

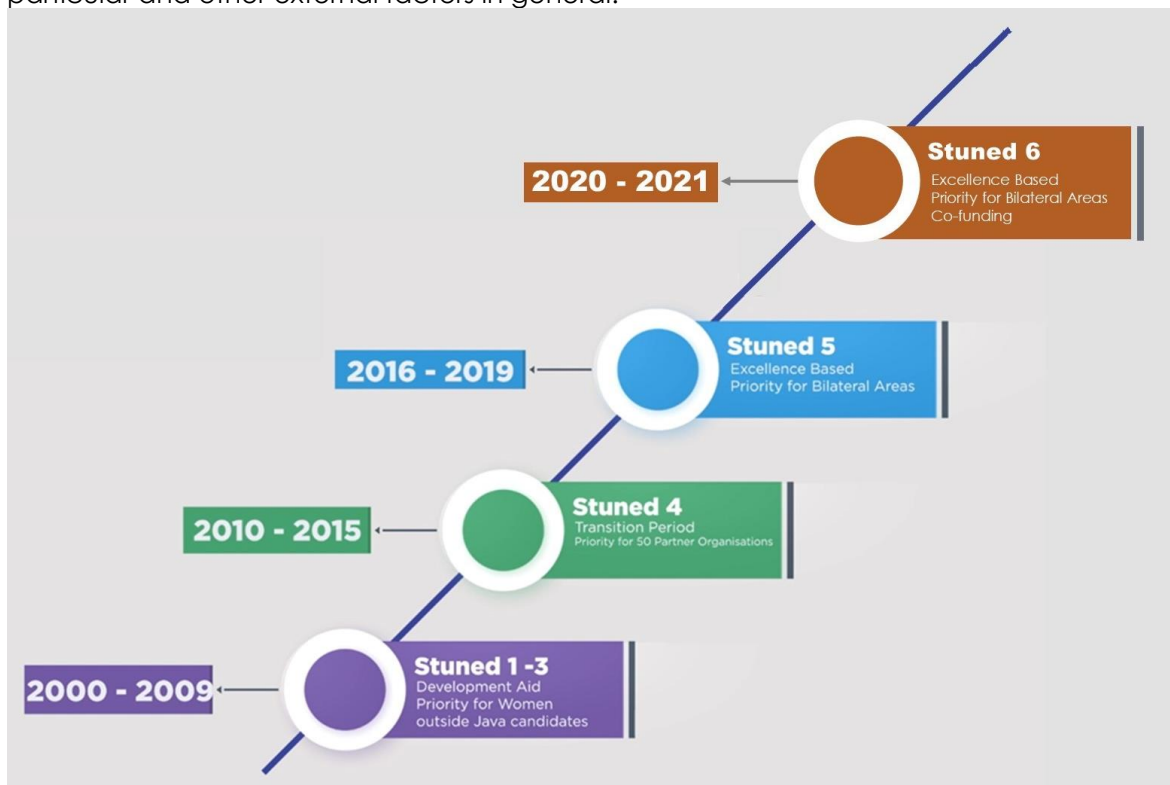
Terms of Reference
Meta Evaluation
StuNed Scholarship Program

Background / Rationale

Studeren in Nederland or *StuNed*, is a scholarship program focusing on Indonesian mid-career professionals, as part of the bilateral partnership program between Indonesia and the Netherlands. It aims to contribute to the development of Indonesia through strengthening the human resources of Indonesian organisations. The program is funded by the Dutch Ministry of Foreign Trade and Development Cooperation through the Embassy of the Kingdom of the Netherlands (EKN) in Jakarta and implemented by Nuffic Neso Indonesia, the overseas representative of the Dutch Organisation for Internationalisation in Education (Nuffic).

The programme runs from 2000 until 2023 with a total fund of € 86.293.023. Approximately 5.004 Indonesians have received the StuNed scholarship to study in the Netherlands through various modalities namely master program, short courses, tailor made programme (TMT) and refresher course. All programmes are international programmes and conducted in English.

StuNed refers to the Multi-annual Inter-ministerial Policy Framework for the bilateral cooperation between the Netherlands and Indonesia. Over 20 years of its implementation StuNed has been evolving to make it relevant to the dynamic of the bilateral situation in particular and other external factors in general.



StuNed has gone through a number of changes in terms of its substantive focus, usually referred to as priority areas. In the previous phases StuNed has changed from having a focus on geographically poor areas and development-needs of specific sectors to a more competitive, merit-based scholarship.

StuNed alumni are the spearhead of the bilateral relationship between Indonesia and the Netherlands and serve as ambassador/showcase of the excellent qualities of Dutch Higher Education. The StuNed alumni work for the government, the private sector and civil society organisations and are geographically spread all over Indonesia, which opens up various

prospective collaborations. Most of our alumni work in the relevant fields that support the development of Indonesia and hold various key positions. A StuNed alumni association or network, 'IamstuNed', has been established in 2018 to foster more comprehensive cooperation between the two countries. Regional chapters of the Alumni association are being formed in several provinces, including West Sumatera, South Sulawesi and North Sumatera/Aceh.

One important part of scholarship program management is monitoring and evaluation. During its implementation, StuNed has been doing series of evaluation programmes as follows:

- Tracer study; conducted in 2008, 2012, and 2018.
Tracer study focused on measuring feedback from alumni.
- External evaluation: 2003, 2013 and 2019
External evaluation is bigger than tracer study with regards to the stakeholders who participated in this evaluation namely alumni, employer, current students, embassy staff, Neso Indonesia staff, Nuffic staff, representative of relevant Indonesian organisations,

For the Meta Evaluation of StuNed scholarship programme: objectives, scope, methodology, activities, organisation, and timeline are described below.

StuNed Meta Evaluation

A meta-evaluation is an instrument used to aggregate findings from a series of evaluations. It also involves an evaluation of the quality of this series of evaluations and its adherence to established good practice in evaluation. The objectives of this Meta-Evaluation are to measure the impact of StuNed by:

- providing an overview of, and a perspective on StuNed scholarship programme based on presents summaries and analysis of evaluations that have been done before.
- synthesising the key findings and recommendations of previous evaluations
- presenting lessons learned for the design and implementation of future scholarship programmes and other capacity building programmes.

The previous evaluation focused on 3 aspects that were being analysed:

1. **the relevance** of the StuNed programme in relation to the priorities and policies of bilateral cooperation between the Netherlands and Indonesia.
2. **the effectiveness** of the programme management in attaining its objectives, the impact at the level of individual scholarships, its organisation, and lessons learned.
3. **the efficiency** of the programme and its management,

These objectives will be met by addressing the following research components and questions:

Relevance

1. The development rationale for the StuNed programme:
 - The relevance of the objectives and expected results of the bilateral cooperation.
 - cause/effect linkages between the activities and outputs of the programme and the attainment of the expected results
2. The targets of the StuNed programme.
3. To what extent StuNed is complementarity (in terms of coordination and harmonisation) to other capacity building programmes.

Effectiveness

To what extent the direct results (output) have been achieved and contributed to meeting the programme aims (outcome).

1. Progress, or expected progress, in relation to the formulated objectives.
2. The quality of outputs: expected quality has been achieved? (Output targets in terms of number of people trained and qualifications received/achieved, alumni hold key positions)
3. The effectiveness of StuNed as a mechanism for promoting institutional capacity

- building.
4. The effectiveness of the StuNed outreach (how effective StuNed promotion from various aspects to get prospective applicants.).
 5. StuNed transition: The overall objective of the transition of StuNed is to identify a sustainable way forward for the programme, without significant Dutch ODA funding. This leads to several more qualitative questions in the evaluation.
 - What are lessons learned from co-funding and joint scholarship schemes in terms of programme management?
 - What appear to be the most relevant categories of stakeholders willing to co-fund or joint scholarship?
 - What can be learned from the extent to which co-financing targets were met?

Efficiency

Efficiency has to do with harmonisation between the various tasks and cooperation between the partners involved. It includes matters such as meeting time and budget targets and balancing expenditure on managing the programme in relation to the results that have been achieved.

1. **Efficiency of programme management** by Neso.
2. **Efficiency of Embassy's management and administration** and the efficiency of the Embassy's dealings with Neso.
3. **The level of dialogue with, and involvement of, the Government of Indonesia** in the programme (including design, implementation and management of the programme).
4. **The quality of monitoring and reporting**, as well as the efficiency of the mechanisms for problem solving and on-going quality improvement in programme implementation.

In addition to the research questions mentioned above, this evaluation aims to extract the **lessons learned** from the implementation of the StuNed programme which together with the conclusions and recommendations of this meta evaluation could be used as the basis of strategic direction for future scholarship programmes provided by the Dutch government.

Scope of Evaluation

The meta-evaluation will cover the result of previous evaluations of StuNed scholarship program. The respondents for this evaluation will be:

1. Dutch Higher Education Institutions (DHEIs)
2. Embassy of the Kingdom of the Netherlands
3. StuNed Alumni
4. relevant Indonesian institutions/partner organisations as the beneficiaries
5. relevant Dutch institutions/partner organisations
6. Neso staff

The focus and scope of the evaluation are as follows:

1. in assessing the relevance of the StuNed programme, emphasis is put on the perspectives of (1) Indonesian organisations and (2) The Embassy of the Kingdom of the Netherlands;
2. in assessing the effectiveness and efficiency of the StuNed programme, emphasis is put on the perspectives of (1) alumni, (2) Dutch Higher Education Institutions, (3) relevant Dutch institutions/partner organisations, and (4) Neso staff.

Methodology

The methodology for the meta-Evaluation will be based on previous evaluation analysis, questionnaires, and in-depth interview, with the following details:

1. **Primary Research**
 - a. **Questionnaire**

Electronic questionnaires will be developed and sent to the DHEIs, StuNed awardees and their employers and StuNed alumni. The questionnaires should generate qualitative and quantitative data on StuNed scholarships. The questionnaire needs

approval from the Embassy of the Kingdom of the Netherlands before being distributed to participants.

b. In-depth interview

List of questions will be developed for relevant Indonesian institutions/partners, Embassy of the Kingdom of the Netherlands, and Neso staff. The questions should gain both quantitative and qualitative data.

2. **Secondary Research**, reference study, in particular all reports of previous evaluation and tracer study.

Organisation

The meta evaluation will be carried out by an independent consultant. The assignment for the meta evaluation is funded from StuNed VI program financed by the Dutch Ministry of Foreign Affairs through the Embassy of the Kingdom of the Netherlands in Jakarta. Supervision and (financial) administration will be provided by Team Coordinator Scholarships of Nuffic Neso Indonesia. A draft report will be discussed with the Embassy before the final report is submitted. The Embassy will provide final approval for the final report of the evaluation.

Costs

The consultant will be requested to submit a proposal based on the ToR, including a breakdown of costs to a maximum of Euro 19.000. The proposal will need approval from the Embassy of the Kingdom of the Netherlands.

Timeline

The meta-evaluation is expected to take approximately three months, starting from July until September 2023. The timeline plan for the meta-evaluation is as follows:

Activity planning per month	First month	Second month	Third month
Proposal meta evaluation (e.g., description of structured approach, detailed timeline, breakdown of costs)	X		
Proposal to be approved by EKN & Neso			
Review of previous evaluation and relevant StuNed information, files, and documentation	X	X	
Development of/agreement on evaluation design and methodology (meta evaluation criteria, research questions, selection criteria respondents, formats)	X		
Check/add additional information	X		
Questionnaire to be approved by EKN & Neso			
Finalisation and sending out of questionnaires	X		
Sending out reminders of questionnaires		X	
Transferring information questionnaires in data base		X	
Analysis of questionnaires		X	
Finalisation of interview formats		X	
Planning of interviews		X	
Conducting interviews		X	
Analysis interview results		X	
Synthesis of overall findings			X
Debriefing at Neso/EKN (first week of September 2023)			X
Submission of report draft (14 September 2023)			X
Draft report to be approved by EKN & Neso			
Submission of final report (28 September 2023)			X
Final report be approved by EKN & Neso			