, and strategic implications for decision-makers.
3. A structured comparison matrix of selected indicators between project outcomes and impact.
4. Dataset in Excel/SPSS format that has been cleaned and validated, including codebook and variable definitions.
5. An infographic summary (Board-ready) of key results designed for high-level communication to the Board and stakeholders.
6. Documented Case Stories illustrating program contributions and changes experienced by beneficiaries.

6. ETHICAL REQUIREMENTS & SAFEGUARDING

The consultant must adhere to YPII's ethical standards and safeguarding principles throughout the assignment. This includes ensuring that all data collection and engagement

with participants (particularly children and adolescents) are conducted in a safe, respectful, and responsible manner.

Specifically, the consultant is required to:

- **Comply with YPII Child and Youth Safeguarding Policy.** All activities must follow YPII's safeguarding standards to prevent harm, abuse, or exploitation of children and young people. The consultant is responsible for ensuring that all team members, including enumerators, are informed of and comply with these policies.
- **Obtain informed consent from all participants.** Participation in the survey must be voluntary. The consultant must clearly explain the purpose of the study, how the data will be used, and participants' rights, including the right to refuse or withdraw at any time without consequence.
- **Secure parental/guardian consent for child respondents.** For respondents under 18 years old, prior consent must be obtained from parents or legal guardians. Assent from the child must also be obtained in an age-appropriate manner.
- **Ensure confidentiality and data protection.** The consultant must ensure that all personal data collected is treated as confidential. Data must be securely stored, anonymized where necessary, and used strictly for the purposes of this assignment. No identifiable information should be disclosed without explicit permission.
- **Handle sensitive topics with care.** For topics such as violence, health, or other sensitive issues, the consultant must apply appropriate ethical protocols, ensure respondent comfort and safety, and avoid causing distress. Referral mechanisms should be considered if sensitive issues arise.

The consultant is expected to integrate these principles into all stages of the assignment, including tool design, enumerator training, data collection, and reporting.

7. REPORTING STRUCTURE

The consultant will report directly to:

- Head of Impact
- MER Manager
- Program Quality, Development, and Partnership (PQDP) Director

The consultant is expected to maintain regular communication and coordination with YPII throughout the assignment to ensure alignment, quality control, and timely delivery of outputs. Coordination Mechanism

- Regular coordination meetings will be held at least once every two weeks to review progress, address challenges, and provide feedback.
- Additional ad-hoc meetings may be scheduled as needed, particularly during key phases such as inception, data collection, and reporting.
- The consultant is expected to proactively communicate any risks, delays, or issues that may affect the timeline or quality of deliverables.

The reporting and coordination process is designed to ensure that the assignment remains on track, responsive to feedback, and aligned with YPII's expectations and standards.

8. BUDGET

The total amount paid to the consultant(s) in addition to the daily rate of the consultancy includes the total budget necessary to conduct the evaluation. Specifically, it includes:

1. IT equipment
2. Translation costs
3. Internet credit
4. Travel costs
5. Evaluation implementation cost
6. Insurance
7. Expenses/per diems
8. VAT/taxes

YPH will provide support for logistic arrangements as relevant. This might include key documents, facilitate contacts, and support letters to access key respondents.

The consultant is expected to present a budget table outlining how the requested total budget splits into the items mentioned above.

Signing Contract and Submission of Design Study	40%	10 days upon contract signing
Final Report Accepted by YPH	60%	10 days upon the acceptance of Annual Survey report

9. EXPECTED QUALIFICATIONS OF CONSULTANTS

The required skills and competences for the consultant are:

1. At least 7 years' experience in conducting baseline, mid-term and end-term evaluations with NGOs, conducting surveys, and conducting Impact studies.
2. Strong formation in conducting survey at large scale across regions in Indonesia.
3. Regional working experience in Indonesia, with emphasize of working in East Nusa Tenggara
4. Proven experience in quantitative and qualitative data methodology and analysis
5. Proven experience with a portfolio and recommendations
6. Good communication skills, with the ability to explain complex problems or concepts in simple and easy-to-understand language
7. Experience in research involving marginalized or vulnerable youth and communities (desirable)
8. Demonstrated understanding of and commitment to children's rights, gender equality, and development issues.
9. Experience working across multiple sectors including NGOs. Knowledge of Plan International/Plan Indonesia and its work (desirable)
10. Fluent in Indonesia language and proficient in the use of English both oral and written
11. Preferably with strong understanding of Sustainable Development Goals (SDG)

10. APPLICATION PROCESS



Sampai semua setara

Yayasan Plan International Indonesia (Plan Indonesia) will coordinate the application and hiring process locally. Firms/teams of consultants with relevant expertise and portfolio are invited to apply for the assignment by sending:

1. A letter of intent expressing the consultant's or firm's capabilities and qualifications including a response to the ToR
2. Proposal of the assignment with the following content:
(a) background; (b) approach and methodology of the assignment outlining key activities and key deliverables produced and proposed content of the evaluation; (c) workplan; (d) Ethics and child safeguarding approaches, including any identified risks and associated mitigation strategies; (e) personnel involved including their CVs and detail task and responsibilities related to the evaluation;
3. Proposed detailed budget for quotation, including daily fee rates, expenses, taxes, etc. for all personnel involved as outlined above
4. Proposed timelines
5. Organization Profile with the information on: (a) current and previous relevant works and clients/users; (b) CV of the personnel involved in the assignment and their key responsibilities/roles in the assignment.

The application can be sent electronically through the email: Yayasan.procurement@plan-international.org an cc Danti.Amindya@plan-international.org mentioning the code [RfQ-955_CS5_Annual_Survey_Consultant Name] in the email subject, before 5 PM of June 8th, 2026.

Or send in hard copy in a sealed envelope with the code [CS5 Annual Survey] in the left corner of the envelope to:

Yayasan Plan International Indonesia
Gedung Graha Inti Fauzi Lantai 10
Jl. Buncit Raya No. 22
Pasar Minggu, Kota Jakarta Selatan, DKI Jakarta, 12510

Only applicants with complete documents including sample of the previous work will go through the selection process