United Nations Development Programme

Terminal Evaluation of the Project

"Sixth Operational Phase of the GEF SGP in Indonesia"

(GEF Project ID 9086; UNDP PIMS ID: 5499)

Deliverable 3: TERMINAL EVALUATION REPORT

Timeframe of the Evaluation: June 10, 2017 – December 31, 2021

March 05, 2022

Implementing Partner

Yayasan Bina Usaha Lingkungan (YBUL)

Commissioning Unit

United Nations Development Programme Country Office in Indonesia

Evaluators:

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LIST OF ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
CO	UNDP Country Office
COMDEKS	Community Development and Knowledge Management for the Satoyama Initiative
CPM	Country Program Manager
CSO	Civil Society Organizations
FPC	Forest Protection Committees
FPIC	Free, prior and informed consent
GEF	Global Environment Facility
ICCAs	Indigenous Peoples and Community-Conserved Territories and Areas
M&E	Monitoring and Evaluation
MoEF	Ministry of Environment and Forestry
MoWECP	Ministry of Women Empowerment and Child Protection
MTR	Mid-Term Review
MWECP	Ministry of Women's Empowerment and Child Protection
NGO	Non-Governmental Organization
NSC	National Steering Committee
NSC	National Steering Committee
NTFP	Non-Timber Forest Product
PIF	Project Identification Form
PIR	Project Implementation Review
PMU	Project Management Unit
PPG	(GEF) Project Preparation Grant
RPJMD	District Plan on Medium-term Program
RTA	(UNDP) Regional Technical Advisor
SDGs	Sustainable Development Goals
SES/SESP	Social and Environmental Standards/Screening Procedure
SGP	Small Grants Programme
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
TE	Terminal Evaluation
ToC	Theory of Change

ToR	Terms of Reference
UCP-GC	Upgraded Country Programmes Global Coordinator
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
WGII	Working Group on ICCAs in Indonesia
WWF	World Wide Fund for Nature
YBUL	Yayasan Bina Usaha Lingkungan

EXECUTIVE SUMMARY

Table 1 Project Information Table			
Project Title	Sixth Operational Phase of the GEF Small Grant Programme in Indonesia	PIF Approval Date:	28 April 2015
UNDP Project ID (PIMS #):	5499	CEO Endorsement Date (FSP) / Approval date (MSP):	25 Jan 2017
GEF Project ID:	9086	ProDoc Signature Date:	10 Jun 2017
UNDP Atlas Business Unit, Award ID, Project ID:	94635	Date Project Manager hired:	SGP National Coordinator hired earlier
Country/Countries:	Indonesia	Inception Workshop Date:	17-18 Jul 2017
Region:	Asia and the Pacific	Mid-Term Review Completion Date:	28th March 2019
Focal Area:	Multifocal	Terminal Evaluation completion date	10 January 2022
GEF Operational Programme or Strategic Priorities/ Objectives:	BD-1, Program 9 CCM-2, Program 4 LD-2, Program 3	Planned Operational Closure Date:	10 April 2022
Trust Fund:	GEF TF		
Implementing Partner:	Yayasan Bina Usaha Lingkungan – YBUL (SGP National Host Institution – NGO)		
NGOs/CBOs involvement:	RARE WWF TNC COMDEKS Consortium Wisanggeni Universitas Negeri Gorontalo		
Private sector involvement:	SentraData Principia IMPRO Ideja-Asia		
Geospatial coordinates of project sites:	Gorontalo: 0,773731-122,2706; 0,5412-123,0595; 0,53019- 122,641172; Wakatobi: -5,31934-123,5948;-5,50268-123,753532; -5,739148-123,927 Nusa Penida: -8,752111474-115,5182079;-8,676437437-115,4890333; -8,717986-115,5229; -8,7022080-115,47551; -8,719916746-115,55364; Semau Island: -10,14618408-123,4633311; -10,16860491-123,4205425; -10,1813842- 123,4776723;-10,19831021-123,4368995		
Financial Information			
PDF/PPG		**at approval (US $M)**	**at PDF/PPG completion (US$M)**
GEF PDF/PPG grants for project preparation		91,325	8,562.64
Co-financing for project preparation		0	0
Project		**at CEO approval (US$M)**	**at TE (US$M)**

[1] UNDP contribution:	540,000	544,000
[2] Government:	5,298,385	5,298,385
[3] Other multi-/bi-laterals:		
[4] Private Sector:		
[5] NGOs:	5,911,000	7,261,805
[6] Total co-financing [2 + 3 + 4 + 5]:	11,749,385	13,015,190
[7] Total GEF financing	3,561,644	3,367,104
[8] Total Project Funding [5 + 6]	**15,311,029**	**16,382,294**

Project Description

1. The project is executed under the United Nations Development Programme (UNDP) as the Global Environment Facility (GEF) Agency and Yayasan Bina Usaha Lingkungan (YBUL) as the Implementing Partner and National Host Institution responsible for the day-to-day management and implementation of project activities.
2. The project's objective is to maintain and enhance the socio-ecological resilience of landscapes through community-based initiatives that pursue landscape level outcomes consistent with global environmental values. The project works in three coastal and marine landscapes and one forested landscape with two Components: 1) Resilient landscapes for sustainable development and global environmental protection; 2) Community-based integrated low emission systems.
3. The expected duration of the project was four years (2017-2021), with an initial planned closing date of 24 April 2021. The amount allocated by the GEF was USD 3,561,644, and a co-financing of USD 11,709,385.

Evaluation Rating Table

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	4 (Moderately Satisfactory)
M&E Plan Implementation	4 (Moderately Satisfactory)
Overall Quality of M&E	4 (Moderately Satisfactory)
Implementation & Execution	**Rating**
Quality of UNDP Implementation/Oversight	5 (Satisfactory)
Quality of Implementing Partner Execution	5 (Satisfactory)
Overall quality of Implementation/Execution	5 (Satisfactory)
Assessment of Outcomes	**Rating**
Relevance	5 (Satisfactory)
Effectiveness	5 (Satisfactory)
Efficiency	5 (Satisfactory)
Overall Project Outcome Rating	5 (Satisfactory)
Sustainability	**Rating**
Financial resources	2 (Moderately Unlikely)
Socio-political/economic	3 (Moderately Likely)
Institutional framework and governance	2 (Moderately Unlikely)
Environmental	3 (Moderately Likely)
Overall Likelihood of Sustainability	3 (Moderately Likely)

Concise summary of findings and conclusions

4. The project is highly relevant for the country because it has an integrated approach that contributes to the different programs in the country such as land reforestation, climate change adaptation, and social forestry.
5. The project design was weak; although it was guided by the global logical framework of SGP projects, it would be expected to be adequately articulated to the national context and policies.
6. The adaptive management of the project is noteworthy; on the one hand, it is appreciated that the Project Management Unit (PMU) decided to follow a landscape approach to fill the gap of not having a ProDoc as a guide for its implementation. Likewise, the management of COVID-19 was adequate.
7. The project was able to fulfil all the indicators of its two components. In some cases, it even exceeded the planned target by a significant margin. In some cases, it is important to mention, the goal was achieved thanks to cooperation with other programs such as RARE[1].
8. The project contributed to the strengthening and transfer of technologies; however, the sustainability perspectives are uncertain as there are not formal institutional commitments or budgets allocated to maintain most of the projects.

Synthesis of the key lessons learned

9. Relatively small investments can make an important difference in terms of improving quality of life in rural vulnerable communities.
10. Working through host organizations in each region allowed a more organized and strategic intervention because they played a critical role landing technologies and practices to the local context.
11. Productive activities should have a consistent approach towards generating entrepreneurial, organizational and business capacities, not only to sell products but also to sell the knowledge acquired.

[1] Rare is a global leader in driving social change for people and nature. For over 45 years, across 60 countries, we have inspired and empowered millions of people and their communities to shift their behaviors and practices to protect our shared planet.

Recommendations Summary Table

Rec #	TE Recommendation	Entity Responsible	Time frame
Project Design			
A.1	The project design has been generally evaluated as weak; it was not an adequate navigation tool for SGP´s implementation. Future designs should make a greater effort in terms of characterizing intervention areas, increased understanding of the ecosystems, providing quantitative data to justify targets and interventions using gender equality perspective. Larger meaningful stakeholder consultation and effective participation during project design could bridge information gaps and improve appropriation.	UNDP	Submission of the seventh operational phase of the GEF SGP in Indonesia to the GEF sec (1st quarter 2022)
A.2	Failure and unsuccessful projects are perhaps more important to assess and analyze than successful ones. Key aspects behind failure and success should be analyzed to improve project preparation and selection process.	Ministry of the Environment and Forestry	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)
Category 2: Stakeholder Participation			
B.1	Stakeholder´s involvement plan should not only list potential actors and organizations, but it should also describe them and analyze what concrete measures and activities will be carried out to ensure their involvement and participation from the benefits derived from project intervention.	UNDP Ministry of the Environment and Forestry	Submission of the seventh operational phase of the GEF SGP in Indonesia to the GEF sec (1st quarter 2022)
B.2	Communities and host organizations were not involved in project design. It is recommended to improve their participation, especially in setting goals and targets.	Ministry of the Environment and Forestry UNDP	Submission of the seventh operational phase of the GEF SGP in Indonesia to the GEF sec (1st quarter 2022)
B.3	The Ministry of the Environment and Forestry could have played a greater role in project implementation, especially in terms of dissemination of lessons learned and scaling up	Ministry of the Environment and Forestry	During formulation of Knowledge Management Strategy and Communication Strategy for the

	technologies and practices implemented by communities.		7th operational phase of the GEF SGP in Indonesia (2023)
B.4	Involve the Ministry of Women Empowerment and Children Protection in the project design and implementation so that the project's outputs and outcomes and the data could be used by the MoWECP and at the same time it would also sensitize. The ministry of Environment to gender-based natural resources management/governance discourses. The same recommendations also apply to other relevant ministries or governmental agencies	Ministry of the Environment and Forestry Ministry of Women Empowerment and Children Protection UNDP	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)
Implementation			
C.1	Report on project indicators should disaggregate between direct and indirect impacts derived from project intervention. There should be a clear indication about what has been achieved through GEF investments and what has been accounted as progress funded by other sources.	UNDP	Inception workshop of the 7th operational phase of the GEF SGP (3rd quarter of 2022)
C.2	Implementation should allocate sufficient time and facilitate dedicated spaces for PMU and host organizations to ensure a common understanding of project strategy, goals and targets. These spaces to share views and lessons learned should continue during implementation.	UNDP PMU	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)
Gender			
D.1	Add gender-based qualitative indicators to ensure the long-term changes by increasing stakeholders' knowledge/awareness on inclusive, if not specifically mentioned as gender mainstreamed natural resources management so that it will strengthen the overall gender responsive/sensitive approach of the project. An activity to achieve this target could be in form of gender equality and social	Ministry of the Environment and Forestry Ministry of Women Empowerment and Children Protection UNDP	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)

	inclusion training for the community members, men and women, grantees and government officials		
D.2	Define indicators that qualitatively measure the changes of women and other marginalized groups, leadership in community-based landscape/seascape management. In addition to the gender-based quantitative indicators. For example, setting indicator on women or other marginalized groups' increasing capacities to speak in public (e.g. women's group, community's meeting, speaking to the authorities, depending on the context), in advocating for their rights fulfillment in landscape/seascape management, or increasing positive perception of men and women in regards with women's roles in landscape/seascape management. An example of activities to achieve this result could be exchange learning programme between community groups (women groups, youth groups, etc.) not only between the grantees	Ministry of the Environment and Forestry UNDP	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)
D.3	It is recommended that a personnel or an organization is given a specific task to ensure the adoption of, or to link, the project outputs and outcomes in national level government.	UNDP PMU	Long term

1 INTRODUCTION

1.1 Evaluation purpose

12. The Terminal Evaluation (TE) of the Project is carried out as part of the monitoring and evaluation (M&E) framework established in the ProDoc, which establishes that an independent TE must be carried out three months prior to the expected end date. The TE is undertaken following UNDP and GEF guidance. It is expected that this evaluation will allow evidence of the progress of the results originally planned by the project, its impact, sustainability, as well as recommendations for monitoring activities.
13. The Terminal Evaluation (TE) assesses the achievement of project results against what was expected to be achieved and draws lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

1.2 Evaluation Objectives

14. The evaluation objective is to assess all categories of project progress using mixed methods. The analytical approach took into consideration the overall problem and barrier as mentioned above that this project was designed to support. The TE closely considered the logical framework (Annex 2) and the validation by stakeholders during the inception meeting process to judge whether the expected results and implementation plan have indeed been the best strategy for implementation as vetted by partners. The objective of this evaluation are therefore to:
    - Assess the project's implementation strategy.
    - Assess the relevance, efficiency, effectiveness, sustainability, and impact of the interventions.
    - Assess the project's processes, including budgetary efficiency.
    - Assess the extent to which planned activities and outputs have been achieved.
    - Identify the main achievements and impacts of the programmed activities.
    - Identify the underlying causes and issues of non-achievement of some targets.
    - Document lessons learnt.
    - Make recommendations for the design of future projects.

1.3 Scope of the Evaluation

15. The TE considers the period between the ProDoc signature in June 10, 2017 and the end of the TE mission in December 31, 2021. The TE assesses the project´s two components as described in the ProDoc: Component 1. Resilient landscapes for sustainable development and global environmental protection; and Component 2. Community-based integrated low emission systems.
16. The TE covers all four intervention areas shown in the following map, three coastal and marine landscapes and one forested landscape: Nusa Penida; Wakatobi, an acronym of four main islands (Wangi-Wangi, Kaledupa, Tomia, and Binongko) that together form the Wakatobi National Park; Semau, a large island in the Kupang District, East Nusa Tenggara Province; and a forested landscape in and around the Nantu-Boliyohuto Wildlife Refuge, a mountainous area in Gorontalo province on the island of Sulawesi.

Graphic 1 Map of intervention areas

17. In each of the four landscapes where interventions were prioritized, the evaluation team targeted local authorities, host organizations, implementing partners, beneficiaries and other relevant stakeholders to provide an overview of the intervention.
18. The evaluation includes and analyzes the best practices, specific lessons learned, and recommendations on the strategies to be used and how to implement them. Results of this Terminal Evaluation may be used by key stakeholders (such as GEF, UNDP, grantee partners, government, local governments, etc.) to be replicated by

other projects or by other countries, improving their implementation in future programs.

19. The evaluation provides evidence-based information that is credible, reliable and useful. The evaluator followed a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, GEF SGP project team, UNDP Regional Technical Adviser (UNDP RTA), UNDP Upgraded Country Programmes Global Coordinator (UCP GC) and key stakeholders and grantees.
20. The evaluation mainly focuses on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEF SGP Indonesia project efforts and will be applied to all two components of the project.

1.4 Methodology

21. The evaluation has been carried out in accordance with the ***Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020)***. Two consultants have been contracted by the UNDP Country Office (commissioning unit) in Indonesia to undertake the Terminal Evaluation of the project: Mr. José Galindo —International Evaluator and Ms. Mardha Tillah —National Evaluator.
22. Prior to the start of the TE, an inception report or deliverable 1 was prepared and shared with the PMU and UNDP Indonesia. The inception report outlined the approach and methodology to be followed while carrying out the evaluation. It also provided the timelines for the evaluation.
23. The deliverable 1 includes a fundamental part of TE, that is the design of the evaluation matrix (Annex 3). The matrix identifies the key questions related to the evaluation criteria and cross-cutting issues, and how they were to be answered through the methods selected: *desk review, interviews, and field visits*.
24. The evaluation criteria and the main evaluation questions largely draw from the ToR for the evaluation, which, in turn, is based on the Guidance for TEs. Included in the main evaluation questions are some of UNDP CO and the project team's suggestions at the inception stage of the TE.
25. The evaluation used methodological and data triangulation. This means that several methods were used, such as individual interviews, and documentary reviews, and subsequently, the information was verified and cross-checked. The different strategies combination reduces the possibility of bias and methodological flaws in the

evaluation. The triangulation method allows the project evaluation to be approached from different angles, increasing the validity and consistency of the findings.

26. Subsequently, there was developed a document, which **p**roposes recommendations with technical and practical nature, reflecting a realistic understanding of the project's achievements, and helping to identify the influential factors behind project performance to comply with the objectives and results established in the logical framework (Annex 2).
27. The final evaluation of the project was applied to the design, implementation, and results of the project for each of its components. For the TE, five criteria were assessed: Relevance, Effectiveness, Efficiency, Results, Sustainability. It is important to note that the rating scales differ for different criteria (Annex 9).
28. **Planning:** project formulation including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, stakeholder participation in design, replicability, among others.
29. **Project implementation:** implementation approach, stakeholder participation, quality of execution by each institution involved and in general, financial planning, monitoring and evaluation during implementation
30. **Results:** Effects, impacts, catalytic effect of the results obtained, their integration with other UNDP priorities, such as poverty reduction, better governance, prevention and recovery from natural disasters and gender and women empowerment, as well as their sustainability in terms of resources financial, socio-political, institutional framework, governance and environmental.

1.5 Data Collection and Analysis

31. The methodology includes i) interviewing different stakeholders, ii) reviewing available documents from different project stages, iii) on-site visiting, iv) discussion with PMU as well as v) round-to-round feedbacks from PMU, UNDP and YBUL.
32. The TE reviewed the project documentation provided by the commissioning unit and the PMU/ implementing partner. In accordance with the Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020), 27 documents were considered key for this evaluation. The detailed list of documents and their delivery status is presented in Annex 4. Based on this review, the TE carried out a detailed description of the project covering the identified problem and establishing objectives and their respective activities. This information provided a measure of the baseline situation prior to project implementation, as well as its perceived contribution or impact.

33. Interviews with Stakeholders and Evaluation Mission: the evaluation followed a consultative approach that included conducting interviews and field mission. These activities enriched the vision of the context through direct contact with the most representative actors in the implementation of the project, thus receiving first-hand testimonies about the progress and barriers encountered.
34. For the interviews, a questionnaire was used, focused on the participation of the different actors according to their role in the implementation of the project. A total of 74 people consisted of women and men (adults) as well as youth and children were interviewed as listed in Annex 6 (26 women and 48 men). . Besides the virtual interviews, only the national evaluator visited the sites in which the project has been executed, Nusa Penida, to verify the field actions implemented and for complemented the collection of information.
35. For the preparation of the draft evaluation report and in order to reinforce the credibility and validity of the findings, judgments and conclusions obtained, there were used data triangulation techniques to ensure technical quality. The information gathered was then systematized and organized. The data analysis was conducted through the triangulation methodology, which analyzed: (i) descriptive analysis of the context, actors, coordination mechanisms, resources and products deployed by the SGP6; (ii) analysis of the data collected during the evaluation. This analysis identified tendencies and recurring themes, as well as contradictory information that emerge during the evaluation questions. At this stage, the evaluation team looked for additional data collection; (iii) quantitative analysis to further investigate financial, evaluative, management and other data related to key cross-cutting issues, such as gender equality, rights-based approach, capacity development, poverty alleviation, climate change mitigation, and adaptation. This analysis will also identify best practices or lessons learned from different contexts.

1.6 Ethics

36. The evaluation was conducted in adherence to the principles outlined in the United Nations Evaluation Group (UNEG) ‘Ethical Guidelines for Evaluations’ and GEF and UNDP policies on monitoring and evaluation. As needed, measures have been applied to protect the rights and confidentiality. The evaluator has signed a Code of Conduct form, which is attached here as Annex 9.

1.7 Limitations

37. The entire evaluation exercise was conducted during the COVID-19 pandemic in accordance with what was planned in the inception report. The main limitations were: i) the actors in the project areas were interviewed individually or in groups and it has not been possible to carry out focus groups; ii) the field visits to project sites were not possible for the international evaluator.
38. To mitigate these limitation some activities were taken: i) the number of interviewees was increased (61), for which purpose a numerous universe of potential interviewees was defined. If a stakeholder cannot participate, another person would be identified for the interview; ii) a national consultant was included in the TE team, facilitating interaction with national stakeholders and undertaking the field mission to verify the activities carried out at the implementation sites.

1.8 Structure of the evaluation report

39. The Terminal Evaluation report is structured in three levels, beginning with this introductory chapter to the evaluation and its methodological process. A second level, covering chapters 2, 3 and 4, presents the evaluation results for each stage of the project life cycle. The main findings and analysis of the evaluation are summarized in the final chapter, presenting conclusions, lessons learned and recommendations.

2 PROJECT DESCRIPTION

2.1 Project start and duration, including milestones

40. The project was signed in June 2017 and started its activities in the same year. It was originally supposed to last 4 years (24 April, 2021) but during project execution, two separate extension requests were submitted and subsequently approved. Currently, dates of operational and financial closure are 24 April 2022 and 10 October 2022, respectively. The key dates and project milestones are detailed in the project information table presented in the Executive Summary.

2.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

41. Indonesia is an archipelago country consisting of 17,504 islands (Indonesian Statistic Bureau – BPS, 2013), with a total of 13,466 small islands – spreading across 34 provinces. Small islands in Indonesia have a potential for development, due to their strategic location, their exceptional tropical ecosystems spanning ridge to reef (i.e. coral reef, seagrass, mangrove, forest, farmland) as well as their distinctive nonrenewable resources of value for key sectors such as mining, energy, tourism, etc. At the same time, small island landscapes in Indonesia are highly vulnerable to degradation of their ecosystem functions and services, which affects their resilience to climate change and other shocks and pressures.
42. Management of the small islands to enhance their resilience is quite complex. Currently, small islands in Indonesia were isolated, lack attention from government, had limited, basic facilities and infrastructure, were vulnerable to external threats, including climate related threats, and suffer from increasing human pressure on ecosystem function and biodiversity. Furthermore, there is a relative lack of information about these small islands, which makes development planning of these areas difficult. Development planning in Indonesia instead followed a top-down approach, where the top level of government assigns development initiatives to lower levels of government and community groups, which were expected to adapt their own development initiatives to meet the priorities of the top-level programs. Such problems were common among islands with low accessibility but rich biodiversity and natural resources across Indonesia.
43. Forested landscapes across Indonesia faced similar problems. Major natural resource challenges included destruction of forest ecosystems through illegal logging, mining, large-scale monoculture plantation (primarily palm and sugar), and unsustainable agriculture caused by a coupling of rapid population growth and high poverty rates. The social economy in rural regions was hampered by a lack of skilled labor, a lack of access to markets, a lack of infrastructure for processing agricultural and fisheries products (resulting in a loss of income from potential higher-value products) and a lack of access to sustainable development initiatives by local government and NGO actors.
44. SGP and other experience in Indonesia and elsewhere has shown that collective action by local and indigenous communities, in partnership with civil society organizations (CSOs), offers significant potential to maintain and strengthen the resilience of socio-ecological systems within rural landscapes. Resilience needs to

be based on climate change mitigation and adaptation and optimization of ecosystem services through biodiversity conservation and sustainable land management, including agro-ecosystem management and integrated water resources management, among other things—all of which need to be pursued in the context of local sustainable development. CSOs need to act in synergy to achieve impacts at the scale of rural landscapes, progressively acquiring a critical mass of practitioners to reach a tipping point whereby rural constituencies adopt more adaptive and innovative practices.

2.3 Problems that the project sought to address, threats and barriers targeted

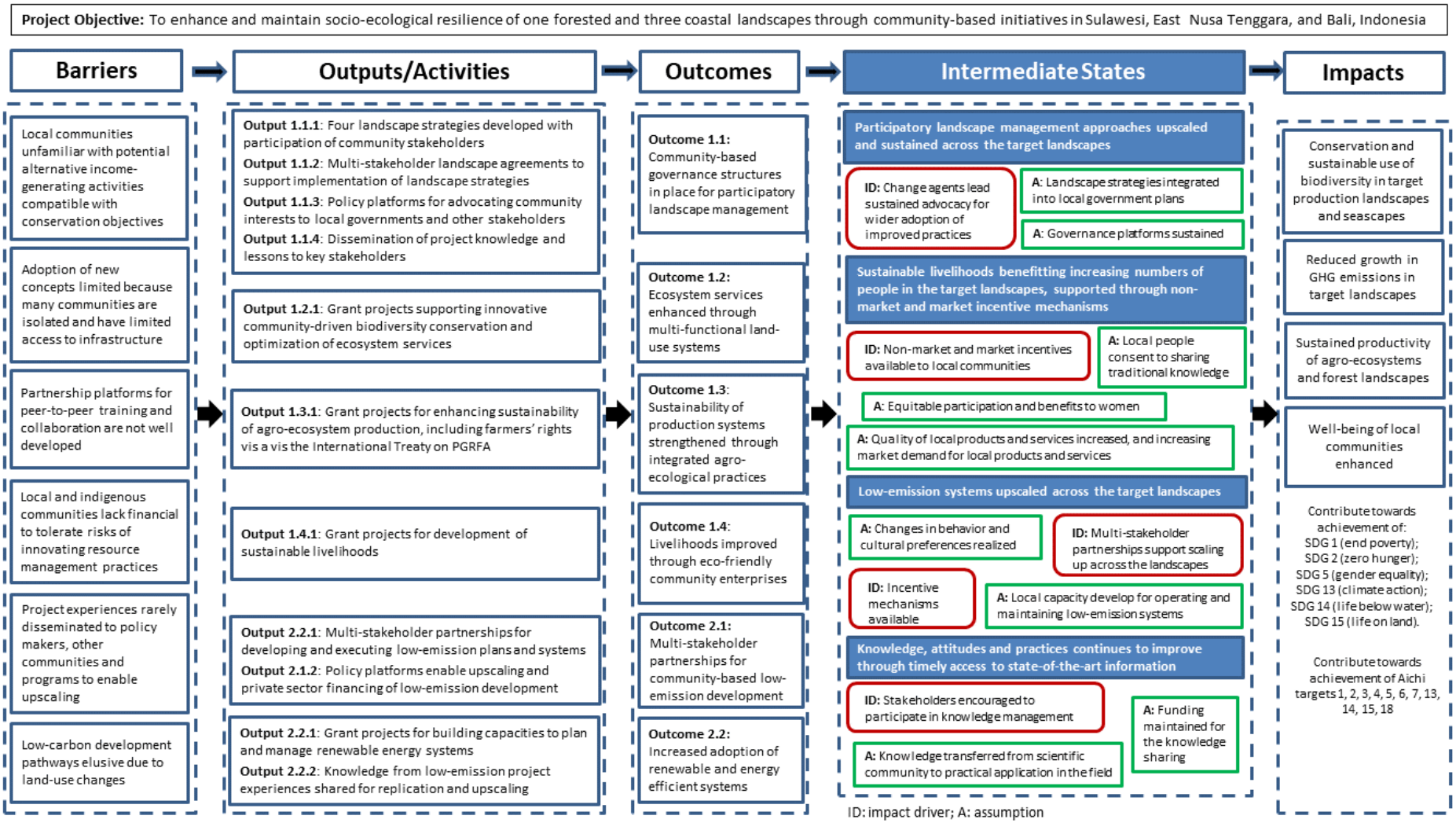
45. The project intervention, and its stated objectives, fit into Indonesia's National Climate Change Action Plan, established by the central government. This is because most of the interventions proposed by the SGP have direct mitigation benefits, leading to reductions in greenhouse gas emissions.
46. On the other hand, the project is in line with the country's international commitments, such as Law No. 11 the year 2013 on the Ratification of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising. Finally, the project is in line with the government's social forestry program of the Ministry of Environment and Forestry, the project would collaborate for the registration of conservation areas managed by local communities and indigenous peoples.

2.4 Immediate and development objectives of the project

47. The objective of the UNDP-GEF project is to maintain and enhance the socio-ecological resilience of landscapes through community-based initiatives that pursue landscape level outcomes consistent with global environmental values. The project worked in three coastal and marine landscapes and one forested landscape – 1) Nusa Penida, an island southeast of Bali; 2) Wakatobi, an acronym of four main islands (Wangi-Wangi, Kaledupa, Tomia, and Binongko) that together form the Wakatobi National Park; and 3) Semau, a large island in the Kupang District, East Nusa Tenggara Province, which faces resiliency challenges that are highly representative of the region, and which was therefore previously chosen for the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS); 4) a forested landscape in and around the Nantu-Boliyohuto Wildlife Refuge, a mountainous area in Gorontalo province on the island of Sulawesi.

2.5 Description of the project's Theory of Change

48. The fundamental rationale, or theory of change (ToC), underlined the project stems from the evidence that the existed development trajectory in the project landscapes and forested landscape appears to be unsustainable, and that without the formation of community-based initiatives for intervention, natural resource degradation and loss of resilience would only be exacerbated. The lacked of institutional governance structures and networks for effective participatory decision-making needed to be remedied to stimulate and provide ownership to communities in each locality for sustainable natural resource management, in particular within the context of land and sea-based production systems and enterprises. In addition, the establishment of community-based low-emissions systems, e.g. renewable energy and fuel-efficient stoves, would help local stakeholders play their part in addressing the climate crisis, to which they are increasingly vulnerable. The theory of change diagram is presented below. The ToC was developed during the Mid-Term Review (MTR) in 2019.



Source: Mid-Term Report, 2019

2.6 Expected results

Component 1. Resilient landscapes for sustainable development and global environmental protection

Outcome 1.1: Community-based institutional governance structures and networks in place in three coastal and marine landscapes and one forested landscape (Nusa Penida, Wakatobi Islands, Semau Island, and Gorontalo) for effective participatory decision making to achieve landscape resiliency

- Output 1.1.1: Three coastal and marine landscape strategies and one forested landscape strategy will be developed, with participation of community stakeholders;
- Output 1.1.2: Multi-stakeholder landscape agreements will support implementation by communities of the Landscape management strategies.
- Output 1.1.3: Policy platforms, in which policy briefs are first prepared by NGOs and communities, will be discussed with the participation of local government officials and other stakeholders.
- Output 1.1.4: Project knowledge and lessons will be disseminated to organizations and institutions across the landscape, across the country, and to the global SGP network.

Outcome 1.2: Ecosystem services and biodiversity within targeted landscapes are enhanced through multi-functional production systems

- Output 1.2.1: Targeted community grant projects, including strategic projects to upscale successful innovations, to meet landscape outcomes and support innovation regarding biodiversity conservation and optimization of ecosystem services.

Outcome 1.3: The sustainability of production systems in the target landscapes is strengthened through integrated agro-ecological practices

- Output 1.3.1: Targeted community grant projects, including strategic projects to upscale successful innovations, will meet landscape outcomes regarding sustainability of agro-ecosystem production.

Outcome 1.4: Livelihoods of communities in the target landscapes are improved by developing ecofriendly small-scale community enterprises and improving market access

- Outcome 1.4.1: Targeted community grant projects will be developed, including strategic projects to upscale successful innovations, in order to meet landscape outcomes regarding development of sustainable livelihoods i.e. activities that promote global environmental benefits, production standards, and market access, as well as microfinance opportunities.

Component 2. Community-based integrated low emission systems

Outcome 2.1: Multi-stakeholder partnerships in place for managing the development and implementation of community-based integrated low-emission systems

- Output 2.1.1: Multi-stakeholder partnerships in communities in the target landscapes will develop and execute management plans for energy efficient systems.

Outcome 2.2: Increased adoption (or development, demonstration and financing) of renewable and energy efficient technologies and mitigation options at community level

- Output 2.2.1. Targeted community grant projects (including strategic projects) will build capacities in selected community organizations to plan strategically, operate efficiently, and monitor the use of renewable energy;
- Output 2.2.2 Knowledge from innovative project experience is shared for replication and upscaling of community based integrated low-emission systems across the landscapes, across the country, and to the global SGP network.

2.7 Total resources

The total resources allocated to the CCCD project at CEO endorsement of the ProDoc are presented in the table below:

Project Financing	Amount (in USD)
GEF Trust Fund	3,561,644
UNDP TRAC resources	40,000
Global ICCA Support Initiative	500,000
The Government of Wakatobi District (in-kind)	5,298,385
WWF Indonesia Programme	1,850,000
Rare	541,000
Grantee organizations (in-kind)	1,960,000
Grantee organizations (in cash)	1,560,000
Total	**USD 15,311,029**

2.8 Summary of main stakeholders involved in implementation and their roles

Actor	Roles and responsibilities
Community organizations	Principal participants in landscape planning exercises; first-order partners in the multistakeholder partnerships for each landscape; signatories to community level partnership agreements; implementing agents of community and landscape level projects. The project favored organizations run by and for women, ethnic minorities and youth. CBOs have been a key to successful implementation of the programme. Such informal, responsible institutions were the outcomes of the sustained field efforts by the grantees. Their responsibilities included effective implementation of SGP projects, building skills, and use of easy-to-handle technologies, providing training and documentation of experiences. They were the contact point for resource users for accessing markets and for outreach.
Indigenous Groups, Forest Protection Committees (FPCs), Federations,	To encourage collective action for sustainable resource use through informal, kinship, responsive, flexible, and community-based institutions at the grassroots in the implementation of SGP Indonesia activities. As they are locally organized around

Cooperatives, Fishermen's Associations, Women groups, Youth groups	networks, in addition to being project stakeholders, they were the repository of knowledge promoting peer sharing of innovative practices, and replicate and scale up best practices and innovative methods and activities.
Community Development Financial Institutions	Play a critical role in providing access to credit facilities at the local level through small kinship-based, women's self-help groups, supporting with bookkeeping, accounts trainings and capacity building activities. This access to extra funds helps not only to build local community institutions and trust at the community and project levels, but also to enhance the adoption of technologies and skills by the locals.
NGOs	Landscape level - primary participants in landscape planning exercises; first-order partners in the multistakeholder partnerships for each landscape; implementing agents of landscape level projects; participants in landscape level policy platforms. NGOs provided support to project design, implementation, monitoring and evaluation. Based on their capacity, expertise and experience, they supported CBOs and communities in pursuing local sustainable development, providing key support services to community-based projects, including technical assistance and capacity development. NGOs contribute significant amounts of in-kind co-financing.
SGP National Steering Committee	Functions as Project Steering Committee; reviews and approves landscape strategies; advises regarding multistakeholder partnership composition and TORs; approves criteria for project eligibility for each landscape based on proposals by multistakeholder partnerships and SGP Operational Guidelines; reviews and approves projects submitted by SGP Country Programme Manager; reviews annual project progress reports and recommends revisions and course corrections, and as appropriate, representative participant on policy platforms. Provides linkages with broader constituencies in the country.
Local governments	Successful forest and coastal management planning require collaboration of all stakeholders, including the local government. Participate in baseline assessments and landscape planning processes; partners in multistakeholder partnerships for each landscape; signatories to community level partnership agreements; primary participant on policy platforms. The local government contributes significant amounts of in-kind co-financing.
National agencies	Partners in multistakeholder partnerships for each landscape; selected members of National Steering Committee; as relevant or appropriate, provide technical assistance to community organizations for implementation of their projects; primary participant on policy platforms
Private sector	Partners in multistakeholder partnerships for each landscape; signatories to community level partnership agreements, as appropriate; potential participant on policy platforms.
Academic /Research institutions	Assist in participatory baseline assessments and landscape planning processes; partners in multistakeholder partnerships for each landscape; signatories to community level partnership agreements, as appropriate; provide technical assistance to community organizations for implementation of their projects; potential participant on policy platforms.

2.9 Context of other ongoing and previous evaluations

49. The final evaluation fits into the project as part of the monitoring and evaluation tools proposed in the ProDoc. This document is part of the group of proposed evaluations such as the MTR and audits.

2.10 FINDINGS

2.11 Project Design / Formulation

2.11.1 Analysis of Results Framework: project logic and strategy, indicators

50. Design is based on a longstanding tradition of SGP in Indonesia, it responds in general terms to the global framework, standards and objectives of SGP. The project is aligned to the three GEF focal areas (biodiversity, climate change, land degradation), particularly on the following objectives: BD-4: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors; CCM-2: Demonstrate systematic impacts of mitigation options; LD-2: Generate sustainable flows of ecosystem services from forests, including in drylands;
51. The design considers a wide spectrum issues, concepts, technologies and practices, with a risk of deluding impact. However, concentrating on specific regions instead of a national focus as previous interventions, could be considered as an adequate measure as it concentrates desired impact in four specific regions.
52. The ProDoc does not present a theory of change, nor a comprehensive analysis of barriers and specific challenges affecting the four intervention areas. This is particularly weak for Component 2, where there is a weak description of the causal pathways required to achieve longer-term impacts.
53. No background information or quantitative data was presented to support baseline situation and justify goals and targets. In general terms, this leaves the impression of a generic intervention strategy with very limited analysis of the context, which could apply to different geographic regions and contexts.
54. The selection of the four landscapes and seascapes targeted by the project was considered appropriate. It allows an interesting mix of land based and coastal interventions in small islands that have not benefited from SGP before.
55. Working with host organizations in each region allowed a more organized and strategic intervention. They played a critical role in landing global goals and practices into local context, working with local partners to customized intervention in each region.

56. The pioneering nature of project design relates to the fact that the sixth operational phase of the SGP is the first time Indonesia was recognized as an “Upgraded Country”, which brought new challenges and higher responsibilities for implementation[2].
57. A particular weakness in project design relates to it alignment to relevant national policies, plans and priorities. The ProDoc does not describe the political framework supporting climate change or biodiversity conservation or reducing inequalities, nor does it elaborate on how the project is likely to contribute towards their achievements. Alignment to UNDP Country Program or Sustainable Development Goals is also not evident in the ProDoc, even though the spirit and characteristics of the SDG allows for a greater visibility of it integral and multidimensional approach.
58. In terms of SMART (Specific, Measurable, Achievable, Relevant and Time-bound) indicators, all indicators comply with the time-bound criteria, because all targets are set by the end of implementation period. However, considering the nature of the intervention, with relative short term implementation project periods, it would have been useful to formulate midterm goals.
59. Two out of four objective level indicators A and B are extremely ambitious in terms of the goals set, and present an ambiguous formulation. For example, indicator A which aims to increase almost ten times the area of sustainably managed production, does not define the extent of “with sustainable activities under implementation”, leading into no compliance of the specific, measurable, and realistic criteria. On the other hand, indicator D does not meet the relevance criteria, as the number of workshops is not an indicator of the knowledge generated but an output level target.
60. In terms of outcome level indicators, indicators related to surface areas are questionable and do not meet the achievable criteria. It seems highly unlikely that a USD 3,56 million project could achieve 47.000 hectares with sustainable activities, 10.000 hectares under reforestation, or 14.000 hectares of agricultural land under agroecological practices when baselines were either zero or close to zero. Even if 100% of project resources would be used exclusively to achieve those three indicators alone.

[2] Upgrading became operational under GEF-5, with the following objectives: (i) to enable the SGP to continue to expand and serve low-income nations without concomitant growth in core funding; (ii) to make better use of the capacities of mature Country Programmes to enrich the younger, less experienced ones; and (iii) to enable mature Country Programmes to access greater financial resources and exercise more programmatic freedom in light of their greater internal capacity.

61. In general terms, other outcome level indicators present reasonable use of SMART criteria, with minor setbacks mostly in terms of being specific, measurable and in some cases also realistic.

2.11.2 Assumptions and Risks

62. In general terms relevant risks were assessed and mitigation measures respond to previous experience implementing SGP in the country. The UNDP Risk Log identified, rated and provided mitigation measures for seven different risks ranging from externalities such as climate change to issues such as reluctance to change.
63. Risks were enunciated in a general manner without further explanation or detail, while the mitigation measures on the other hand were precise and robust to provide strategic guidance.
64. No risks were identified in terms of the institutional and administrative capacity of the implementing partner to assume new responsibilities related to the upgrading of the SGP in Indonesia.
65. Assumptions and risks are articulated to the Project Results Framework, but it is not clear its influence in terms of planned activities and outputs.

2.11.3 Lessons from other relevant projects (e.g., same focal area) incorporated into project design

66. The project was designed by incorporating lessons from other relevant projects so that SGP OP6's would be more strategic and effective and would align with existing initiatives, programs, and institutions. Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) and GEF SGP OP5 are particularly referred to in the Project Document as the foundation of GEF SGP OP6 design and implementation, including following the participatory approach of the COMDEKS initiative.
67. Further, more detailed descriptions of lessons from ongoing and previous projects to be referred to in GEF SGP OP6 are described in the PIF and in the Project Document. COMPACT and COMDEKS initiatives are mentioned as a reference to build the landscape/seascape planning and management delivered in GEF SGP OP6. Previous SGP OPs experiences, e.g. OP5's, are mentioned as a reference to develop more strategic and effective efforts throughout OP6 that build communities' capacities collective action for adaptive management towards social and ecological resilience, which is in line with OP6 main objective.

68. A list of projects and programs in the Project Identification Form (PIF) were identified for further coordination and collaboration with the OP6. In general, lessons from ongoing and previous relevant projects incorporated into the project design covered:
    - Involvement of CSOs to carry out and to coordinate projects to achieve the outcomes that these organizations have identified in project design phase, as stated in the PIF.
    - Defining an indicator on the establishment of suitable platforms in conducting local community's empowerment programs toward sustainable forest management.
    - More specific problems to be addressed or topics in each landscape such as food security, marine biodiversity, and water scarcity
    - Partnership building, including in form of co-financing and facilitating civil society members (e.g. CSOs, NGOs, research institutions), private sectors, government officials and decision makers, to strengthen the impact of the programme
    - Establishment of National Steering Committee (NSC) with various expertise as part of project governance
    - Form of collaboration or joint activities with other projects so that the intervention would be more effective and in line with national priorities and contribute to the national level policy platforms for sustainable forest and seascape management.
69. However, a section in the ProDoc that is supposed to provide detailed knowledge, best practices, and lessons learned from other projects to be used in OP6 is missing or not produced.

2.11.4 Planned stakeholder participation

70. The project design does not present an adequate Stakeholder Engagement Plan, only a list of actors, their identified roles and general intentions on how to incorporate the main stakeholders' perspectives i.e. community organizations from the initial phase of the project and throughout the project cycle was mentioned in the Initiation Plan (PPG). However, it is important to consider that the GEF Policy on stakeholder engagement was only issued after the ProDoc was designed and GEF guidelines to implement the GEF policy on stakeholder engagement were issued in 2018.
71. Stakeholder consultation was conducted during PPG as mentioned in the ProDoc. However, from the interview it was found that the communities and local governments were not involved in determining project location within their area as well as in determining target of the project. Women, youth, indigenous peoples, and ethnic minorities as specific groups within the communities' entities in the project

planning and management was highlighted in the Initiation Plan and ProDoc. Stakeholders' frequent participation was planned in the ProDoc as mitigation measures to identify risks in the form of frequent workshops and project development sessions for local communities, CBOs and NGOs.

72. Apart from community organizations, NGOs who have the same interests and capacities to support community-based projects were also planned to be identified during the project formulation. As a result of stakeholders' consultations in each landscape, a list of potential activities was presented on Annex A in the ProDoc.
73. It was also planned that multi-stakeholders' platforms consisting of community organizations, local governments, national agencies and Ministries, NGOs, the private sectors, financial institutions, and universities/research institutes would be established to support the community organizations in implementing the community-based sustainable forest landscape and marine seascape management including on low-emission systems. Engagement with private sectors was mentioned as part of a key sustainability strategy with no specific plan provided. To ensure the inclusion of the project and the roles and responsibilities of each identified stakeholder, a list of key stakeholders was presented in Annex I of the ProDoc.
74. The Ministry of Women Empowerment and Child Protection was not identified as the project stakeholders therefore not engaged in project design phase.
75. From the interviews, it was found that some improvements on stakeholders' participation, such as in terms of project sites selection, were expected so that common understanding on why the projects were going to be implemented in the selected areas could be achieved or more aligned with government programme.

2.11.5 Linkages between project and other interventions within the sector

76. The design foresaw that the project would coordinate its activities with other initiatives. The operation of the different SGPs for more than ten years has allowed the forging of alliances and partnerships with community organizations. For example, the ProDoc established that the project would consolidate efforts to be more strategic and effective with the Satoyama Initiative (COMDEKS), which was designed to support local community initiatives that maintain and revitalize socio-ecological and socio-ecological landscapes and seascapes.
77. The project was also expected to coordinate with the Global Initiative to Support Indigenous Peoples and Community Conserved Areas (ICCA-GSI). ProDoc established that the ICCA Program, implemented through the SGP, would provide US$500,000 in co-financing.

78. On the other hand, the SGP left open the possibility of multi-stakeholder partnership, for which was suggested to consider the next criteria: understanding the potential core values of each stakeholder and their resources; identifying, implementing, and executing the scaling-up program and evaluating its results and impacts.
79. In addition, the project design as mentioned in the PIF and the ProDoc proposed to maintain contact with other CSOs and NGOs such as KIARA (network of fishers), JATAM (network of NGO/CBOs in mining areas), AMAN (network of indigenous people groups), WALHI (Indonesia Forum for Environment), WGII (Working Group on ICCAs in Indonesia), and Solidaritas Perempuan (network of women's groups). proposed to maintain contact with other CSOs and NGOs such as KIARA (network of fishers), JATAM (network of NGO/CBOs in mining areas), AMAN (network of indigenous people groups), WALHI (Indonesia Forum for Environment), WGII (Working Group on ICCAs in Indonesia), and Solidaritas Perempuan (network of women's groups).

2.11.6 Gender responsiveness of project design

80. The PIF's sections on Background, Problems to be Addressed and Barriers hence Alternative Scenario as well as the ProDoc's sections on Development Challenge, Strategy hence Expected Results was not presented using gender and social inclusions perspective. The absence of gender analysis used to describe the landscape and seascape being intervened has resulted in what was mentioned in MTR report as only covering issues at activity level. Nevertheless, the Project Document recognized gender and social inequality in conservation, land and natural resources management such as lack of women's participation, especially in decision-making processes, and women's land tenure insecurity in section on Mainstreaming Gender which caused limited discussions on more embedded gender and social inequality causal analysis in landscape and seascape management
81. The project was identified having "Moderate" significance of reproducing discrimination against women based on gender. However, an increase on community's and duty-bearers' understandings on the concept and importance of gender equality and social inclusion were not included in the ProDoc's social and environmental risks management as part of the management measure. Lack of understanding on the importance and the form of gender equality, women empowerment and social inclusion might cause discrimination reproduction against marginalized parties including women, or resulting in short-term impacts in relations

with gender equality and women's empowerment because no power relations issues were changed.

82. Further, the social and environmental risk screening process did not consider any risks on Gender Equality and Women Empowerment principle of the Social and Environmental Screening Procedure (SESP). If the project's problem statement were formulated using gender equality and social inclusion perspectives, the risks in relations with gender equality and women empowerment could have been identified better such as to avoid tokenism.
83. It was mentioned in the Project Document that analysis would be applied throughout the cycle from planning to evaluation but no specific measure to ensure the improvement of gender equality and women empowerment situations such as sex-disaggregated data baseline and indicators. There was no Gender Action Plan prepared during project design phase.
84. In addition, the project proposed the presence of a gender and social inclusion focal point on the NSC team to identify potential project ideas for women and girls. Also, a collaboration with the women-based organization was planned to ensure that the project design would be more gender-sensitive. Furthermore, gender issues were incorporated in the Social and Environment Safeguards.
85. However, the ProDoc did not specifically refer to any gender-related policies, including the gender mainstreaming part of the National Medium-term Development Plan (2015-2019) itself, although the gender-based issues in relations with land and natural resources management were elaborated in the Project Document. Reference to national policies and strategies on gender equality would have strengthened the project's framework approach such as using a rights-based approach. In line with that, the project still treats gender mainstreaming issues partially.
86. Moreover, whilst there are also power relations within women entity, this project has not looked at the intersectionality's amongst women and men to be the basis of intervention. The latter link with the result of identification on community members being the most marginalized. Without identifying the most marginalized parties within women entity, there are risks that women, and men, including the younger ones, reproduce form of domination over others therefore hindering equal benefits, access, control and participation distribution. This would risk long-term goals as part of the project's outcomes.

2.11.7 Social and Environmental Safeguards

87. The Social and Environmental Safeguards followed the Social and Environmental Screening Protocol (SESP) as shown in the ProDoc. To guide the development of the project's social and environmental safeguards, questions on UNDP principles, i.e., rights-based approach, gender equality, and women's empowerment, and environmental sustainability, were followed.
88. The project went through a set of questions to identify and manage social and environmental risks. The result of this screening showed that the project is in the Moderate Risk category with the additional comment that “project categorized as Moderate Risk based on risk screening including potential effects on indigenous people’s rights, lands, territories and/or traditional livelihoods”.
89. However, free, prior, informed consent (FPIC) process to local communities and indigenous people communities was not conducted during project design phase although it was one of the questions asked in the SESP.
90. Based on the identified risks and risks categorization, the project was required Principle 2 on Gender Equality and Women’s Empowerment and three of seven standards of the SES namely on biodiversity conservation and natural resources management, climate change mitigation and adaptation, and indigenous peoples.
91. Of the checklist of Potential Social and Environmental Risks, as shown in the ProDoc, the project only considered one of three principles set in UNDP’s Standard as mentioned previously (i.e. Environment Sustainability) whilst excluding any risks considerations in relations with Human Rights and Gender Equality and Women Empowerment.
92. On the screening, all the questions about Human Rights, Gender Equality, and Women’s Empowerment were answered as “no”. Questions under Human Rights Principle of the SESP in regards with (i) likelihood that the Project would have inequitable impacts on affected populations or excluded individuals or groups, (ii) the risk that duty-bearers do not have the capacity to meet their obligations in the projects, and (iii) the risk that rights-holders do not have the capacity to claim their rights, are particularly relevant to the project implementation.

2.12 Project Implementation

2.12.1 Adaptive management

93. No major or significant changes or adjustments were reported with regard to the original design, nor after the MTR. Perhaps the most significant change reported relates to Nusa Penida that moved project site where it was more appropriate.
94. Other significant change relates to the implementation period, two no cost extensions were requested and granted by the GEF due to COVID-19, benefiting 18 organizations that were granted no-cost extensions consequently.
95. COVID-19 has been taken into account by communities as part of the project implementation. Some activities were postponed, some others were conducted virtually, some were carried out with COVID-19 prevention protocols.
96. The project design allowed adequate flexibility in each implementation site, where systemic thinking facilitated adaptive management at different scales involving communities, host organizations and the SGP secretariat.
97. It has been mentioned that the ProDoc was not an adequate tool to guide implementation through. The PMU followed a landscape approach to land the ProDoc into each particular intervention context to define how to achieve the expected outputs. Host organizations collaborated with local governments to mainstream landscape approach into their development planning.
98. The relative high rotation of authorities and government officials has been mentioned as one of the main challenges faced by the PMU.
99. On the other hand, stakeholders acknowledge difficulties in achieving a common understanding of the implementation strategy, project outcomes and specific technologies across the different intervention regions. It was difficult to manage expectations and find common ground about the different views and ways on how to address environmental problems in the context of SGP.
100. Weak governance, technical and administrative capacities were often mentioned as major challenges faced by host organizations through implementing with local partners and NGO´s. It has been reported that it was not easy to find experienced partners in each region, which perhaps led to a relative low number of applications for project´s grants.
101. Other issues mentioned include poor communications and difficulties related to operating in remote areas with limited accessibility.

2.12.2 Actual stakeholder participation and partnership arrangements

102. A collaborative assessment was conducted by host organizations in each location involving several community groups. Whilst participatory mapping method was used as part of the collaborative assessment process, there was no information on the roles and details of community groups involved in the process.
103. Communities as the main stakeholders were initially involved largely through kinship or friendships lines. Although it might risk the openness or fairness of communities' involvement process into the project, however it also put more solid ground for initial works in developing the communities' projects.
104. Wider involvement of community members happened after the project started, once they understood the project and what the benefits they could obtain.
105. The direct benefits obtained by the community are the key of the expansion of community involvement in the project and therefore may contribute to the sustainability after the project ends.
106. In the implementation, contact with other CSOs and NGOs was conducted through WGII in which AMAN, WALHI, KIARA, among other CSOs and NGOs, were members of this working group. Contact with women-based organization was conducted in project site level in form of grants, such as Women Institute for Research and Empowerment Gorontalo (WIRE-G) and Kupang Batanam, instead of in national level (i.e. with Solidaritas Perempuan).
107. As for the engagement with government bodies, some improvements have taken place since the mid-term evaluation as one of the MTR's recommendations was to strengthen government involvement into the project. Therefore, multi-stakeholders' platforms establishment was accelerated and, in the end, there are 18 multi-stakeholders' platforms established. However, not all of these platforms function well.
108. Government involvement varied, depending on the host organizations or partners' or community leaders' strategies in facilitating the platforms. Some multi-stakeholders' platforms were formally established involving written agreements whilst others were designed to be informal to coordinative different stakeholders.
109. As reported on the Impact Study of GEF SGP OP6, documented on case studies and explained during interviews, shared awareness on the benefits of community-based sustainable landscape/seascape management are among the first factors that improved communities' participation to the project.
110. Furthermore, it is found that when communities' awareness on their rights related to land and natural resources were increased, it has motivated them to maintain their

meaningful participation in the projects and beyond, such as in village development decision-making processes.

111. However, given the short project duration, in some project locations this kind of more fundamental discussions did not take place rigorously, as mentioned during interviews.
112. Most of government's supports were delivered in village level, whilst others activities were supported by sub-regency, regency even by provincial government. There is also some efforts from the provincial government together with the NGOs and other partners such as university to leverage communities' initiatives to obtain national government's support and recognition over their works.
113. As mentioned during interviews that GEF SGP OP6 projects are in line with local governments' focus or programmes, there have been commitments made by various level of government bodies in three project sites, including programme adoption and budget allocations such as the continuation of reforestation activities. However, in general, government are still not intensely involved in the project.
114. In regards with gender responsiveness aspect of the project, it has succeeded in creating space for women participation so that up to 49.75% of the beneficiaries are women as per 2020. In some project sites, women participation in the project have been improved as they are now involved in village decision-making process. Some women groups were also formed to make sure women's voices and needs would not be represented by men. However, in certain project locations it was still obvious that women could not speak in the presence of men.
115. The Ministry of Women's Empowerment and Child Protection (MWECP) was not amongst the ministries that was sought for their inputs during project implementation phase whilst this would provide stronger gender mainstreaming perspective and provide more opportunities for the adoption of the project outputs and outcomes in relations with gender equality and social inclusion.
116. It is found that youth benefited from the projects, some of them were the project holders/grantees. They were involved in various type of activities in four sites such as waste management, ecotourism, weaving, reviving local food, composting and developing waste-free art market. They enjoyed the knowledge transfer process facilitated by the project as delivered by NGOs and/or community groups and have also been involved as volunteers in raising communities' awareness on more sustainable community-based landscape/seascape management.
117. During field missions, it can be seen that young girls were also involved as part of the project beneficiaries although in smaller number compared to the boys. It might not be the case in all project sites but it is unfortunate that there is no specific data

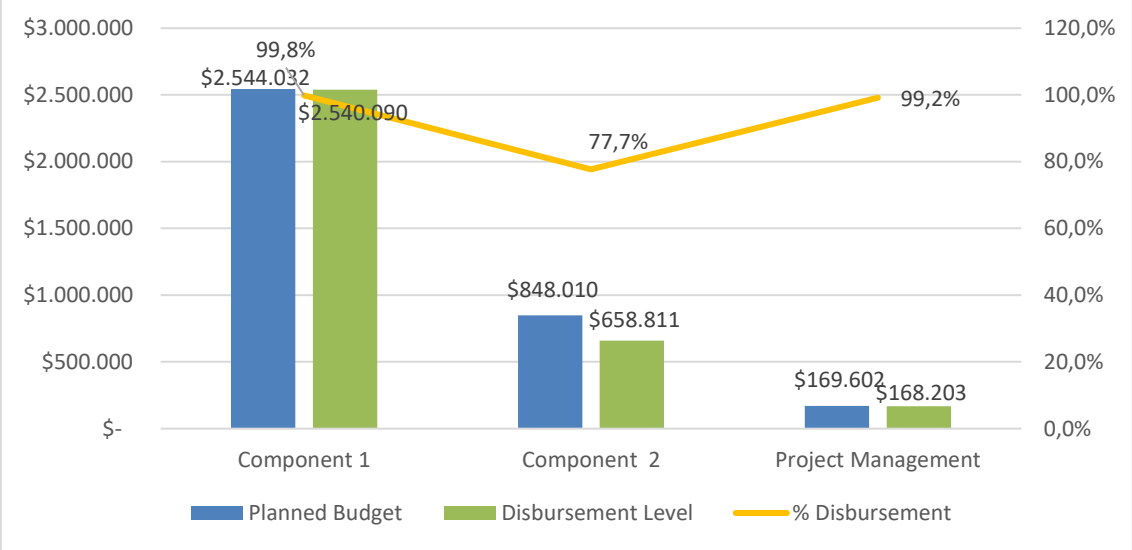
on number of younger generations participation in the project, moreover in sex-disaggregated manner.

118. Engagement with private sector who were planned to be the buyers of communities' products happened with the assistance of TerasMitra, an exit strategy platform of the project. TerasMitra assisted the grantees to improve the product qualities, quantities and continuities, resulting in around 57% out of 26 grantees accessing markets by themselves, from 7% accessing the market when the project started. TerasMitra also received grant from private sector to support the community business development.
119. A financial institution has been established by TerasMitra namely TMFund to finance communities' enterprises. However, from the interview it was found that the TMFund is in the process of obtaining a license as a closed lending platform for Terasmitra members, so no grantees have accessed the fund so far.
120. Stakeholder participation could not be compared between the specific plan and its actualization as a specific Stakeholder Engagement Plan strategy was not produced. However, participatory approach, or bottom-up process, that provided opportunities for communities including women, youth, indigenous people's communities and ethnic groups, has been the character of this project that is known by the stakeholders, especially the ones who are not used to this approach such as government and universities.

2.12.3 Project Finance and Co-finance

121. The original project budget equals USD 3.56 million from the GEF for the implementation period. Until July 2021 the project disbursed USD 3.367 million, that is, 95% of the total available budget.
122. At outcome level, until July 2021, Component 1 reports the highest execution (99.8%), followed by Project Management (77.7%). Component 2 reports the lowest execution with (77.7%), as shown in the following Figure 1:

Figure 1. Outcome Budget vs Disbursement

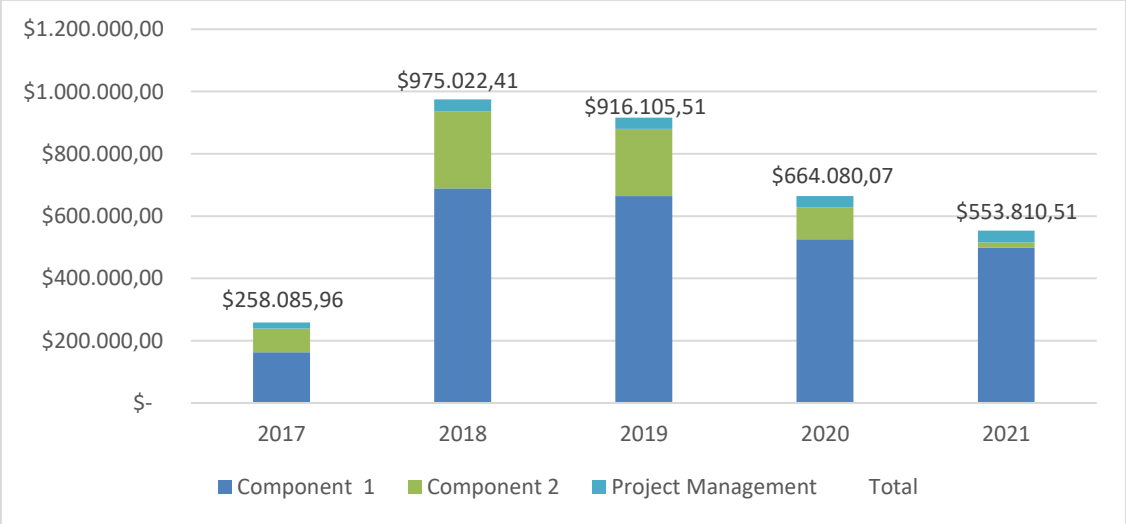


Source: Annual Progress Report, 2017 – September, 2021

123. During 2017 budget execution was relatively low (Figure 2). The GEF funds were mostly executed during 2018 and 2019, since in 2020 there was a decrease influenced by COVID- 19 as well as the fact that the project is nearing completion.

124. As part of the financial control, the project prepared progress reports, which included the planned budget and disbursement level for the different activities planned for each Outcome. Also, as part of the PIRs, the project presented the implementation progress report. The above-mentioned tools allowed the coordination of the project to be kept constantly informed.

Figure 2. Outcome Budget by year



Source: Annual Progress Report, 2017 – September, 2021

125. In addition, as part of the M&E Workplan it was proposed to develop an annual audit of the project. However, it is verified that only two audits were conducted for 2018 and 2020. The only relevant findings and recommendations were the following:
    - Develop a plan regarding the training and training of financial report formats for each financial staff at the partner immediately;
    - Use the IP cloud storage to store financial and accounting data so that IP can avoid data loss. The cloud storage can be accessed anywhere & anytime, making it easier for IP to work and share documents with fellow employees.
    - Revoke the letter of appointment of Mr. Matias as Executive Director to avoid shifting responsibility between authorized parties. Also, if the Executive Director is outside the office, creates a power of attorney and authorizes a person to perform the Executive Director's authorization duties and functions.
126. In addition to the audits committed to the GEF, the project conducted quarterly internal controls for: 2017 (Q3, Q4), 2018 (Q3), 2019 (Q1, Q2), 2020 (Q1, Q2, Q3), and a micro-assessment in 2021.
127. With regards to co-financing, the proposed goal was achieved and even exceeded the amount originally planned (Table 2). Initially, the project expected a co-financing of USD 11,749,385 and the final amount mobilized was USD 13,015,190. A larger contribution from Grantee organizations was reported, as well as an unexpected co-financing from the CSO "Burung Indonesia". Both of these unexpected contributions mitigated the effects of a Grantee organization not meeting its co-financing commitments.

Table 2. Co-financing

Type/Source	UNDP Financing (USD)		Government (USD)		Partner Agency (USD)		Total (USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	$ 540,000	$ 584,000			$ 1,560,000	$ 170,743	$ 2,100,000	$ 754,743
Loans /Concessions								
In-kind Support			$5,298,385	$5,298,385		$ 7,051,062	$ 9,649,385	$ 12,349,447
Other					$ 4,351,000			
Total	$ 540,000	$ 584,000	$5,298,385	$5,298,385	$ 5,911,000	$ 7,221,805	$ 11,749,385	$ 13,104,190

Source: Cofinance Report, 2021

Table 3. Confirmed Sources of Co-Financing at TE Stage

Sources of Co-Financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (US$)
GEF Agency	UNDP – ICCA GSI	Grants	Investment mobilized	$544,000
GEF Agency	UNDP	Grants	Investment mobilized	$40,000
Recipient Government	Government of Indonesia	In kind	Recurrent expenditures	$5,298,385
Others	RARE	In kind	Recurrent expenditures	$541,000
CSO	Grantee organizations	In kind	Recurrent expenditures	$4,535,062
CSO	Grantee organizations	Grants	Investment mobilized	$170,743
CSO	SESS – WWF	In kind	Recurrent expenditures	$1,850,000
CSO	Burung Indonesia	In kind	Recurrent expenditures	$125,000

Source: Cofinance Report, 2021

2.12.4 Monitoring & Evaluation

Monitoring and Evaluation (M&E)	Rating
M&E Design at entry	Moderately Satisfactory
M&E: Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory

M&E Design at entry

128. The M&E design was proposed by GEF and UNDP requirements. The ProDoc states that the project will develop a Project Inception Workshop, Quarterly reviews of project execution, Annual Project Review/Project Implementation Reports (APR/PIR); GEF Tracking Tool; Mid-Term Review; Final Evaluation; Project Terminal Report.
129. In addition, due to the project's individual grant delivery scheme, it was necessary to monitor each individual project, not only to report progress as SGP, but this information feeds into the global database. The M&E standards to be followed for each project included: Field monitoring visits; Semiannual Progress reports; Final report; Final Evaluation; Grant Project Audit, this would be performed randomly. The budget allocated is adequate, as an amount is allocated for M&E at the project level, but a consistent value for M&E is also allocated to individual projects.
130. Regarding the M&E system for project indicators, there is no evidence of a system or plan. While there is a logical framework, it does not provide methodology, roles, and responsibilities, monitoring frequency for each indicator. However, it is verified that a budget of USD 4,000 per year has been allocated for indicator monitoring. Since the project is being developed in the field, the amount allocated is not adequate.
131. Besides the lack of an M&E system for indicators, another problem found involved the formulation of indicators and baselines, which made it difficult to monitor them. On the one hand, some indicators do not meet SMART criteria, also, it is perceived that the baselines were not adequately defined, possibly underestimating the number of producers and the area under sustainable management.

M&E: Implementation

132. A specific independent team was hired to support M&E throughout implementation, which was considered a sound strategy to strengthen PMU´s capacity to follow up, measure and report. They carried out field visits every six months. Stakeholders praised as a good idea to outsource the project evaluation to an external partner.
133. It is important that impact is reported in a disaggregated manner, showing specific impact achieved by the project directly with those attributed indirectly to partners and other interventions not directly benefited by the project.
134. Each project individually was responsible for report to the PMU, using a similar format as the PIR.
135. Even though interviewees confirm that baseline presented in ProDoc was questionable, it was not adjusted during implementation.
136. The PMU has instituted participatory monitoring and evaluation procedures, used online forms and facilitated the process through social media applications. The project is also implementing an inclusive and proactive knowledge management approach, another organizational strength that has been developed over the 25+ years of operating the GEF-SGP in Indonesia.

2.12.5 UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall quality of Implementation/Execution	Satisfactory

UNDP Implementation/Oversight

137. UNDP has played a leading role in terms of project design and oversight across the whole project cycle. Its longstanding tradition implementing SDG in Indonesia, together with the global SGP network provides support and additional opportunities in terms of knowledge sharing and learning opportunities. Technical advisory has been delivered by both the UCP Global Coordinator and the RTA.
138. UNDP Country Office participated in the GEF-SGP National Steering Committee. UNDP adds value in terms of facilitating stakeholder dialogue and involvement, as well as ensuring the intervention seeks an integral approach mainstreaming broader development issues.

139. The UNDP Country office in Jakarta was acknowledged to provide strategic guidance and adequate support to the implementing partner though its newly acquired responsibilities as an updated SGP. Particularly on financial, administrative, procurement, reporting and M&E.
140. The major weakness found relates with mainstreaming gender and indigenous people's considerations within the intervention. Also relevant, relative low linkages and coordination were reported with other projects within the UNDP Indonesia portfolio.

Implementing Partner Execution

141. The implementing partner is YBUL, an NGO which has been selected under a national competitive process as the national host institution for the SGP. YBUL is an experienced partner with a longstanding tradition collaborating with the SGP.
142. The PMU is quite compact, responsive and efficient, its integrated by three full time staff, a national coordinator acting as project manager, one finance officer and one program assistant. Additional YBUL staff provides technical and logistical support as well as strategic guidance to the PMU.
143. The PMU relies on an extensive network of service providers and qualified organizations built over 25 years of SGP in Indonesia, supporting a variety of technical aspects needed for implementation. It complements UNDP such as accompanying projects, M&E and the exit strategy. It complements UNDP in terms of reaching grass roots organizations and local communities, it has the channels and the recognition needed to coordinate the SGP Secretariat.
144. No major issues or challenges were raised with regard to the PMU or YBUL. Stakeholders recognize the complexity associated with the pioneering nature of SGP 6, because of the additional challenges related to operating as a GEF full size project.
145. Stakeholders recognize PMU´s role to improve coordination between projects and the SGP Secretariat, which has been praised as remarkable in comparison with previous interventions.

2.12.6 Risk Management, including Social and Environmental Standards (Safeguards)

146. The PIRs developed from 2018 to 2020 do not include new risks to the seven identified in the ProDoc, therefore, they did not require to be reported. For the 2020 PIR, COVID-19 was categorized as a non-significant risk because the SGP had taken action to manage the situation. Mitigation measures included the reinforcement

of technical support and the promotion of training and continuous online communication.

147. For 2021 the COVID-19 was included as a new risk due to the Delta variant. The risk affected the completion of the project at the timeframe. A second extension of the deadline request was proposed as a mitigation measure; however, there is no evidence of any other mitigation measure taken.
148. Regarding environmental and social risks, there were no new ones reported, and the level of risks identified in the ProDoc did not increase moderately or highly.

2.13 Project Results and Impacts

2.13.1 Progress towards objective and expected outcomes

2.13.1.1 Component 1: Resilient landscapes for sustainable development and global environmental protection

149. Progress in Component 1 is measured through 13 indicators consist of 19 targets, all of which achieved more than 100% completion. Only 4 targets completed around or under 150%. In average, Component 1 achieved 421% of the target. Some revisions to the target following the MTR recommendations were made.
150. Collaboration management strategy or involvement of other organizations carrying out the work (i.e. on knowledge management) has contributed to very high achievement of the target, such as Indicator 1.1.1, Indicator 1.2.1, Indicator 1.2.3, Indicator 1.4.3 and indicator 1.4.4. On other note, this high exceeds to the set target happened due to the inaccurate baseline data, and ambiguous definition on indicators.
151. Under Component 1, there were also co-funding activities with other projects from development actors or private sectors which is a sound strategy to the implementation so that significant achievement happened. This means that TerasMitra approach is of others' interests too as it could raise co-funding up to USD 65,396, or around 43% of the original funds granted to establish the exit strategy under TerasMitra platform that was USD 150,000.

Table 4 Progress towards results Component 1

Indicator	End of project target level	Cumulative progress and comments
1.1.1: Increased number of multistakeholder governance platforms established and strengthened to support participatory landscape planning and adaptive	At least four multistakeholder landscape governance platforms in place and functioning	475% completed. A total of 18 multi-stakeholders landscape governance platforms were established. However, not all of them are well functioning and government are not equally engaged. The level, form, hence

management in one forested and three coastal landscapes		result of stakeholder's level of participation depend on the strategy implemented by responsible parties (i.e. local host or appointed actors/local grantees). These multi-stakeholders' platforms are focusing on various issues such as ecotourism in Nusa Penida, energy generating in Gorontalo, organic farming, water and forest management in Semau and marine protected areas and organic fertilizers in Wakatobi
1.1.2: Participatory landscape strategies and adaptive management plans for the one forested and three coastal landscapes	Four landscape management strategies and plans delineating landscape level outcomes and other elements	100% completed. Four landscape management strategies and plans delineating landscape level outcomes and other elements were approved during the first reporting period and it was followed for project implementation with minor changes in activities and locations suiting the needs of the local communities. The landscape strategies and adaptive management plans were developed by a national partner. However, the level of participation of stakeholders such as local communities including women, youth and indigenous peoples are unclear. The government also expected for better participation in the planning of landscape strategy and adaptive management plans development.
1.1.3: Number and typology of community level and strategic projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	At least 16 community-based projects identified and aligned with landscape strategies	337% completed. 54 community-based projects have been identified and aligned with the landscape strategies. Data studio platform was developed to record all activities, number of participants per output item in sex-disaggregated manner.
1.1.4: Number of case studies on participatory adaptive landscape management	Four revitalized knowledge management systems Four case studies on participatory adaptive landscape management (one per landscape)	325% completed. 13 knowledge management systems of the community have been revitalized since the beginning of the project. 375% completed. There have been 19 case studies developed. The knowledge management activities covered various topics from project management learnings, to specific issues on gender equality, impact of the project from economic and social perspective, energy and stories of the landscape in

		regards with land and natural resources management. The knowledge management activities were carried out by several different organizations and individuals which is a very sound strategy in reaching even beyond the target.
1.2.1: Increased area under protection for biodiversity conservation and sustainable use	Approximately 10,000 hectares managed as marine and/or terrestrial community conservation areas	718% completed. 71,826.97 hectares are managed by the GEF SGP OP6's funded projects as marine and/or terrestrial community conservation areas. The achievement of this indicator was far exceeding the target. By 2019, almost 700% of area have been under protection for biodiversity conservation and sustainable use. The collaborative management arrangement of the area, which include private sector and government unit, has enabled this to happen.
1.2.2: Increased area under reforestation or famer managed natural regeneration	At least 10,000 hectares under reforestation or farmer managed natural regeneration Local communities supporting governmental and non-governmental partners on at least 5,000 ha planted with trees/bushes in reforestation campaigns in the forested and three coastal landscapes	108% completed. The targets are met as 10,792.62 hectares under reforestation or farmer managed natural regeneration. 102% completed. 5,086.3 hectares have been planted with trees/bushes in reforestation campaigns. There was a revision to the second target made following the MTR recommendation. Collaborations with other projects and institutions such as the local government has become a key to achieve the revised target.
1.2.3: Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	At least 14,000 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources At least 100,000 trees planted in agroforestry systems Established a demonstration scale silvopastoral system in at least two of the four target landscapes with undetermined areas.	300% completed. The targets were achieved as 42,112.07 hectares of agricultural land are now under agro-ecological practices a system, 205% completed. 204,805 trees have been planted in agro-forestry systems, 2,250% completed 45 demonstration plots of silvopastoral system in three landscapes have been established. There was a revision on the target of the established demonstration scale silvopastoral system from number of area

		establishment of silvopastoral system (i.e. 8,000 hectares) into number of demonstration scale silvopastoral system. This revision was conducted following the recommendation of MTR as it was found as not match the scale of work being implemented in the project. Project in Semau have contributed 87% of the exceeded target namely 39 demonstration sites. The high number of achievements could happen due to inaccurate baseline data, creative accounting of project results or ambiguous definition on indicators.
1.3.1. Number of multi-stakeholder groups active in the one forested and three coastal landscapes with strategies/plans for sustainable production of non-timber forest product, craft and fisheries production through Terasmitra	At least four landscapes level multi-stakeholders groups involved in analysis of experience, lessons learned and development of strategies for sustainable production of non-timber forest products, crafts and fisheries production through Terasmitra	100% completed. There are four multi-stakeholders' platforms that have been engaged in developing strategies for sustainable production and marketing of NTFPs, crafts and fisheries through Terasmitra. The development of strategies for sustainable production and marketing of NTFPs, crafts and fisheries, however, did not necessarily increase the communities' products sale as issues on raw materials availability, production facilities and infrastructure as well as marketing channels
1.3.2. Number of community-based organizations established or strengthened in the one forested and three coastal land landscapes grouping individual community produces organizations in sustainable production of non-timber forest product, craft and fisheries production through Terasmitra	At least 16 community-based organizations established or strengthened	337.5% completed. 54 community-based organizations were established and strengthened through Terasmitra Collaboration with and support from other funding (i.e. ILO, ICCAs, and Tokopedia's donation programme) has enabled Terasmitra to achieve 337.5% of the target in strengthening or establishing the community-based organizations on entrepreneurship.
1.4.1. Alternative livelihoods and innovative products developed through support of activities that promote market access as well as microfinance opportunities and other services	At least 20 additional income generating activities being implemented that represent sustainable livelihood options	140% completed. There are 28 additional income generating activities implemented that equitably benefiting women.
1.4.2. Number of case study publications documenting lessons learned from SGP-supported projects	At least three case study publications documenting lessons learned from SGP-supported projects Communication strategy under implementation	433% completed. 13 case studies were developed to document lessons learned from GEF SGP OP6 implementation. 100% completed. There was no quantities indicating the success of communication strategy under implementation. The communication strategy was implemented through virtual

		platform that is webinars, WhatsApp group communication and podcasts. The strategy to involve several organizations to produce case studies have facilitated the achievements of the target.
1.4.3. Traditional knowledge of native crop/livestock genetic resources documented and disseminated	At least two publications and other forms of communication regards traditional knowledge of native crop/livestock genetic resources are produced	800% completed. 16 publications and other forms of communication in regards with communities' traditional knowledge of indigenous plant/livestock have been developed or published. The strategy to involve several organizations to product case studies have facilitated the achievement of the target. However, the high number of achievements could happen due to inaccurate baseline data, creative accounting of project results or ambiguous definition on indicators.
1.4.4. Farmers Rights under the International Treaty on Plant Genetic Resources for Food and Agriculture discussed whilst the materials are disseminated	At least two knowledge fairs or workshop regarding genetic resources and farmers' rights At least one regional/national workshop on Farmers' Rights under the international Treaty on Plant Genetic Resources for Food and Agriculture	500% completed. 10 knowledge fairs/discussions were held in collaboration with Perkumpulan Indonesia Berseru. 300% completed. In regards with regional/national workshop on Farmers' Rights, the target is also achieved as 3 national webinars were held by the project and 1 national webinar was held in collaboration with the Ministry of Environment and Forestry This target should have been an activity instead of an indicator. However, the high number of achievements could happen due to inaccurate baseline data, creative accounting of project results or ambiguous definition on indicators. The indicator of this target should have been an increase of communities' knowledge or awareness on farmers' rights.

2.13.1.2 Component 2: Community-based integrated low emission systems

152. Component 2 is measured through 4 indicators consisted of 8 targets. Some revisions to the target following the MTR recommendations were made particularly on Indicator 2.2.1. so that the project could reach more than 100% of the target.
153. It is important to note that significant number of women were benefited from capacity building activities to plan, operate and monitor the use of renewable energy

installations i.e. 68% of total beneficiaries of Indicator 2.1.2. However, Indicator 2.1.2 was achieved with very high percentage exceeding the target, that is 1363% of its which could be due to inaccurate baseline data, creative accounting of project results or ambiguous indicators definition.

Table 5 Progress towards results Component 2

Indicator	End of project target level	Cumulative progress and comments
2.1.1. Increased number of multi-stakeholders partnerships for managing the development and implementation of community-based integrated low-emission systems	Four partnerships established and functioning	100% completed. Target is achieved as four multistakeholders platforms were established. However, there was no elaboration on the definition of functioning which could mislead the interpretation of the level of the platform function.
2.1.2 Targeted community grant projects (including strategic projects) to build the capacities of selected community organizations to plan strategically, operate efficiently, and monitor the use of renewable energy	30 community representatives have the capacity to plan strategically, operated efficiently and monitor the use of renewable energy.	1363% completed. In total, 409 community representatives (in which 68% are female presentation) have the capacity to plan strategically, operate efficiently and monitor the use of renewable energy. The high number of achievements could happen due to inaccurate baseline data, creative accounting of project results or ambiguous definition on indicators.
2.2.1. Increased use of renewable energy technologies at a community scale implemented in the target landscape: i) increased numbers of fuel-efficient stoves in use; (ii) increased number of solar panels	At least 170 units of solar panel 1 unit of microhydro, 150 units of fuel efficiently stoves and 2 units of Biogas	129% completed. In total there were 219 units of solar panel have been installed in 5 community representatives. 300% completed In total there have been 3 micro/pico hydro unites installed in Tumba sub-village. Two units were supported by GEF SGP OP6 whilst one unit was supported by the local government due to GEF SGP OP6 interventions 383% completed. 575 units of efficient stoves have been installed. . 250% completed. 5 biogas units have been installed in 5 community representatives. The recommendations from MTR was relevant in looking at the set target and the intervention scale being made resulting in satisfactorily achievement of the targets.

2.2.2.: Knowledge from innovative project experience is shared for replication and upscaling of community-based integrated low-emissions systems across the landscape, across the Dbali and to the total global SGP network	At least five experiences evaluated, codified, and disseminated in appropriate media. A model of innovative energy management for efficiency at selected villages established	260% completed. There are 13 innovative project experiences that are being discussed (evaluated, codified, and disseminated). 100% completed. One model of innovative energy (microhydro/picohydro) management for efficiency was established in Tumba sub-village of Gorontalo. Involvement of research institute and universities is a sound strategy in achieving the target of this indicator.

2.13.1 Relevance

Relevance	***Satisfactory***

154. The project is acknowledged as highly relevant for national plans, strategies and priorities. Stakeholders acknowledge SGP´s contribution towards the implementation of the biodiversity strategy and action plan, the national action program (NAP) for combating land degradation in Indonesia, and the national climate change strategy. The project also contributes to national programs such as land rehabilitation, social forestry, climate change adaptation and reduction of gender and social inequalities..
155. The projects hold relevance with regards to the UNDP Country Program in Indonesia, particularly because it addresses multiple dimensions of development clearly aligned to the sustainable development goals.
156. The projects holds particular relevance in a context where there is a very limited access to technical assistance and projects from donors and the international cooperation. This is the only project out of the GEF portfolio attending small grants and being executed by grassroots.
157. The SGP highlights technology transfer opportunities, it pilots several different technologies with great potential for replication and scaling up. However, relevance is higher at the local level, while there are no clear mechanisms to scale up to the national level.

2.13.2 Effectiveness

Effectiveness	***Satisfactory***

158. Ideally, the project would contribute to UNDP's Strategic Plan through one Outcome related to sustainable natural resource management and increased resilience. In

practice, the project contributed directly to stimulating resource efficiency throughout the Indonesian economy. The SGP allowed to UNDP supported the government's efforts to put in place initiatives to preserve natural resources while ensuring that local communities have sustainable livelihoods.

159. All of the project's impact indicators have been achieved, in some cases exceeding 100%. It is important to highlight the impact at the level of increasing the area under sustainable management. Beyond meeting a goal of 130,000 ha, the intervention at the level of forest and coastal landscapes is relevant. Likewise, the participation of 10,087 producers in community-based landscape planning and management is important and contributes to the sustainability and replication of the project. The Table 6 shows the progress of all impact indicators.

Table 6 Progress towards impact indicators

Indicator	End of project target level	Cumulative progress and comments
Increased area of sustainably managed production integrating biodiversity conservation in one forested and three coastal landscapes	At least 47,000 ha with sustainable activities under implementation in the forested and coastal landscapes	Target achieved Sustainable activities are implemented on 130,698.85 hectares (278% of the target) in the forested (58,871.88 hectares) and coastal (71,826.97 hectares) landscapes.
Increased number of producers participating in community based adaptive landscape planning and management in one forested and three coastal landscapes	At least 2,500 producers participating in community-based landscape planning and management	Target achieved A total of 10,087 producers (5,143 female producers (51%) and 4,944 male producers (49%) are participating in community-based landscape planning and management (403.48% of the target),
Increased number of communities, within the one forested and three coastal landscapes, participating in capacity development activities, to improve the social and financial sustainability of their organizations	At least 1,000 producers trained in agro-ecological practices and systems Up to 100 livestock producers trained in silvopastoral systems At least 300 CSO representatives participating in trainings to improve the financial and administrative sustainability of their community organizations.	Target achieved A total of 3,519 producers have been trained in agro-ecological practices and systems (including 63,97% of female producers). A total of 500 livestock producers (including 38,6% female producers) have participated in silvopastoral system trainings. In total, 393 CSO representative (including 52,4% female representatives) have participated in trainings to improve the financial and administrative sustainability of their community organizations
Increased number of knowledge sharing events and products	At least 12 workshops for knowledge sharing, exchange of experiences	Target achieved

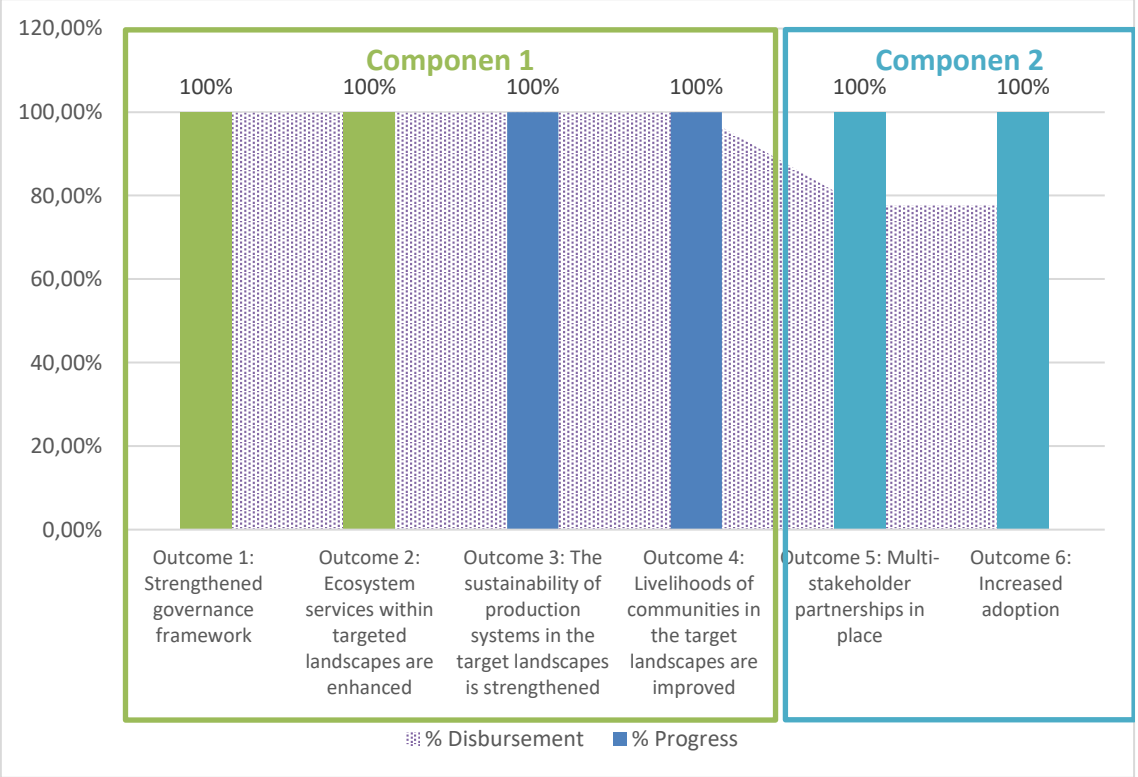
	best practices, and for a in which project participants have participated	Since inception, 228 workshops have been conducted/partaken in for knowledge sharing, exchange of experiences and best practices, and fora with total project participants of 8,098 community members (4,217 female and 3,874 male). Out of these, 119 knowledge sharing events/workshops have been conducted/ partaken in during the reporting period,

2.13.3 Efficiency

Efficiency	***Satisfactory***

160. The evidence gathered suggests project implementation has followed an efficient use of resources, ensuring quality delivery of goods and services. The project has tried to comply with the activities planned according to its annual work plans.
161. Component 2 is the most efficient since it has invested 77.6% of its resources and has achieved 100% compliance in its two Outcomes. In relation to Component 1 has spent 99.85% of the allocated resources and achieved 100% in all its Outcomes.

Graphic 2 % Disbursement vs % Outcome Advance



162. Regarding the execution time of the project, once the fulfillment of each indicator has been reported, the required time extension is justifiable. However, this extension

could not have been avoided since, being a project that involves extensive field work, it was limited by mobility restrictions due to Delta variant of COVID-19.

163. The SGP allocated resources to carry out the gender analysis and action plans for each landscape at the beginning of the project implementation, which sought to ensure gender mainstreaming in the medium and long term. Thus, these documents prepared provided criteria for the execution of individual projects including ‘at least 30% representation of women in project activities’, and within this, ‘prioritization of marginalized or vulnerable women’ in the beneficiary selection process. As a result, about 50% of the beneficiaries of the different project activities were women.

164. The project did not include specific budgets for gender activities as there is evidence that it sought to integrate this issue in the activities planned. For example, it worked with women's groups for their empowerment and mixed groups, focusing on promoting women's leadership roles based on their particular knowledge and skills. However, the UNDP’s Gender Equality Strategy 2018-2021 has set 15% of overall project budget allocation toward gender equality so that specific budget for gender activities would be desirable.

2.13.4 Overall Outcome

Assessment of Outcomes	Rating
Relevance	Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory

2.13.5 Sustainability

Sustainability	Rating
Financial resources	Moderately Unlikely
Socio-political/economic	Moderately Likely
Institutional framework and governance	Moderately Unlikely
Environmental	Moderately Likely
Overall Likelihood of Sustainability	Moderately Likely

Financial sustainability

165. In general terms, there are no specific commitments from stage agencies or local governments to mobilize financial resources after the end of the project.

166. Few opportunities for mobilizing support from government to continue or scale up some of the projects were found in Wakatobi and Gorontalo, based on their recognition of the landscape approach.

167. Commercial constraints are perhaps the major obstacle facing sustainability for productive projects. It has been confirmed that not all productive activities are ready to go to the market, approximately 60% are prepared to meet volume and quality needs.
168. Out of the four different kinds of products supported by SGP (handicrafts, food, ecotourism and knowledge), ecotourism and subsequently handicrafts are the most affected by COVID 19, and therefore present higher uncertainty for the future.
169. Scale barriers derived from small producers, no marketing, low ambition and lack of credit facilities to finance expansion challenge sustainability prospects.
170. Sustainability of hydroelectricity projects is not ensured as spare parts and maintenance may exceed the existing capacities of beneficiaries, in the absence of a management model to ensure these resources will be available when needed.

Socio-political sustainability

171. Difficulties derived from weak collaboration and coordination capacities in participating communities may limit the sustainability of GEF investments.
172. High appropriation from participating communities, based on the success of practices and technologies applied, are perhaps the strongest driving force behind sustainability perspectives. People get motivated when they can see results by themselves.
173. Challenges in the coordination inter-ministerial or inter-agencies were found, for example, despite the outcomes related to community-based integrated low-emissions system, the Minister of Energy and Mineral Resources was not involved whilst this ministry actually has relevant programme and target to contribute to the National Determined Contribution.
174. Coverage of household's numbers in remote areas that are provided with renewable energy system are amongst the Ministry of Energy and Mineral Resources indicators as written in their strategic planning document for the period of 2014-2019.
175. Because the root cause of gender inequalities that have been identified were not addressed, such as the local social systems and gender roles on household basis, hence existing power relations, gender results in form of increase of women participation in decision-making processes in relations with landscape/seascape management might decrease if there is no further/continuation intervention from government agencies. The root cause of gender and social inequalities can be done by providing trainings that increase women and men's, including government

officials' understanding on the concept and the importance of gender equality and social inclusion.

Institutional framework and governance

176. In most cases, there has been relatively weak buying and participation from local governments in what could be considered as purely NGO - led activities. Involvement from the Ministry of the Environment and Forestry has been discrete, leading into limited opportunities to scale up and strengthen the institutional framework to ensure sustainability.
177. Sustainability is highly dependent on the capacity to align this project created by the communities to local governments. It was more successful in Wakatobi and Gorontalo, leading into continued financial commitments to continue certain activities after the SGP ends.
178. In Gorontalo and Nusa Penida, other parties' involvement, especially higher education institutions, after the project termination has been seen to continue some of the activities such as in waste management and micro hydro development.
179. Capacities created by the project focused on NGO´s and beneficiaries, leaving limited space for greater government involvement.
180. Whilst bottom-up or participatory approach is a way to accommodate rights holders' voice, including women and marginalized groups, it is not the usual institutional framework conducted by the government.
181. Some continuation plans after the project ends have been adopted by the village level government (District Plan on Medium-term Program - RPJMD). Provincial level governments have also mentioned that they would need inputs from the project to develop the local development planning.
182. The exit strategy relies on the multi stakeholder's forums created as the most relevant governance tool for project sustainability. However, there is limited evidence of commitments acquired by local or national authorities to maintain or scale up projects. Forums were difficult to establish because projects are community based, while the government has its own framework.

Environmental sustainability

183. Even though the project promoted sustainable practices and technologies, traditional business as usual productive practices in each of the four islands will continue to pose serious treats to natural resources and environmental services in the four islands.

184. The project managed to successfully implement new practices and technologies at a very limited scale, its sustainability is highly dependent on scaling up and replication opportunities.

2.13.6 Country ownership

185. From the TE interviews, it was found that the combination between nature conservation and poverty reduction topics are considered in line with government programmes. Some government officials mentioned that they learned from the process of community extension/organizing conducted by NGOs as part of the project's approach.
186. Local governments have facilitated some interventions to support communities' initiatives such as the distribution permit for SME products adopted some of the project activities. One of the highest ownership to the project is shown in the recognition of a village in one project site with the predicate of 'innovative village' from the Vice President due to the innovation of this village in providing renewable energy generated from micro hydro.
187. Whilst the project's outputs and outcomes are in line with Law No. 11 year 2013 on the Ratification of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization to the Convention on Biological Diversity, the pathways to link the project's outputs and outcomes to this specific law is unclear. There is no information on how the national government would adopt it in relevance with the law mentioned.
188. One social forestry permit covering 707 hectares of forest land has been granted by the Ministry of Environment and Forestry under the Hutan Kemasyarakatan scheme to one community group who is a beneficiary of the GEF SGP OP6 and was facilitated by the project. Whilst the social forestry programme was amongst the manifestation of National Strategic Programme set by the President as covered in Nawa Cita, or nine priorities agenda for 2014-2019, this achievement did not fit in with the project framework If it was picked up as one of the project's achievements, it could have been prepared as a lesson learned or policy brief materials on how community-based sustainable forest management practice has resulted in legal permit for the community to access the forest and how it increased their tenure security in the midst of their access to land. This lesson learned or policy brief will be useful for other grantees and for the government, especially the Ministry of Environment and Forestry (MoEF).

189. In line with government's Social Forestry programme under the MoEF, collaboration with ICCA-GIS to register local communities and indigenous peoples'-managed conservation area can be leverage for further recognition by the MoEF in form of customary forest title deeds. Through ICCAs, GEF SGP OP6 worked with indigenous people's groups and other NGOs who work on the advocacy for the expansion of local community's access to forest area. The FPIC process in collaboration with the ICCAs-GSI was conducted in 2019 and 2020 but was signed by grantees instead of by community representative who have the authority to share communities' information and knowledge.
190. As for the project National Steering Committee (NSC), all of the NSC members participated in the decision-making processes based on their knowledge, experience and interests.

2.13.7 Gender equality and women's empowerment

191. Beneficiaries' data is provided sex-disaggregated data in each grantee's reports following the findings of the Mid-Term Review (MTR). It made up the overall sex-disaggregated data of the project. Providing data in this manner has become a solid basis to measure the efforts to close gender inequality contributed by the project. However, more detailed data to show other social inclusion aspects, such as indigenous peoples and age-wise, would have been useful further understand the contribution of the project to the marginalized groups.
192. Women and men participation are relatively equal quantitatively, that is 49,75% of women participation in the overall project's activities in three landscapes/seascapes. Despite a detailed quantitative record for women and men participation in the project, the qualities of their participation are not well-elaborated and it is also not part of the project indicators. Whilst the Gender Analysis Plan elaborated women involvement form as part of gender-based indicator, it is not clear whether the project paid more detailed attention on the quality of women and other marginalized group involvement, whether it is a token one, or a genuine participation with full awareness of the benefits and the consequences to them.
193. The landscape strategy conducted in first semester of 2018 covered various gender aspects of the landscape/seascape management such as roles of men and women in agriculture or aquatic-based livelihoods or family's financial management, women's knowledge on local biodiversity, traditions in regards with gender-based land ownership inheritance practice, youth involvement in landscape/seascape management and women's level of participation in decision-making processes.

However, in general, the proposed intervention in the landscape strategy still put gender in a separate intervention, such as highlighting women's strategic roles only in the utilization of biodiversity. The strategy did not set interventions that challenge the existing power relations in landscape/seascape management.

194. The first PIR in 2018, nevertheless, provided more holistic recommendations based on the landscape strategy development to advance gender equality and women's empowerment were elaborated, which some of them has the potential
195. A gender analysis of the four project sites was completed during project implementation in 2018 which provided a comprehensive gender-based description of the landscape and three seascapes being intervened such as the gender-based access to and control of assets for livelihoods; gender roles; participation; cultural, norms, beliefs and perceptions; institutional practices and patterns of power and decision-making of the communities in landscape and seascape management and governance. The study also aims to identify the gender-based constraints in building the resilience of the local ecosystem and the associated community.
196. The gender action plan (GAP) was produced to follow up the gender analysis, which provided quantitative gender-based, including generations-related, indicators to be the project's guidance in achieving the desired change based on gender-based situational analysis although the budget, timeframe, and identification of responsible parties were lacking.,
197. The GAP did not elaborate qualitative indicators on women and young people involvement in the project as part of gender-based indicator. It is not clear whether the project paid more detailed attention on the quality of women and other marginalized group involvement, whether it is a token one, or a genuine participation with full awareness of the benefits and the consequences to them.
198. The GAP also did not set a more systematic interventions to increase communities' and governments' understanding and knowledge on the urgency of gender equality or social inclusion, in general, were not part of the recommendation, whilst this could be an aspect that contributes to the sustainability of the gender-responsive approach that the project has performed, whilst this participatory approach was appealing to the government as mentioned during interview sessions.
199. Making up almost 50 percent of the project beneficiaries, women's participation has contributed significantly to project's environment, climate and/or resilience outcomes. Their participation in maintaining home and/or edible gardens, in producing organic fertilizer, in reviving the use of natural dye plants for woven fabrics, and in the use of low-emission stove are amongst the roles that women largely took which contributed to the positive changes to environmental condition.

200. It can be seen from the gender analysis and the gender action plan document that the recommended strategies and set target indicators are in line with National governments' priorities such as in the National Medium-term Development Plan (2015-2019) in realizing the equal distribution and just development and to improve the Gender Development Index.
201. It is also found that some structural gender/social inequalities issues were not addressed by the project. There are cases found where domination of a party over others, mostly women, still exist. Gender case study as part of knowledge management activities shows that women participation in public sphere, where their voices usually represented by the men, especially husbands, is one of the issues during project implementation. It is also found on the field level that some women still have issues to speak up in the presence of men.
202. In these situations, women's presence, voice and access to decision-making processes in regards with community-based sustainable landscape/seascape were not considered. It is also found that in some project sites, women's confident level is very low so that even they were invited to meetings, they did not come. Although women are part of certain groups as part of the project's beneficiaries, it is not always the case that women understand the objective their involvement.
203. It is an opportunity missed to address this kind of issues as the SES were not adjusted over the project implementation period to include SES Principle 2 on Gender Equality and Women's Empowerment so that more comprehensive strategy to increase the power of marginalized groups, including women, could have been conducted.
204. Some other gender results achieved are potential for long-term effects, whilst others are relatively effective only for short period. Rights-based approach that was used by only few NGOs in facilitating the project implementation process have resulted in an increase in critical awareness amongst the women or marginalized groups, which include of men who are usually excluded from decision-making processes in their village. By understanding their rights, these women and marginalized groups were motivated to be involved in policy-making processes and questioning any actions taken by other parties that affect their lives without involving them and asking for their consent.
205. This project mainly used gender responsive approach in its analyses, which means it aimed for more equal distribution of benefits, resources, and status between men and women, including age-wise, without challenging the existing power structure that have caused inequalities to happen. However, the indicators used to measure gender equality and women empowerment is still toward more balance composition

of women and men participation in activities including on decision-making processes in village level.

2.13.8 Cross-cutting Issues

206. The project's knowledge management was delivered by some grantees which resulted in significant number of knowledge products covering wide range of topics, such as the lessons from project management arrangement, gender equality topics, local biodiversity and local food, farmers rights, weaving, renewable energy, and ecotourism. The knowledge was then disseminated using fact sheets, books, films, podcasts and serial of webinars. The direct target of this knowledge management products public, including the communities who are beneficiaries of the project. Whilst the materials from project experience and learnings were abundant, no knowledge management products were produced specifically for policy-making purposes such as policy briefs, although landscape/seascape strategies can be used by the government to guide them in conducting participatory approach of their development programme.
207. Rights-based approach was not part of the project framework although some grantees use this approach during project implementation. Because this approach is not integrated in all aspect of the project, when a national partner delivered it in form of capacity building activity, most of the communities did not use it and did not yet have the capacity to claim their rights, although they valued the knowledge on this issue.
208. That being said, collaboration with ICCAs-GSI has been acknowledged by stakeholders as a significant step for GEF SGP to start working using rights-based approach.
209. The project's SESP did not consider some risks in relations with human rights fulfillments which happened during the project implementation, such as the weak capacities of government bodies in conducting the participatory approach to obtain the rights holders' voices in regard with their involvement in landscape/seascape management. As a consequence, whilst there were achievements in relations with the improvement of human rights fulfillment happened in relations with this project, it was not valued as part of the projects success story and was not discussed specifically to be leveraged, replicated or upscaled.
210. Communities' resilience in facing pandemic situations were increased facilitated by the GEF SGP OP6 project. Whilst there were many mobilization limitations and decrease of communities' income, the project provided opportunities for the

communities to grow their own food and to have other source of income that did not really hit by the pandemic such as silvopastoral, seaweed and organic fertilizer production.

2.13.9 GEF Additionality

211. The project relies on a number of different technologies and sustainable practices that are have been proved and offer great potential for replication. Without GEF funding, it would have been very unlikely that these technologies and practices would be displayed in the four intervention areas.
212. All projects funded by the SGP are built through a collaborative network of local partners and individuals whose current existing capacities and resources allow projects to be proposed and realized. GEF resources were instrumental to consolidate existing capacities and accelerate technology transfer.
213. Without GEF funding, business as usual practices would perhaps not change, while it would take longer time to realize the adoption of sustainable practices and new technologies in the four intervention regions.

2.13.10 Catalytic/Replication Effect

214. The solid approach in linking environmental conservation and poverty reduction are of the interests to the local government. The chance of replicating or upscaling these approaches are high so that poverty reduction would not anymore approach with charity-based activities.
215. As a follow up, the Ministry of Village, Development of Disadvantaged Regions and Transmigration has committed to support the next micro hydro development in the same village where it will be maintained by the community using their own resources.

2.13.11 Progress to Impact

216. The project contributed to environmental status change through land restoration. According to the Core Indicator report, during the project design, a baseline of 15,000 ha was identified, but with the SGP intervention, 5,883 ha of land was restored, giving a total restored area of 15,883 ha. Of this area, 10,797 ha was an area of degraded agricultural land restored, while 5,086 ha was an area of natural grass and shrublands restored.
217. The project also contributed to environmental stress reduction through 109,733 ha corresponding to an area of landscapes under improved management to benefit

biodiversity. The project improved the management of 77,773 ha in addition to the 32,000-ha identified during project design.

218. Furthermore, it is worth highlighting the impacts achieved by the project, which go beyond the quantified ones. Firstly, the SGP intervention not only made it possible to work with communities where cooperation projects rarely reach, but also to position issues such as biodiversity conservation and land use in rural areas with a holistic approach.
219. The project also made it possible to test different technologies on site, such as solar panels, fuel efficient stoves and biogas. The implementation of these technologies makes an impact in terms of knowledge transfer as it empowers communities in the use of this technology. It also builds capacity and generates local technical counterparts that are highly valuable for replication.
220. Women, youth and elders had opportunities to increase their knowledge and skills in, among others, sustainable agriculture and aquaculture, water management, ecotourism, waste management, reforestation and energy-efficiency cooking activities that impacting their food security and income positively. This project has also provided opportunities for more women to be part of decision-making processes in their village which was not the case before the project started.
221. In this regard, the empowerment of stakeholders was key to ensure the sustainability and replication of the project, which is why the four multistakeholder partnerships for managing the development and implementation of community-based integrated were established.
222. The project impact on the quality of life of the beneficiary families is also highlighted. The change from traditional inputs to renewable energy technologies also has an impact on other dimensions of development, such as the improvement of health and environmental conditions.
223. Finally, it is inferred that the implementation of individual SGP projects in the four regions affects the achievement of the goals proposed in national policy documents and sectoral plans.

3 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS

3.1 Main findings

224. The Indonesia's GEF SGP Phase 6 is acknowledged as highly relevant for national plans, strategies and priorities, with special regards to implementation of the

biodiversity strategy and action plan, the national action program for combating land degradation, and the national climate change strategy. It is also acknowledged by the local stakeholders as very relevant with regards to SDG´s and poverty reduction.

225. National plans, strategies and priorities on gender equality and social inclusion were not explicitly referred to although the project's results are very relevant with it, such as the increase of women's participation in natural resources governance.
226. The project outcomes contributed to the achievement of six of SDGs i.e. Goal 1 No Poverty; Goal 5 Gender Equality; Goal 7 Affordable and Clean Energy; Goal 13 Climate Action; Goal 14 Life Below Water; and Goal 15 Life on Land with different degrees.
227. More intense engagement with government in local and national levels is desirable. Changes of government officials were mentioned by stakeholders as one of the challenges to ensure government engagement into the project. In general, stakeholders felt that government involvement should be improved.
228. COVID-19 outbreak has become a key factor in most of the project sites as it made the communities to realize that the intervention made in the project are very relevant in increasing their resilience in the midst of shock caused by the pandemic.
229. According to the stakeholders, the project has created wider opportunities for community members to increase their knowledge, awareness, and skills to manage their landscape/seascape more sustainably. Women, youth and elders are amongst the majority categories of community members whose opportunities to new learnings and experiences in landscape/seascape management increased in this project.
230. The GEF SGP strength was highlighted in conducting participatory approach, establishing collaboration between community groups, and linking poverty reduction with environmental/biodiversity conservation.
231. The project impact targets are all met, after some indicators were revised following the MTR recommendations. Collaboration with other projects, private entities and government programmes are amongst the factors that contribute to the achievements.
232. This project SESP did not consider risks on human rights and gender equality and women empowerment principles although it was purposedly implemented in areas that had been identified as having complex development challenges such as isolated, lack attention from government, and have limited basic facilities and infrastructure, are vulnerable to external threats, including climate related threats.
233. There was no adjustment of SES and modification of risk management made, especially in relations with human rights and gender equality and women empowerment issues, also in relations with indigenous peoples' consent despite the

lack of FPIC during the project design phase. The only adjustment to risk management happened in 2021 in relations with Delta variant of COVID-19 outbreak.

234. Barriers in communication with the marginalized groups were reported, such as women and certain tribes so that more time allocation was desired in order to ensure that they were engaged in the project meaningfully and to ensure that long-term changes in practice would happen by increasing community's understanding on more basic concepts, not only practice, in sustainable landscape/seascape management.
235. Exchange learning between partners and grantees in national level was very appreciated by the grantees. The online reporting tools were mentioned to cause difficulties according to some grantees because the already reported data often being asked again few months later. Some grantees seemed to not understanding the whole strategy of the project so that they felt overwhelmed with repetition of different national partners that contacted them asking for data.
236. The landscape strategy was relevant and effective as it was followed throughout the project implementation. However, landscape strategy in relations with gender equality and women empowerment was not fully adopted in the project implementation phase.
237. Based on the evidence gathered, the project is efficient in using its resources and ensuring quality delivery of goods and services. There was a delay in project implementation due to COVID-19 pandemic, however it did not affect the quality of cost-effectiveness of the project as some adaptation to project management were made.
238. The project beneficiaries were presented in sex-disaggregated data which become a strong monitoring and evaluation basis for project implementation improvement toward gender equity. However, the project's impacts to the most marginalized parties within the communities were unclear because more detailed data on beneficiaries intersectionalities were not recorded (economic status, marriage status, education level, etc.)
239. Some project activities were adopted by local government and become part of their planning programme with fund allocation such as in Wakatobi and Gorontalo. However, in Nusa Penida and Semau, the links with other entities especially universities have created continuation of the GEF SGP OP6 activities.

3.2 Conclusions

240. The project is highly relevant for the country because it had an integrated approach that contributes to national policies and priorities such as land reforestation, climate

change adaptation, and social forestry. The project is also relevant because it was implemented in areas with little donor intervention. Besides, it allowed implementing pilots of several different technologies with great potential for replication and scaling up.

241. The project design is weak; although it was guided by the global logical framework of SGP projects, it would be expected to be adequately articulated to the national context and policies. The a theory of change was weak to present the causal pathways and interaction between components while a weak barrier analysis affected the design of the components, particularly Component 2. Another weakness identified is related to the indicators, which in some cases are ambitious and unrealistic. Flexibility in the selection of intervention sites in two small island landscapes is highlighted.
242. The adaptive management of the project is noteworthy; on the one hand, it is appreciated that the PMU decided to follow a landscape approach to fill the gap of not having a ProDoc as a guide for its implementation. Likewise, the management of COVID-19 was adequate, and the measures adopted to move several activities to virtuality were key to meeting the goals.
243. The project was able to fulfill all the indicators of its two components. In some cases, it even exceeded the planned target by a significant margin. In some cases, it is important to mention, the goal was achieved thanks to cooperation with other programs such as RARE. One of the most relevant results is the creation of 18 multi-stakeholder landscape governance platforms. However, future interventions should be more careful to disaggregate the direct impact derived from GEF investments.
244. By September 2021 the project was execute USD 3.367 million, that is 95% of the total available budget. In addition to the GEF funding, the project benefitted from co-financing commitments totaling USD 13,015,190, USD 1.26 million more than the planned target.
245. The project has not been able to secure commitments with state or local agencies to mobilize resources in terms of sustainability; also, several of the projects supported by the SGP are affected by COVID-19. The project contributed to the strengthening and transfer of technologies. However, the sustainability perspectives are uncertain as there are not formal institutional commitments or budgets allocated to maintain most of the projects.
246. Although the project gender equality and women's empowerment was not part of the project objectives, it used gender responsive approach and set gender targeted indicators. It is noteworthy that close to 50% of the beneficiaries were women, thus contributing to reducing inequalities as women and young people were empowered

such as having increased income from sustainable agriculture and aquaculture practice, having new skills in relations with energy-efficiency cooking apparatus, ecotourism and waste management, and being part of biodiversity conservation and reforestation programme in their areas. Several of the achievements may be long-term as women and the community are made aware of their rights and the importance of redistributing resources and responsibilities, thus challenging the existing power relations. This have made them participating actively in decision-making processes in strategic meetings/platforms in their village such as the water management in Semau and gender responsive village planning including allocation of village's budget for gender responsive programmes in Juria Village, Gorontalo.

3.3 Recommendations

Rec #	TE Recommendation	Entity Responsible	Time frame
Project Design			
A.1	The project design has been generally evaluated as weak; it was not an adequate navigation tool for SGP´s implementation. Future designs should make a greater effort in terms of characterizing intervention areas, increased understanding of the ecosystems, providing quantitative data to justify targets and interventions using gender equality perspective. Larger meaningful stakeholder consultation and effective participation during project design could bridge information gaps and improve appropriation.	UNDP	Submission of the seventh operational phase of the GEF SGP in Indonesia to the GEF sec (1st quarter 2022)
A.2	Failure and unsuccessful projects are perhaps more important to assess and analyze than successful ones. Key aspects behind failure and success should be analyzed to improve project preparation and selection process.	Ministry of the Environment and Forestry	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)
Category 2: Stakeholder Participation			
B.1	Stakeholder´s involvement plan should not only list potential actors and organizations, but it should also describe them and analyze what concrete measures and activities will be carried out to ensure their involvement and	UNDP Ministry of the Environment and Forestry	Submission of the seventh operational phase of the GEF SGP in Indonesia to the

	participation from the benefits derived from project intervention.		GEF sec (1st quarter 2022)
B.2	Communities and host organizations were not involved in project design. It is recommended to improve their participation, especially in setting goals and targets.	Ministry of the Environment and Forestry UNDP	Submission of the seventh operational phase of the GEF SGP in Indonesia to the GEF sec (1st quarter 2022)
B.3	The Ministry of the Environment and Forestry could have played a greater role in project implementation, especially in terms of dissemination of lessons learned and scaling up technologies and practices implemented by communities.	Ministry of the Environment and Forestry	During formulation of Knowledge Management Strategy and Communication Strategy for the 7th operational phase of the GEF SGP in Indonesia (2023)
B.4	Involve the Ministry of Women Empowerment and Children Protection in the project design and implementation so that the project's outputs and outcomes and the data could be used by the MoWECP and at the same time it would also sensitize. The ministry of Environment to gender-based natural resources management/governance discourses. The same recommendations also apply to other relevant ministries or governmental agencies	Ministry of the Environment and Forestry Ministry of Women Empowerment and Children Protection UNDP	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)
Implementation			
C.1	Report on project indicators should disaggregate between direct and indirect impacts derived from project intervention. There should be a clear indication about what has been achieved through GEF investments and what has been accounted as progress funded by other sources.	UNDP	Inception workshop of the 7th operational phase of the GEF SGP (3rd quarter of 2022)
C.2	Implementation should allocate sufficient time and facilitate dedicated spaces for PMU and host organizations to ensure a common understanding of project strategy, goals and targets. These spaces to share views and	UNDP PMU	Throughout implementation of the 7th operational phase of the GEF SGP in

	lessons learned should continue during implementation.		Indonesia (2022-2026)
Gender			
D.1	Add gender-based qualitative indicators to ensure the long-term changes by increasing stakeholders' knowledge/awareness on inclusive, if not specifically mentioned as gender mainstreamed natural resources management so that it will strengthen the overall gender responsive/sensitive approach of the project. An activity to achieve this target could be in form of gender equality and social inclusion training for the community members, men and women, grantees and government officials	Ministry of the Environment and Forestry Ministry of Women Empowerment and Children Protection UNDP	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)
D.2	Define indicators that qualitatively measure the changes of women and other marginalized groups, leadership in community-based landscape/seascape management. In addition to the gender-based quantitative indicators. For example, setting indicator on women or other marginalized groups' increasing capacities to speak in public (e.g. women's group, community's meeting, speaking to the authorities, depending on the context), in advocating for their rights fulfillment in landscape/seascape management, or increasing positive perception of men and women in regards with women's roles in landscape/seascape management. An example of activities to achieve this result could be exchange learning programme between community groups (women groups, youth groups, etc.) not only between the grantees	Ministry of the Environment and Forestry UNDP	Throughout implementation of the 7th operational phase of the GEF SGP in Indonesia (2022-2026)
D.3	It is recommended that a personnel or an organization is given a specific task to ensure the adoption of, or to link, the project outputs and outcomes in national level government.	UNDP PMU	Long term

3.4 Lessons Learned

247. Relatively small investments can make an important difference in terms of improving quality of life in rural vulnerable communities while leveraging global environmental goods and services.
248. Working through host organizations in each region allowed a more organized and strategic intervention. They played a critical role landing technologies and practices to the local context, as well as ensuring a customized and differentiated approach in each implementation region.
249. Relying on external partners to undertake the project evaluation and the exit strategy was found a sound strategy, since it allows external and specialized support to provide independent insights to manage this sensitive task and adds value to the overall intervention. In the case of the exit strategy, the institution in charged (Tarasmitra) was a SGP former grantee, allowing a first hand and in-depth understanding of SGP sustainability challenges.
250. Productive activities should have a consistent approach towards generating entrepreneurial, organizational and business capacities, not only to sell products but also to sell the knowledge acquired.
251. It has been repeatedly mentioned that it is difficult to find institutions to work collectively in conservation. This suggests an opportunity for future SGP´s to strengthen interinstitutional coordination to build effective coalitions.
252. Considering the capacity and experience of partners and beneficiaries, a grants´ lifespan of 18 months may not be sufficient to ensure proper time for a sound start up process and exit strategy. The projects working in rural areas should be careful to synchronize interventions to respect local cycles and time availability of participants.
253. Host organizations wish they had more authority over projects as a means to improve delivery.
254. Local rural communities own the land; therefore they should have a greater role in terms of SGP project formulation, implementation and governance in each intervention region.
255. Performance and success are directly related to experience and existing capacities of implementing partners. On the other hand, innovation may be more linked to younger and less experienced partners. The selection of projects and partners should combine both.

256. Empathy and sensitivity were pointed as key characteristics needed from service providers, technical and implementing partners and hosts, to ensure a customized approach.
257. Incorporating other government entities, besides the GEF OFP, as part of the national steering committee might increase their involvement in the decision-making process of the project.
258. If gender analysis was conducted in the design phase, it would be useful and relevant to decide the main project targets, that are the ones experiencing exclusion and marginalization.

4 ANNEX

4.1 Annex 1: TE ToR (excluding ToR annexes)

BASIC CONTRACT INFORMATION

Location: Home-based and Jakarta
Application Deadline: 14 July 2021
Type of Contract: Senior Specialist Type of Contract: IC
Assignment Type: TE International Consultant
Languages Required: English
Starting Date: as soon as possible
Duration of Initial Contract: 35 working days
Expected Duration of Assignment: July – September 2021 (35 working days)

BACKGROUND

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP- supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled Sixth Operational Phase of the GEF SGP in Indonesia (PIMS 5499) implemented through the Yayasan Bina Usaha Lingkungan (YBUL). The project started on the 10th of June 2017 and is in its fourth year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' (hyperlink).

The Terms of Reference (ToR) is set for an International Consultant who will work together with a National Consultant in conducting the Terminal Evaluation (TE) (thereafter referred to as the "TE Team") for the project "Sixth Operational Phase of the GEF SGP in Indonesia".

2. Project Description

The project objective is designed to enhance and maintain socio-ecological resilience of one forested and three coastal landscapes through community-based initiatives in Sulawesi, East Nusa Tenggara, and Bali, Indonesia through the generation of global environmental benefits. The project enable community organizations and NGOs to develop and implement adaptive landscape/seascape management strategies that build social, economic and ecological resilience based on local sustainable development benefits.

The project components are the following:

- Component 1: resilient landscapes for sustainable development and global environmental protection; and
- Component 2: Community-based integrated low-emission systems.

The target landscapes and seascapes are a key forest landscape of Nantu Wild Life Reserve, Gorontalo province, as well as coastal seascapes of Sulawesi (Wakatobi archipelagos); Bali (Nusa Penida island); and East Nusa Tenggara (Semau Island). The key stakeholder to pursue the outcomes of these adaptive landscape/seascape management strategies are: a) community organizations, Indigenous Groups, Forest Protection Committees (FPCs), Federations, Cooperatives, Fishermen's Associations, Women groups, Youth groups, and NGOs as grant project implementers; b) SGP National Steering Committee reviews and approves projects submitted; and c) other stakeholders such as local government, private sector, NGOs and other partners.

The project contributes to SDGs:(a) End hunger, achieve food security and improved nutrition and promote sustainable agriculture (2); b) Ensure availability and sustainable management of water and sanitation for all (6), c) Ensure sustainable consumption and production patterns (12); and d) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (15). In addition, the project responds to all three areas of development work per the UNDP Strategic Plan such as eradicating poverty; structural transformations; and building resilience.

The 4-year project (expected operational closure December 10th, 2021) is executed under UNDP's NGO modality by Yayasan Bina Usaha Lingkungan (YBUL). YBUL is responsible for the day-to-day management and implementation of project activities with the support of a full time Country Program Manager (CPM) and under the leadership of the National Steering Committee (NSC). UNDP performs Project Assurance function by providing independent feedback on progress towards project milestones.

As of to date, GEF SGP Indonesia has exceeded its target with a total of 125,612.51 hectares currently under resilient production landscape and seascape management (267% of the target), covering 71,826.97 hectares of coastal area and 53,785.54 hectares of forested area. The project has supported 73 small grants projects, 2 strategic projects for developing seascapes/landscape strategies and for developing exit strategy project through Terasmitra, and 7 knowledge management projects, totaling 82 projects. GEF SGP Indonesia has been supporting: 34 CBOs and 48 NGOs, with total 10,087 beneficiaries, with a women participation of over 51 percent, to mainstream biodiversity conservation and sustainable use in productive landscapes, seascapes and sectors in four target landscapes and seascapes in Semau Island, Nusa Penida Island, Wakatobi and Gorontalo. The communities are involved in various management actions including law enforcement, rehabilitation, reforestation, awareness raising and education, capacity building, biodiversity monitoring, policy development, and income creation. The overall total project cost is $ 3,561,644 (grant amount without fee), with an expected co-financing of $11,749,385.

Regarding covid-19 outbreak, as of 28 June 2021, there were 2,120,000 confirmed cases of Covid-19 in Indonesia, of which 57,138 were fatalities and 1,850,000 persons

recovered. Covid-19 has been spread in 34 provinces and 487 regencies/cities across Indonesia. Some regions implemented large social restrictions to prevent of Covid-19 pandemics.

The global COVID-19 pandemic has increased the vulnerability of small islands, mainly because almost all small islands in Indonesia depend on external food and energy. The most noticeable impact of COVID- 19 is the increasingly limited movement of people and goods to small islands or remote areas.

The GEF SGP Indonesia Phase VI program has components related to the recovery of resilience capacity to meet vital needs such as food, water and energy, which are supported by intact natural ecosystems. In addition, the program has a key component related to developing and strengthening the resilience capacity of local agents in the target landscapes and seascapes, women and men, who have long-term commitment and skills related to resilience (local food security, water availability, environmentally friendly natural resource management, etc.) and carry out activities even though the GEF SGP Indonesia program has been completed.

3. TE Purpose

The TE will assess the achievement of project results against what was expected to be achieved, and draw lessons learnt that can both improve the project's sustainability, and provide input to the enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The evaluation should include and analyze best practices, specific lessons learned, and recommendations on the strategies to be used and how to implement them. Results of this Terminal Evaluation will be used by key stakeholders (such as GEF, UNDP, grantee partners, government, local governments, etc.) to be replicated by other projects or by other countries, improving their implementation in future programs.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, GEF SGP project team, UNDP GEF Technical Adviser (Upgraded Country Programmes Global Coordinator (UCP GC) and key stakeholders and grantees.

Evaluation Terminal will conduct an evaluation for program implementation from February 2019 to July 2021.

The evaluation will mainly focus on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEF SGP Indonesia project efforts and will be applied to all two components of the project. The following are guiding questions within the framework of the evaluation criterions (to be reviewed/elaborated in the evaluation inception report).

Relevance

- Is the project relevant to the GEF Focal Area objectives?

- Is the project relevant the GEF biodiversity focal area and other relevant focal areas?
- Is the project relevant to Indonesia's environment and sustainable development objectives?
- Is the project addressing the needs of target beneficiaries at the local and regional levels?
- Is the project internally coherent in its design?
- How is the project relevant with respect to other donor-supported activities?
- Does the project provide relevant lessons and experiences for other similar projects in the future?
- Is GEF SGP project's theory of change clearly articulated?
- How did GEF SGP Project contribute towards and advance gender equality aspirations of the Government of Indonesia?
- How well does GEF SGP project react to changing work environment and how well has the design able to adjust to changing external circumstances?

Effectiveness & Results

- Has the project been effective in achieving the expected outcomes and objectives?
- How is risk and risk mitigation being managed?
- What lessons can be drawn regarding effectiveness for other similar projects in the future?

Efficiency

- Was adaptive management used or needed to ensure efficient resource use?
- Did the project logical framework and work plans and any changes made to them use asmanagement tools during implementation?
- Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
- Were progress reports produced accurately, timely and responded to reporting requirementsincluding adaptive management changes?
- Was project implementation as cost effective as originally proposed (planned vs. actual)
- Did the leveraging of funds (co-financing) happen as planned?
- Were financial resources utilized efficiently? Could financial resources have been used moreefficiently?
- How was results-based management used during project implementation?
- To what extent partnerships/linkages between institutions/ organizations were encouragedand supported?
- Which partnerships/linkages were facilitated?
- What was the level of efficiency of cooperation and collaboration arrangements?
- Which methods were successful or not and why?
- Did the project efficiently utilize local capacity in implementation?
- What lessons can be drawn regarding efficiency for other similar projects in the future?

Coordination

- To what extent the project adopted a coordinated and participatory approach inmainstreaming gender into policies and programs?

- To what extent the project was effective in coordinating its activities with relevant development partners, donors, CSO, NGOs and academic institution?

Sustainability

- Were sustainability issues integrated into the design and implementation of the project?
- Did the project adequately address financial and economic sustainability issues?
- Are the recurrent costs after project completion sustainable?
- What are the main institutions/organizations in country that will take the project effortsforward after project end and what is the budget they have assigned to this?
- Were the results of efforts made during the project implementation period well assimilatedby organizations and their internal systems and procedures?
- Is there evidence that project partners will continue their activities beyond project support?
- What degree is there of local ownership of initiatives and results?
- Were laws, policies and frameworks addressed through the project, in order to addresssustainability of key initiatives and reforms?
- What is the level of political commitment to build on the results of the project?
- Are there policies or practices in place that create perverse incentives that would negativelyaffect long-term benefits?
- Are there adequate incentives to ensure sustained benefits achieved through the project?
- Are there risks to the environmental benefits that were created or that are expected to occur?
- Are there long-term environmental threats that have not been addressed by the project?
- Have any new environmental threats emerged in the project's lifetime?
- Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?
- Is there potential to scale up or replicate project activities?
- Did the project's Exit Strategy actively promote replication?
- Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- What are the key challenges and obstacles to the sustainability of results of the projectinitiatives that must be directly and quickly addressed?

Gender equality and women's empowerment

- What factors contribute or influence GEF SGP Indonesia project's ability to positively contributeto policy change from a gender perspective and women's economic empowerment.

The TE report will comprise a clear explanation of the methodology used, adequately address cross cutting areas including gender and human rights and include logical and

well-articulated conclusions based on the findings which are linked to and supported by evidence. The TE will adhere to evaluation standards of integrity, accountability, transparency, and objectivity.

The TE will occur during the last months of project activities, allowing the TE team to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation team reach conclusions on key aspects such as project sustainability.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to ; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, National Steering Committee of GEF SGP Indonesia, local government and grantee-partners, etc. Additionally, the TE team is expected to conduct field missions, including the following project sites Semau, Nusa Penida, Gorontalo, and Wakatobi. If the COVID19 pandemic travel restrictions are still ongoing, then the TE mission for the international consultant may not be possible due to the Covid- 19 situation in Indonesia. For this, virtual tools will be used to conduct the interviews.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

If the COVID19 pandemic travel restrictions are still ongoing, then the Terminal Evaluation might be conducted using questionnaires, and virtual interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and the key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report. The national expert consultant will have to play an important role in the conduct of the evaluation and will therefore, perform additional responsibilities. The main responsibilities of the national expert which will be further elaborated in the inception report is attached as Annex I.

The TE team has the flexibility to determine the best methods and tools to collect and analyze data. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP stakeholders and the TE team.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since March 2020 and travel in the country is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

5. Detailed Scope of the TE

The TE will assess project's achievements in accordance to the set of agreed project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (https://tinyurl.com/68h94cp6).

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C. The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs duringimplementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E(*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall projectoversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress foreach objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*),environmental (*), overall likelihood of sustainability (*)

- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should becomprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/orsolutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make.The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.
- The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

6. Expected Outputs and Deliverables

The TE consultant/team shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than *2 weeks* before the TE mission. TE team submits the

Inception Report to the Commissioning Unit and project management. Approximate due date: *(13 August 2021)*

- Presentation: TE team presents initial findings to project management and the CommissioningUnit at the end of the TE mission. Approximate due date: *(27 August 2021)*
- Draft TE Report: TE team submits full draft report with annexes within 3 weeks of the end of the TE mission. Approximate due date: (06 September 2021)
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing howall received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: (10 September 2021)

The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.1

7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit.The Commissioning Unit for this project's TE is UNDP Country Office in Indonesia. The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

Due to the COVID-19, the Commissioning Unit and Project Team will support the implementation of remote/virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Commissioning Unit to the TE team.

8. Duration of the Work

The total duration of the TE will be approximately 35 working days over a time period of 7 weeks starting 29 July 2021 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- *14 July 2021:* Application closes
- *28 July 2021* Selection of TE Team
- *29 July 2021:* Prep the TE team (handover of project documents)
- *02 August 2021:* 02 days: Document review and preparing TE Inception Report
- *13 August 2021:* 01 days: Finalization and Validation of TE Inception Report- latest start ofTE mission
- *13 August – 26 August 2021:* 14 days: TE mission: (online) stakeholder meetings, (online)interviews, field visits (if possible)
- *27 August 2021:* Assessment wrap-up meeting & presentation of

initial findings- earliestend of TE mission

- *01 September 2021*: 05 days: Preparation of draft TE report
- *06 September 2021:* Circulation of draft TE report for comments
- *08 September 2021:* 03 days: Incorporation of comments on draft TE report into Audit Trail& finalization of TE report
- *09 September 2021:* Preparation & Issue of Management Response
- *10 September 2021:* (optional) Concluding Stakeholder Workshop
- 16 September 2021: Expected date of full TE completion The expected date start date of contract is 29 July 2021.

9. Duty Station

Home-based with potential travel to Indonesia, should Covid-19-related restrictions allow.

Travel:

- International travel may be required to Indonesia during the TE mission, should restrictionsrelated to Covid-19 allow;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculationswhen travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under:https://dss.un.org/dssweb/
- All related travel expenses will be covered and will be reimbursed as per UNDP rules andregulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

10. TE Team Composition and Required Qualifications

A team of two independent evaluators will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, usually from the country of the project. The team leader will be responsible for the overall design and writing of the TE report. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the Project Team in developing the TE workplan.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

If the COVID19 pandemic travel restrictions are still ongoing, then the International Consultant will work with the National Consultant. The International Consultant will operate remotely using tools to conduct virtual interviews and consultations. Please

refer to Annex I for the main responsibilities / contributions of the national expert in the evaluation.

The selection of evaluators will be aimed at maximizing the overall “team” qualities in the following areas:

Education

- Master’s degree in environment, sustainable development, and community-baseddevelopment or other closely related field;

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baselinescenarios;
- Competence in adaptive management, as applied to *biodiversity, climate change, andland degradation;*
- Experience in evaluating projects;
- Experience working in developing countries in Asia*;*
- Experience in relevant technical areas for at least *10 years;*
- Demonstrated understanding of issues related to gender and *biodiversity, climate change, and land degradation;* experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered anasset
- Experience with implementing evaluations remotely will be considered an asset.
- Experience with the GEF Small Grants Programme will be considered an asset.

Language

- Fluency in written and spoken English.

11. Evaluator Ethics

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

12. Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

  Criteria for issuing the final payment of 40%

  - The final TE report includes all requirements outlined in the TE TOR and is inaccordance with the TE guidance.
  - The final TE report is clearly written, logically organized, and is specific for this project(i.e. text has not been cut & pasted from other MTR reports).
  - The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

APPLICATION PROCESS

13. Scope of Price Proposal and Schedule of Payments
Financial Proposal:

- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);
- If possible for travelling, for duty travels, the UN's Daily Subsistence Allowance (DSA) rates are (Jakarta, Bali, East Nusa Tenggara, Gorontalo, and Wakatobi), which should provide indication of the cost of living in a duty station/destination *(Note: Individuals on this contractare not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether thefees are expressed as daily fees or lump sum amount.)*
- The lump sum is fixed regardless of changes in the cost components.

14. Recommended Presentation of Proposal

a) **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
b) **CV** and a **Personal History Form** (P11 form);
c) **Brief description of approach to work/technical proposal** of why

the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP underReimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensurethat all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted by email at the following address ONLY: (bids.id@undp.org) by 23:59 PM GMT +7 on 14 July 2021. Incomplete applications will be excluded from further consideration.

15. Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

16. Annexes to Terminal Evaluation Terms of Reference

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template
- ToR Annex I: Main Responsibilities/Contributions to the Evaluation of the NationalConsultant

4.2 Annex 2: Logical Framework

	Indicator	Baseline	Targets End of Project	Source of verification
Project Objective[2] To enhance and maintain socio-ecological resilience of one forested and three coastal landscapes through community-based initiatives in Sulawesi, East Nusa Tenggara, and Bali, Indonesia	A. Increased area of sustainably managed production integrating biodiversity conservation in one forested and three coastal landscapes	5,000 ha sustainably managed in the one forested and three coastal landscapes	At least 47,000 ha with sustainable activities under implementation in the forested and coastallandscapes	Use of community-generated maps, along with aerial photos or other remote imaging as needed, to create maps of land use and forest cover to monitor progress. Project reports
	B. Increased number of producers participating in community based adaptive landscape planning and management in one forested and three coastal landscapes	500 producers participating in community-based landscape planning and management processes	At least 2,500 producers participating in community based landscape planning and management	
	C. Increased number of communities, within the one forested and three coastal landscapes, participating in capacity development activities, to improve the social and financial sustainability of their organizations.	500 livestock producers trained in silvopastoral systems	At least 1,000 producers trained in agro-ecological practices andsystems	Project Reports APR/PIR Reports MTE/FT Evaluations NC reports on theadvance of projects M&E system of the project keeps track of progresstowards targets.

	D. Increased number of knowledge sharing eventsand products	25 CSO representatives participating in trainings to improvethe financial and administrative sustainability their community organizations	Up to 500 livestock producers trained in silvopastoralsystems At least 300 CSO representatives participating in trainings to improve the financial and administrative sustainability of their community Organizations At least 12 workshops for knowledge sharing, exchange of experiences best practices, and fora in which project participants have participated	

Component 1: Resilient landscapes for sustainable development and global environmental protection **Outcome 1.1** 1.1. Community-based institutional governance structures and networks in place in three coastal and marine landscapes and one forested landscape (Gorontalo, Wakatobi Islands, Semau Island and Nusa Penida Island) for effective participatory decision making to achieve resiliency	1.1.1 Increased number of multistakeholder governance platforms established and strengthened to support participatory landscape planning and adaptive management in one forested and three coastal landscapes 1.1.2 Participatory landscape strategies and adaptive management plans for the one forested and three coastal landscapes 1.1.3 Number and typology of community level and strategic projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes 1.1.4 Number of case studies on participatory adaptive landscape management	No multi-stakeholder governance platforms established in thefour landscapes 0 strategies to enhance social and ecological resilienceof the one forested and three coastal landscapes Four community- based projects identified and aligned with landscape strategies, identifiedand agreed by multi-stakeholder groups during the project lifetime and implemented by CBOs and NGOs in partnership with others in the four areas Traditional systemsexist but weakeneddue to multiple factors	At least four multi-stakeholder landscape governance platforms inplace and functioning Four landscape management strategies and plans delineating landscape level outcomes and other elements At least 16 community- based projectsidentified and aligned with landscape strategies Four revitalized knowledge management systems Four case studieson participatory adaptive landscape management (one per landscape)	Landscape management plans and agreements Key CSO stakeholders identified andinvolved Number of cooperation agreements with organizations andinstitutions GPS mapping andcharacterization of socio- economic and geographic features of landscapes Participatory appraisal that identifies strengths, weaknesses andlessons learned Documentation ofthe multi-stakeholder group conformation process Legal document or decree formalizing theseplatforms Minutes ofmeetings

Outcome 1.2 Ecosystem services within targeted landscapes are enhanced through multi-functional land-use systems	1.2.1 Increased area under protection for biodiversity conservation and sustainable use 1.2.2 Increased area under reforestation or farmer managed natural regeneration	Four community-based project for biodiversity conservation and sustainability used in the three coastal and marine landscapes and oneforested landscape 0 hectares under reforestation or farmer managed natural regeneration 0 ha planted with trees/bushes in reforestation campaigns in one forested and three coastal landscapes	Approximately 10,000 hectaresmanaged as marine and/or terrestrial community conservationareas At least 10,000 hectares under reforestation or farmer managednatural regeneration At least 5,000 haplanted with trees/bushes in reforestation campaigns in theforested and three coastal landscapes	Project implementationreports APR/PIR Mid Term Review

	1.2.3 Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	At least 55 hectaresof agricultural land under agro- ecological practicesand systems that increase sustainability and productivity and/or conserve crop genetic resources At least 20,000 trees planted in agroforestry systems	At least 14,000 hectares of agricultural landunder agro- ecological practices and systems that increase sustainability and productivityand/or conservecrop genetic resources At least 100,000trees planted inagroforestry systems At least 8,000hectares of silvopastoral systems established	

Outcome 1.3 The sustainability of production systems in the target landscapes is strengthened through integrated agro-ecological practices.	1.3.1 Number of multi-stakeholder groups active in the one forested and three coastal landscapes with strategies/plans for sustainable production of non -amber forestproduct, craft and fisheries production through Terasmitra. 1.3.2 Number of community-based organizations established or strengthened in the one forested and three coastal land landscapes grouping individual community producer organizations in sustainable production of non-timber forest product, craft and fisheries production through Terasmitra.	No multi- stakeholder groups with a focus on landscape resilience engaged in analysisand planning of strategic approaches to upscaling successfulexperiences with ecotourism or commercial production of key agricultural products No strategy currently exists in any of the landscapes to enable and facilitateupscaling by community organizations of these economic activities based on the detailed analysisof successful SGP supported community experiences and identification of upscaling requirements and opportunities	At least four landscapes levelmulti- stakeholder groups involvedin analysis of experience, lessons learned and development of strategies for sustainable production of non-timber forest product, craft and fisheries production through Terasmitra At least 16 community-based organizations established or strengthened.	Project implementationreports
Outcome 1.4 Livelihoods of communities in the target landscapes are improved by developing eco-friendly small-scale community enterprises and improving market access	1.4.1 Alternative livelihoods and innovative products developed through support of activities that promote market access as well as microfinance opportunities and other services.	15 projects funded in previous operational phases. One case study publications prepared and disseminated in previous Operational	At least 20 additional income generating activities being implemented that represent sustainable livelihoodoptions At least three case	Project reports Workshop reportsNC reports APR/PIR MTE/TE evaluations

	1.4.2 Increased number of case study publications documenting lessons learned from SGP-supported projects 1.4.3 Traditional knowledge of native crop/livestock genetic resources documented and disseminated 1.4.4 Farmers Rights under the International Treaty on Plant Genetic Resources for Food and Agriculture discussed and materials disseminated	Phases Communication strategy outdated Traditional knowledge of genetic resources relatively poorly documented and difficult to access for non-academics Farmers Rights poorly understood	study publications documenting lessons learnedfrom SGP-supported projects Communicationstrategy under implementation At least two publications andother forms of communication regarding traditional knowledge of native crop/livestock genetic resources At least two knowledge fairsor workshops regarding genetic resources and farmers' rights At least one regional/national workshop on Farmers' Rights under the International Treaty on Plant Genetic	

Component 2. Community-based integrated low-emission systems Outcome 2.1: Multi-stakeholder partnerships in place for managing the development and implementation of community-based integrated low-emission systems.	2.1.1 Increased number of multi-stakeholder partnerships for managing the development and implementation of community-based integrated low-emission systems 2.1.2 Targeted community grant projects (including strategic projects) to build the capacities of selected community organizations to plan strategically, operate efficiently, and monitor the use of renewable energy	No partnerships currently established No community members with the capacity to plan strategically, operate efficiently or monitor the use of renewable energy	Resources forFood and Agriculture Four partnerships established and functioning 30 community representatives have the capacity to plan strategically, operate efficiently and monitor the useof renewable energy	Project reports Workshop reportsNC reports APR/PIR MTE/TE evaluations

Outcome 2.2: Increased adoption (or development, demonstration and financing) of renewable and energy efficient technologies and mitigation options at community level	2.2.1. Increased use of renewable energy technologies at a community scale implemented in the target landscape: i) increased numbers of fuel-efficient stoves in use; (ii) increased number of solar panels escape including: 2.2.2 Knowledge from innovative project experience is shared for replication and upscaling of community-based integrated low-emission systems across the landscape, across the country, and to the global SGP network	Limited number of solar panel and other renewable energy applicationsto support HH needs and farming activities: Negligible knowledge compiled or disseminated	At least 500 fuelefficient stoves in use At least 200 solarpanels installed and in use At least five experiences evaluated, codified, and disseminated in appropriate media A model of innovative energy management for efficiency at selected villagesestablished	Project reports Workshop reportsNC reports APR/PIR MTE/TE evaluations Publications Web posting

4.3 Annex 3: Evaluation Design Matrix - Questions, Data Sources and Collection

Evaluative Questions	Indicators	Sources	Methodology
Relevance			
Does the project's objective align with the priorities of the local government and local communities?	Level of coherence between project objective and stated priorities of local stakeholders	- Local stakeholders - Document review of local development strategies, environmental policies, etc.	- Local level field visit interviews - Desk review
Does the project's objective fit within the national environment and development priorities?	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc.	- Desk review - National level interviews
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	- Project staff - Local and national stakeholders - Project documents	- Field visit interviews - Desk review
Does the project objective fit GEF strategic priorities?	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	- GEF strategic priority documents for period when project was approved - Current GEF strategic priority documents	- Desk review
Was the project linked with and in-line with UNDP priorities and strategies for the country?	Level of coherence between project objective and design with UNDAF, CPD	- UNDP strategic priority documents	- Desk review
How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?	- Links to international commitments and national policy documents, relationships established, level of coherence between project design and implementation approach.	- Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission	- Desk study - Interview with project staff - Observation - Focus groups

Evaluative Questions	Indicators	Sources	Methodology
What are the decision-making processes -project governance oversight and accountabilities?	- Roles and Responsibilities of stakeholders in project implementation. - Partnership arrangements.	- Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission	- Desk study - Interview with project staff - Observation - Focus groups
What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?	Project alignment with the SDGs	- Project documents	- Desk study
What extent does the Government support (or not support) the Project, understand its responsibility and fulfill its obligations?	Meetings of the Project Board, Technical Team, Consultation Groups	- Minutes - Project documents	- Desk study
Effectiveness			
Are the project objectives likely to be met? To what extent are they likely to be met?	Level of progress toward project indicator targets relative to expected level at current point of implementation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
What has been (to date) this projects progress towards the expected results and log frame indicators? **How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?**	- Progress toward impact achievements - Results of Outputs	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
What has been the progress to date and how has it led to, or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...). **How cross cutting areas been included in the project are results framework and monitored on an annual basis?**	- Stakeholder involvement effectiveness - Gender gap - Plans and policies incorporating initiatives - Record of comments and response of stakeholders - Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?	- Number of barriers in the project	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What aspects of this project s implementation approach (pilots) (enabling activities**) has been particularly successful or negative (as told by consults) and how might the project stakeholders further expand or correct these benefits.**	- Number of project achievements - Progress toward impact achievements.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do the results framework indicators have a SMART focus?	Results framework indicators	M&E reports	- Desk review

Evaluative Questions	Indicators	Sources	Methodology
Are the mid-term and end-of-project goals achievable?	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
Efficiency			
Is the project cost-effective?	- Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) - Financial delivery rate vs. expected rate - Management costs as a percentage of total costs	- Project documents - Project staff	- Desk review
Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	- Project documents - Project staff	- Interviews with project staff - Desk review
Is the project implementation approach efficient for delivering the planned project results?	- Adequacy of implementation structure and mechanisms for coordination and communication - Planned and actual level of human resources available - Extent and quality of engagement with relevant partners / partnerships - Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)	- Project documents - National and local stakeholders - Project staff	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
Is the project implementation delayed? If so, has that affected cost-effectiveness?	- Project milestones in time - Planned results affected by delays	- Project documents - Project staff	- Desk review - Interviews with project staff

Evaluative Questions	Indicators	Sources	Methodology
	- Required project adaptive management measures related to delays		
What is the contribution of cash and in-kind co-financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	- Project documents - Project staff	- Desk review - Interviews with project staff
To what extent is the project leveraging additional resources?	Amount of resources leveraged relative to project budget	- Project documents - Project staff	- Desk review - Interviews with project staff
What is project related progress in the following 'implementation' categories?	- Number of project achievements	- Project documents - Project staff	- Desk review - Interviews with project staff
Management Arrangements and Implementation Approach **(including any evidence of Adaptive management and project coordination and km with pilots)**	- Project management and coordination effectiveness - Number of project achievements in pilots	- Project documents - Project staff	- Desk review - Interviews with project staff
How has the finances been managed, delivered and spent per outputs per year. What percentage is delivered to date? Is it low?	- Percentage of expenditures in proportion with the results - Financial Systems and effectiveness transparency	- Project documents - Project staff	- Desk review
Results			
Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	- Level of project implementation progress relative to expected level at current stage of implementation - Existence of logical linkages between project outputs and outcomes/impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	Existence of logical linkages between project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	- Environmental indicators - Level of progress through the project's Theory of Change	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Sustainability			
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	- Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
To what extent are the project results dependent on socio-political factors?	Existence of socio-political risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
To what extent are the project results dependent on issues relating to institutional frameworks and governance?	Existence of institutional and governance risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Existence of environmental risks to project benefits	- Project documents	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
What are the financial risks to sustainability?	Financial risks;	- Project documents	- Desk review
What are the Socio-economic risks to sustainability?	Socio-economic risks and environmental threats.	- Project documents	- Desk review
Institutional framework and governance risks to sustainability?	- Institutional and individual capacities	- Project documents	- Desk review
Gender equality and women's empowerment			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were stakeholder engagement exercises gender responsive?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Cross-cutting and UNDP Mainstreaming Issues			
How were effects on local populations considered in project design and implementation?	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.	Links between the project and the priorities of the UNDP Country Program.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk	Risk mitigation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

4.4 Annex 4: List of Documents reviewed

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing table data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)

23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
28	M&E Plan and System
	National Biodiversity Strategy and Action Plan 2015-2020
29	Indonesia National Medium-Term Development Plan 2015-2019 (RPJMN)
30	Law No. 11 year 2013 on the Ratification of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization to the Convention on Biological Diversity
31	Project's data studio
32	Strategic planning of Ministry of Energy and Mineral Resources (2015-2019)

4.5 Annex 5: Questionnaire used

Relevance

1. Does the project's objective align with the priorities of the local government and local communities?
2. Does the project's objective fit within the national environment and development priorities?
3. Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?
4. How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?
5. What are the decision-making processes -project governance oversight and accountabilities?

Effectiveness

6. Are the project objectives likely to be met? To what extent are they likely to be met?
7. What are the key factors contributing to project success or underachievement?
8. What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?
9. Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?
10. How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?
11. Have cross cutting areas been included in the project are results framework and monitored on an annual basis?
12. What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?

Efficiency

13. Are expenditures in line with international standards and norms?
14. Is the project implementation approach efficient for delivering the planned project results?
15. Is the project implementation delayed? If so, has that affected cost-effectiveness?
16. What is the contribution of cash and in-kind co-financing to project implementation?
17. To what extent is the project leveraging additional resources?

18. What is project related progress in the following ‘implementation’ categories?

Results

19. Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?
20. Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?
21. Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?

Sustainability

22. To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
23. Do relevant stakeholders have or are likely to achieve an adequate level of “ownership” of results, to have the interest in ensuring that project benefits are maintained?
24. Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
25. To what extent are the project results dependent on socio-political factors or on issues relating to institutional frameworks and governance or environmental?

Gender equality and women’s empowerment

26. How did the project contribute to gender equality and women’s empowerment?
27. In what ways did the project’s gender results advance or contribute to the project’s biodiversity outcomes?

Cross-cutting and UNDP Mainstreaming Issues

28. How were effects on local populations considered in project design and implementation?

4.6 Annex 6: List of persons interviews

Name	Position / Organization
Ms. Yanidar Witjaksono	Executive Director/Yayasan Bina Usaha Lingkungan
Ms. Catharina Dwihastarini	National Coordinator/SGP Indonesia
Mr. Hery Budiarto	Finance Officer/SGP Indonesia
Ms. Meinar Sapto	Programme assistant/SGP Indonesia
Ms. Ery Damayanti	Senior Programme-Researcher/Perkumpulan Kaoem Telapak
Mr. Zainuri Hasyim	Senior Programme-Researcher/Perkumpulan Kaoem Telapak
Ms. Shirley Suhenda	Executive Director Principia Learning Lab
Mr. Tejo Wahyu Jatmiko	Consultant/Perkumpulan Indonesia Berseru (PIB)
Ms. Ida Pardosi	Consultant/Perkumpulan Indonesia Berseru (PIB)
Ms. Adinindyah	Founder Perhimpunan Lawe
Mr. Dicky Lopulalan	Consultant/Perkumpulan Bali Lite Institute (LITE)
Mr. Terence Hay-Edie	Programme Advisor for Biodiversity/ICCA GSI
Ms. Susi Simarangkir	Consultant RE Specialist
Ms. Agustina Wijayanti	Secretary Tourism and Creative Economy Agency of Kupang Regency
Mr. Pantoro Tri Kuswardono	Executive Director/Yayasan Pikul
Ms. Adriana Nomleni	Project Officer/Yayasan Pikul
Ms. Conny Tiluata	Tafena Tabua
Mr. I Komang Widiasa Putra	Head of Sub-regency government of Nusa Penida (Kecamatan)
Mr. Eko Martono	Wisanggeni
Ms. Agung Widhi	Executive Director/Kalimajari
Mr. Jaya Nugraha	Project Officer/Kalimajari
Ms. Ni Wayan Wida Ariyoka	Dwe Natural
Ms. Catur Yudha Hariani	Executive Director/PPLH Bali
Mr. Suwarbawe	Seaweed Farmer in Lembongan
Mr. Ade	Kembali Berdaya
Mr. I Made Suka	Sukadante integrated organic farm
Mr. Ketut Preana	Customary Leader of Nyuh Kukuh
Mr. Wayan Karta	Head of Taksu Tridatu
Mr. Komang Suriawan	Taksu Tridatu
Mr. Made Arnawa	Taksu Tridatu
Ms. Denik Puriawati	Executive Director/Yayasan Wisnu
Mr. Gde Sugiarta	Programme Manager/Yayasan Wisnu
Mr. Ketut Dipta	Kembali Berdaya
Mr. Kadek Suandra	Silvopastoral farmer in Kutampi
Mr. I Made Rai Astrawan	I Ni Timpal Kopi
Ms. Ni Luh Sari	Member of weavers group Alam Mesari in Tanglad
Mr. Ngurah Alid	Customary Leader in Tanglad
Mr. Gde Erlangga Gautama	Executive Director/Village Ecotourism Network
Mr. I Wayan Sumadiana	Youth of Village Ecotourism Network in Tanglad
Mr. I Nyoman Wirah Suarta	Youth of Village Ecotourism Network in Tanglad
Mr. Agus Wardhana	Lead of Lokamuda youth group
Mr. Made Arnawa Riyasa	Finance of Lokamuda

Mr. Nova Semadi	Lokamuda youth group
Children and youth	Volunteers of Rumah Belajar
Ms. Pitri Wahyuni	Member of DWE women's group
Ms. Dian	Member of DWE women's group
Mr. Budiyanto Sidiki	Head of Gorontalo Regency's Planning and Development Body
Mr. Nurain Lapolo	Director/Perkumpulan JAPESDA Gorontalo
Mr. Mat Basoan	Perkumpulan JAPESDA Gorontalo
Ms. Kumawaty Matara	Executive Director/WIRE G
Ms. Yayu Arifin	Researcher/Research and Community Service Institute (LPPM) of Gorontalo State University
Mr. Saoruddin	Wakatobi Regency Government
Mr. La Beloro	Programme Manager/Forum Kahedupa Toudani
Mr. Hasanuddin	Finance/Forum Kahedupa Toudani
Mr. Nyong Tomia	Poassa Nuhada
Mr. Hasmin	Pangilia Djalima
Mr. La Tao	Mantigola Fisherfolks Cooperative (KUNM)
Mr. Agus Prabowo	Head of Environment Unit/UNDP Indonesia
Mr. Anton Sri Probiyanto	Country Office Focal Point/UNDP Indonesia
Mr. Hugo Remaury	UNDP NCE Regional Technical Advisor
Ms. Laksmi Dhewanti	GEF Operational Focal Point/the Ministry of Environment and Forestry
Mr. Heru D. Wardhana	National Steering Committee GEF SGP Indonesia/PT Martina Bertho Tbk
Ms. Julia Kalmirah	National Steering Committee GEF SGP Indonesia/WRI Indonesia

4.7 Annex 7: TE Mission itinerary

Date	Time	Activities
25 December 2021	12.00	Arrival from Jakarta
	14.00-16.00	UNDP meeting with finance persons of the partners organisations
	14.00 - 15.00	TE Interview with Wisanggeni
	15.00 - 16.00	TE Interview DWE
	16.00 - 17.00	TE Interview with Kalimajari
	17.00 – 18.00	TE Interview with PPLH Bali
	18.00	Dinner
26 December 2021	08.30-09.00	Trip from Sanur to Nusa Lembongan by boat Thamarin Express
	09.00-11.00	Interview and visit to seaweed farmers in Lembongan,

	11.00-12.00	Travel to Nusa Ceningan and interview with Kembali Berdaya whilst visiting the dryland agriculture and home garden in Nusa Ceningan
	12.00-12.20	Travel to Nusa Penida by boat
	12.20 - 13.30	Lunch
	13.30-14.00	check in in the hotel
	14.00-15.00	Travel to Sukadanta Community
	15.00-16.00	Visiting and interview some members of Sukadanta Community
	16.00-17.00	Travel to Rumah Belajar Bukit Keker
	17.00-17.30	Interview with Bendese (Customary leader) of Nyuh Kukuh in Rumah Belajar Bukit Keker
	17.30-19.00	Interview with Taksu Tridatu on Rumah Belajar and visiting all facilities in Rumah Belajar (solar panel, home garden, waste bank area, biogas)
	19.00	Back to Hotel
27 December 2021	09.00-10.00	Trip to Kutampi
	10.00-11.00	Visiting silvopastoral project in Pulagan.
	11.00-13.00	Visiting biogas, home garden and dryland agriculture projects.
	13.00-14.30	Trip to Tanglad, Lunch
	14.30-16.00	Focus group discussions with customary leader of Tanglad, weavers groups Alam Mesari and Ecotourism group Tanglad
	16.00-17.00	Interviewing JED on ecotourism as a multistakeholder projects in Nusa Penida
	17.00-18.30	Trip to Suana and visiting Lokamuda Community
	18.30-19.00	Back to the hotel
	19.30-20.00	Dinner
	20.00-22.00	Interview with Yayasan Wisnu
28 December 2021	08.00-09.00	Interview with Camat (head of sub-regency) of Nusa Penida
	09.00-10.00	Travel to Rumah Belajar Bukit Keker/Taksu Tridatu in Banjar Nyuh Kukuh
	10.00 - 11.00	Visiting home garden project around Banjar Nyuh Kukuh
	11.00 - 11.30	Interview with women groups DWE

	11.30-12.00	Interview with youth volunteers of Rumah Belajar
	12.00-13.30	Nusa Penida to Sanur by boat
	18.00	TE team, UNDP back to Jakarta

4.8 Annex 8: Summary of Field Visit

The field visit to Nusa Penida was carried out to validate the activities that have been implemented by the host and grantee-partners on the field, hence expenditures, and to validate the outputs and outcomes that have been reported. This validation was also a reference to other locations that cannot be visited.

The mission covered all islands where the project was carried out that is part of Nusa Penida sub-Regency namely Nusa Lembongan, Nusa Ceningan and Nusa Penida, Klungkung Regency as well as Yayasan Wisnu office in Badung Regency, Bali where the interviews with several grantees/partners took place on the first day of the mission.

During 4 days field visit, the National Consultant had meetings with 68 persons from 19 groups/communities/organisations were interviewed (30 females--4 of them are young girls below 24 years old; 38 males—11 of them are young men below 24 years of age). However, the key persons of the meetings were 40 individuals consisted of 11 females and 29 males as listed in the list of interviewees (Annex 6).

In order to get the complete picture as part of verification and validation of the reported activities and outputs, besides interviews, field observations were also conducted to see equipment's, models, piloting apparatus that were produced with the intervention of GEF SGP Phase VI project, such as biogas installation, silvopastoral garden, waste management system, and seaweed farm.

Figure 3 One of the interviewees from Taksu Tridatu explained the waste management system carried out

4.9 Annex 9: Rating Scales

Rating scale used:

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings 1 = Highly Unsatisfactory (HU): severe shortcomings Unable to Assess (U/A): available information does not allow an assessment	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately Unlikely (MU): significant risks to sustainability 1 = Unlikely (U): severe risks to sustainability Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

4.10 Annex 10: Evaluation consultant code of conduct agreement form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect

people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form
Agreement to abide by the Code of Conduct for Evaluation in the UN System
Name of Consultant: José Fernando Galindo Zapata
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.
Signed at Quito Ecuador on 15/01/2022

Signed at Jakarta Indonesia on 19/01/2022

4.11 Annex 11: TE Report Clearance Form

Terminal Evaluation Report for "Sixth Operational Phase of the GEF SGP in Indonesia" (UNDP PIMS ID: 5499)

Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature:_____Date:_____

Regional Technical Advisor (Nature, Climate and Energy)

Name:_____

Signature:_____Date:_____

4.12 Annex 12: Core Indicators

UNDP PIMS 5499 Indonesia (GEFID 9086)

GEF 7 Core Indicator Worksheet

Core Indicator 1	**Terrestrial protected areas created or under improved management for conservation and sustainable use**						***(Hectares)***
			Hectares (1.1+1.2)				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 1.1	Terrestrial protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category	Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
		(select)					
		(select)					
		Sum					
Indicator 1.2	Terrestrial protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score			
				Baseline		Achieved	
					Endorsement	MTR	TE
		(select)					
		(select)					
		Sum					
Core Indicator 2	**Marine protected areas created or under improved management for conservation and sustainable use**						***(Hectares)***
			Hectares (2.1+2.2)				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	*TE*	
Indicator 2.1	Marine protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category	Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
		(select)					
		(select)					
		Sum					
Indicator 2.2	Marine protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score			
				Baseline		Achieved	
				PIF stage	Endorsement	MTR	TE
		(select)					
		(select)					
		Sum					
Core Indicator 3	**Area of land restored**						***(Hectares)***
			Hectares (3.1+3.2+3.3+3.4)				
			Expected		Achieved		

		PIF stage	Endorsement	MTR	TE
			15,000	*7,923.36*	*15,883.93*
Indicator 3.1	Area of degraded agricultural land restored				
		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
			10,000	*7,283.30*	*10,797.63*
Indicator 3.2	Area of forest and forest land restored				
		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
Indicator 3.3	Area of natural grass and shrublands restored				
		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
			5,000	*640.06*	*5,086.30*
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored				
		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
Core Indicator 4	**Area of landscapes under improved practices (hectares; excluding protected areas)**				***(Hectares)***
		Hectares (4.1+4.2+4.3+4.4)			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
			32,000	*80,620.63*	*109,733.59*
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity				
		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
			32,000	*80,620.63*	*109,733.59*
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations				
Third party certification(s):		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under sustainable land management in production systems				
		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE

Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
Include documentation that justifies HCVF			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 5	**Area of marine habitat under improved practices to benefit biodiversity**					***(Hectares)***
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 6	**Greenhouse gas emission mitigated**					***(Metric tons of CO_2e)***
			Expected metric tons of CO_2e (6.1+6.2)			
			PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)			*253*	0	*998.89*
	Expected CO2e (indirect)			*589*	0	*609.46*
Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO_2e			
			PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)					
	Expected CO2e (indirect)					
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO_2e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)			*253*	0	*998.89*
	Expected CO2e (indirect)			*589*	0	*609.46*
	Anticipated start year of accounting					

	Duration of accounting					
Indicator 6.3	Energy saved					
			MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				120.50	0	*236.08*
Indicator 6.4	Increase in installed renewable energy capacity per technology					
			Capacity (MW)			
		Technology	Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Solar photovoltaic		*3.24*	0	*3.70*
		(select)				
Core Indicator 7	**Number of shared water ecosystems (fresh or marine) under new or improved cooperative management**					***(Number)***
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
Core Indicator 8	**Globally over-exploited marine fisheries Moved to more sustainable levels**					***(Metric Tons)***
Fishery Details			Metric Tons			
			PIF stage	Endorsement	MTR	TE
Core Indicator 9	**Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products**					***(Metric Tons)***
			Metric Tons (9.1+9.2+9.3)			
			Expected		Achieved	
			PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)					

POPs type			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
(select)	(select)	(select)				
(select)	(select)	(select)				
(select)	(select)	(select)				
Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochloroflurocarbons (HCFC) Reduced/Phased out					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	PIF stage	Endorsement
Core Indicator 10	**Reduction, avoidance of emissions of POPs to air from point and non-point sources**					***(grams of toxic equivalent gTEQ)***
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 10.2	Number of emission control technologies/practices implemented					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 11	**Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment**					***(Number)***

			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female			*1,585*	5,653
		Male			*680*	5,576
		Total		*2,500*	*2,265*	*11,229*