

TERM OF REFERENCE
Baseline Study Framework with Indicator Matrix
Knowledge Product Development: “Impact Stories of Women Local Humanitarian Leaders (WLHL) in Indonesia”

Project Title	: Supporting Humanitarian Initiatives for Feminist Transformation in Asia (SHIFT Asia)
Project Location	: National
Partners Organization	: Asosiasi LBH APIK
Activity Duration	: July 2025 – June 2027

A. ABOUT US

Penabulu was established in 2002. In its early years, the Penabulu Foundation focused on building the capacity of civil society organizations in the field of finance. Later, the foundation expanded its services to include capacity building in organizational management, such as facilitating the development of strategic organizational planning. The Penabulu Foundation aims to position itself as a “Civil Society Resource Organization (CSRO).” As a CSRO, the foundation manages and develops enabling conditions for the mobilization of domestic resources for civil society organizations. Penabulu Foundation has a broad network of around 200 civil society organizations across Indonesia for program implementation.

B. PROJECT BACKGROUND

The SHIFT Asia (Supporting Humanitarian Initiatives for Transformation in Asia) Project builds on the achievements of the first phase of Women’s Humanitarian Leadership (WLHL) implemented in 2022–2023, and now enters its next phase with a stronger regional focus. Working across Indonesia, Bangladesh, the Philippines, and Myanmar, the project continues to champion women’s leadership in humanitarian action by placing women’s organizations (WOs) and women leaders at the heart of decision-making spaces. It recognizes that while women and girls are often among the most affected in times of crisis, they remain underrepresented in leadership roles.

SHIFT Asia seeks to change this dynamic by amplifying women's voices, expertise, and agency, making humanitarian systems more inclusive, representative, and effective.

C. OBJECTIVE OF BASELINE STUDY

1. To identify perceptions and the level of recognition of women's leadership within the humanitarian system in Indonesia.
2. To assess the level of understanding, trust, and support for the role of Women-Led and Women-Led Local Humanitarian Leadership (WLHL) at both local and national levels.
3. Establish baseline benchmarks to track changes and inform data-driven communication, advocacy, and program monitoring throughout SHIFT Asia.
4. To provide strategic recommendations for strengthening data-driven communication and advocacy.

D. METHODOLOGY

A mixed-methods approach will be used, combining:

Quantitative surveys using structured questionnaires.

*Note: The survey targets **organizations**, not individuals. A statement will be included in the questionnaire clarifying that all responses should reflect the organization's perspectives, policies, and practices.*

Qualitative methods, including in-depth interviews (IDIs) and mini-focus group discussions (mini-FGDs).

These qualitative methods will be conducted as needed to explore findings that emerge from the quantitative phase and to gain deeper explanations behind key issues.

E. KEY INDICATOR

- **Knowledge and awareness of WLHL**
Assessed at the organizational level (government agencies, NGOs, humanitarian actors, and women's organizations).
- **Perceptions of the effectiveness of women's leadership and women's organizations' engagement including their contribution across key humanitarian phases.**
- **Level of trust and institutional/public support for WLHL at national level**
- **Perceptions of social and policy changes related to gender equality in humanitarian action**

Policy review will focus on the period from the establishment of WLHL to the present to ensure relevance and consistency.

F. KEY RESEARCH QUESTIONS

- To what extent do the public and stakeholders recognize WLHL and its contributions?
- How are women’s leadership and its effectiveness perceived within the humanitarian system?
- What is the level of trust and institutional support for WLHL actors?
- How does local media portray and influence the image of women in humanitarian leadership?
- What factors enable or hinder recognition and support for WLHL?

G. PROPOSED INDICATOR AND MEASUREMENT MATRIX

This matrix serves as a proposed framework. The consultant may refine, add, or adjust indicators and tools as needed based on methodology and field context.

Objective	Dimension	Indicator	Key Question	Measure ment Tool	Data Type
1. Perception & Recognition	Awareness	% aware of WLHL	Has your organization heard of WLHL?	Multiple choice	Quantitative
	Knowledge	Organizational knowledge score on WLHL roles and mandates	How well does your organization understand WLHL’s purpose and functions?	(Likert items)	Quantitative
	Recognition	Perception score on women's	Are women effective in disaster	Likert Scale 1–5	Quantitative

		leadership	response?			
	Recognition	Positive narratives on women leaders	Provide an example of effective women's leadership in your context.	Interviews / FGDs	Qualitative	
	Exposure	% of organizations exposed to WLHL activities	Has your organization engaged with or observed WLHL activities?	Multiple choice	Quantitative	
	Intersectionality	Variations in awareness/recognition across institution types	Do perceptions vary by organization type?	Survey disaggregation	Quantitative	
2.	Understanding & Support	Trust	Public trust score	I trust women to make critical decisions.	Likert Scale 1–5	Quantitative
		Support	% willing to collaborate	Is your institution willing to collaborate with WLHL?	Multiple choice	Quantitative
		Gender Norms	Gender-role attitude score	Should humanitarian leadership be male-led?	Likert Scale 1–5	Quantitative
		Barriers & Enablers	Identified enabling/limiting factors	What helps or limits women leaders?	Interviews / FGDs	Qualitative
3.		Awareness	Perception	—	Longitudinal	Quantitative

Perception Change	/Recognition/Support	index score		inal analysis	ative
	Gender Norm Change	Shift in gender norms	Have attitudes changed over time?	Repeate d survey items	Quantit ative
4. Media	Influencer s	Identified opinion influencers	Who shapes community perception?	Interview s / Media scan	Qualitat ive
5. Institutional Commitment	Policy & Practice	# institutions with gender policies	Does your institution have gender equality policies?	Docume nt review	Quantit ative & Qualitat ive
	Operationa l Practice	# involving women in coordination	Are women included in coordination forums?	Interview s / Docume nt review	Quantit ative

H. APPROACH AND METHODOLOGY

The survey will adopt a participatory and evidence-based approach, including:

1. **Research design:** Development of measurement tools, including questionnaires and interview guides including key informant.
2. **Data collection:** Online survey and field data collection for KII/FGD.
3. **Data analysis:** Quantitative descriptive analysis and qualitative thematic analysis.
4. **Validation and triangulation:** Cross-checking findings with information from WLHL partners to ensure accuracy.
5. **Reporting:** Preparation of the baseline report and strategic recommendations.

I. EXPECTED OUTPUT

1. Inception report
2. **Baseline Perception Survey Report on WLHL in Indonesia (in both Indonesian and English).**
A comprehensive report presenting the survey findings, analysis, and insights on public and stakeholder perceptions of Women-Led and Women-Led Local Humanitarian Leadership.
3. **Raw dataset and descriptive analysis.**
Complete quantitative and qualitative datasets, accompanied by initial descriptive statistics and coded thematic summaries for further program use.
4. **Visually engaging executive summary report/presentation (ppt) highlighting key findings & recommendations**
Action-oriented recommendations to inform communication, policy engagement, and capacity-building strategies within SHIFT Asia.

J. SCOPE OF WORK

The research activities will cover the following:

Category	Minimum Sample Range	Description / Notes
WLHL Network Members	All 52 WLHL members will be invited to participate in the online survey, so a fixed sample target is not required	Organisation Members of the WLHL network with relevant experience on women's leadership in disaster management. The number can be adjusted by the consultant based on methodological needs.
Humanitarian Organizations	To be determined (flexible)	Humanitarian actors working in disaster response, preparedness, or community resilience at local or national level.
Government Institutions	To be determined (flexible)	Government bodies related to disaster risk management (e.g., BNPB, BPBD, Social Affairs Office). The number will

		depend on relevance and accessibility.
Community Members	5-10 people	This is considered representative as 10 community members with good practices are already featured in the WLHL STORIES. Since they are geographically dispersed across Indonesia, location selection will consider budget efficiency.

K. TIMELINE

Period	Key Activities
Week 1–2, December 2025	Survey design and development of instruments
Week 3 Dec 2025 – Week 2 Jan 2026	Field data collection in two provinces
Week 3–4, January 2026	Data analysis and validation of results
Week 1, February 2026	Final report preparation and internal dissemination

L. RESEARCH PRINCIPLES AND REQUIREMENTS

The research must consider the following principles and requirements:

- Participatory and inclusive approach that incorporates diverse perspectives from project stakeholders;
- Use of relevant sampling methods/tools as well as quantitative and qualitative methods/tools to understand the situation;
- Data triangulation and validation through the use of multiple methods and validation of preliminary findings;
- Clear communication regarding the data collection schedule, including an overview of who will provide the information;
- Clear explanation of the approach to data analysis and interpretation;
- Compliance with the policies of the Penabulu Foundation.

M. CONSULTANCY QUALIFICATION

- University degree in data analytics, statistics and/or social sciences or possess equal composition of qualified academic background, knowledge, experience, and capacity to manage the research study.
- Excellent understanding on disaster risk management and related policy and development issues.
- Experience work on data collection and analysis in a humanitarian or development context, in Disaster Risk Reduction and Disaster Preparedness.
- Excellent communication skills to work across two teams based in Asia and to write clear and concise reports writing, both in Bahasa and English.
- Experience of working with participatory methodologies.
- Solid skills in data analysis and using mobile data collection tools and other programs/software to tabulate and analysis qualitative and quantitative data.
- Experience to maintain data security for research purpose and ensuring data protection requirement in place.
- Experience to maintain safeguarding protocol to manage data collection process is meet with safeguarding aspect in properly manner

Preferable

- Ability to comply with specific requirements and strict deadlines (preferable).
- Good knowledge and understanding of the subject study on GEDSI and Humanitarian Sector.

N. SUBMISSION INFORMATION

Consultants are invited to submit a proposal by email to: operation@penabulu.id no later than 14 December 2025. Please write "PENABULU-SHIFT ASIA–Study Baseline–Your Name" in the email subject line.

The application must include:

1. Organization profile (for institutional consultants) or CV (for individual consultants);
2. Proposal outlining the methodology and tools to be used for data collection;
3. Budget including tax calculations;
4. Budget excluding travel cost and other expenses
5. Curriculum vitae of consultant and/or team members
6. Portfolio of similar previous work.

O. PENABULU FOUNDATION VALUES AND COMMITMENTS

Penabulu Foundation is committed to preventing all forms of inappropriate behavior in the workplace, including sexual harassment, exploitation and abuse, lack of integrity, and financial misconduct. The foundation is also dedicated to promoting the well-being of children, youth, adults, and beneficiaries it works with. Penabulu expects all staff and volunteers to uphold these commitments through adherence to its code of ethics. The foundation places high priority on ensuring that only individuals who embody and demonstrate these values are selected to work with Penabulu.

All job offers made by Penabulu will be subject to appropriate background checks, including criminal records and financial screening related to terrorism. Penabulu Foundation may request information from applicants' previous employers regarding any findings or ongoing investigations related to sexual violence or harassment that occurred during their tenure. By submitting an application, applicants acknowledge and accept Penabulu Foundation's recruitment procedures.

Penabulu Foundation is also committed to ensuring diversity and gender equality within the organization and strongly encourages applicants from all backgrounds to apply.

P. TERMS AND CONDITIONS

- Penabulu Foundation may conduct a background check on the selected candidate within 5–7 working days;
- Penabulu Foundation will only contact candidates who are shortlisted;



Komplek Palapa, Jalan Palapa 2 No. 4 RT/RW 11/05
Pasar Minggu, Jakarta Selatan 12520
Telp/Fax: (021) 22708103
E-mail: info@penabulu.or.id | Web: www.penabulu.id

- Penabulu Foundation is not responsible for any false information provided by applicants;
- Penabulu Foundation does not charge any fees related to the recruitment process;
- Please note that all job applications will be reviewed by our administration, and acceptance of applicants will be determined based on the terms and conditions set by Penabulu Foundation;
- All requested information must be provided promptly within the deadlines specified by Penabulu Foundation.