



## Terminal Evaluation

### **Project Title: Response towards COVID-19 Resilience (RESTORE)**

Time Frame of the Evaluation: December 2022 – September 2023

Date of the Report: September 27, 2023

Country of the Evaluation: Indonesia

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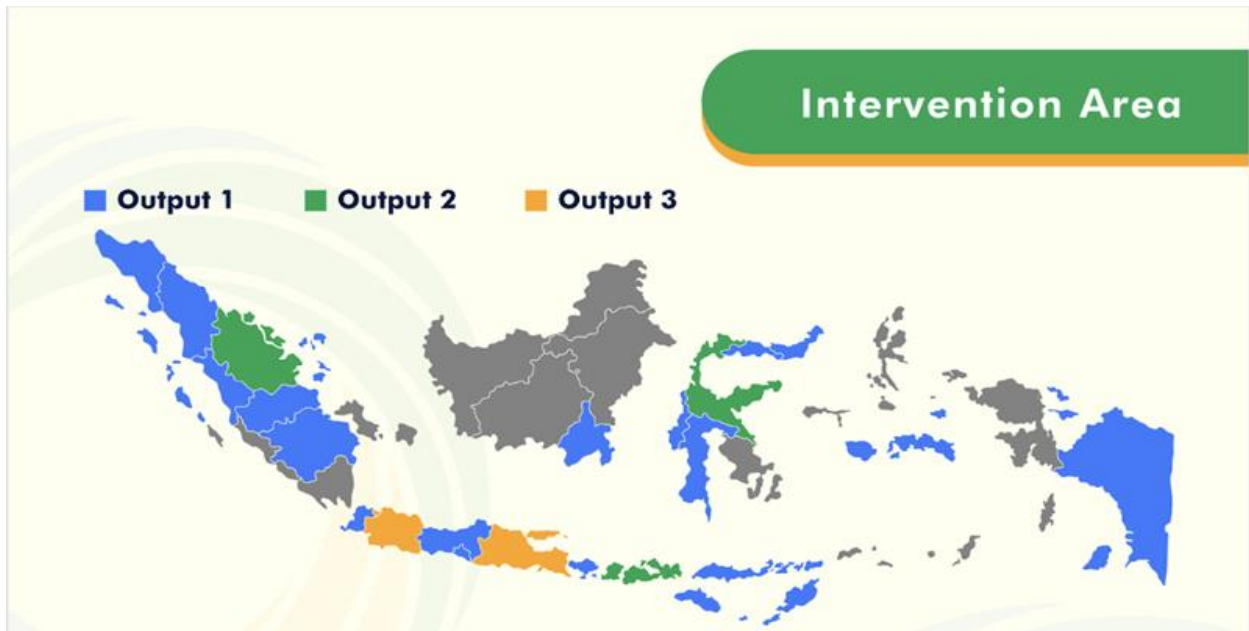
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## Acknowledgements

The success of the Response Toward COVID-19 Resilience (RESTORE) Project Evaluation in Indonesia can be attributed to the hard work and dedication of a team of experts, including the support team of the United Nations Development Programme (UNDP) Programme Management Specialist, three national consultants, and one international consultant. Additionally, we recognize the crucial support provided by the UNDP Country Office throughout the evaluation process. We are also grateful to all those who contributed to the evaluation by providing valuable data and time, including government informants and other key stakeholders who were interviewed.

Together, this group of professionals brought their diverse expertise, knowledge, and skills to the table to ensure that the evaluation was conducted with the utmost efficiency, accuracy, and thoroughness. Their exceptional work has left a lasting legacy that will benefit the people of Indonesia for years to come. This report is a testament to the outstanding efforts and unwavering commitment to excellence of everyone involved in the RESTORE Project Evaluation.

## Project Sites



| <b>Project/Outcome Information</b>  |                     |   |
|---|---------------------|---|
| <b>Project Title</b>  | :                   | <b>Response Toward COVID-19 Resilience (RESTORE)</b>  |
| <b>Project Award ID</b>   | :                   | 00126825 PIP  |
| <b>Atlas ID<br/>Corporate outcome<br/>and output</b>                      | :                   | 00121054 - Output 1: Support to inclusive and multi-sectoral response at sub-national and maintaining social coherence  |
|   | :                   | 00125716 - Output 2: Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are climate and environmentally sensitive, Gender-sensitive, and Inclusive |
|   | :                   | 00125994 - Output 3: Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures                      |
| <b>Country</b>  | :                   | Indonesia   |
| <b>Region</b>   | :                   | Riau, West Java, East Java, Greater Jakarta, South Kalimantan, West Sulawesi, Central Sulawesi, Gorontalo, Papua, West Nusa Tenggara  |
| <b>Date project document signed</b>                                       | :                   | January 7, 2022   |
| <b>Project dates</b>  | :                   | <b>Start Date</b>   |
|   | :                   | <b>End Date</b>   |
|   | :                   | 13 October 2021   |
|   | :                   | 31 December 2022 - Operationally close<br>31 December 2023 - Financially close  |
| <b>Total committed budget</b>   | :                   | \$ 2,607,159.25   |
| <b>Project expenditure at the time of evaluation</b>                      | :                   | <b>ATLAS Output ID</b>  |
|   | :                   | <b>Expenditure</b>  |
|   | :                   | Output ID: 00121054   |
|   | :                   | \$ 43,200.14  |
| :   | Output ID: 00125716 |   |
| :   | \$ 635,880.03       |   |
| :   | Output ID: 00125994 |   |
| :   | \$ 1,928,079.08     |   |
| <b>Funding source</b>   | :                   | UNDP TRAC, UNDP TRAC RFF, Japan Supplementary Budget, others.   |
| <b>Implementing party</b>   | :                   | UNDP CO Indonesia (DIM) - Resilience and Reconstruction Unit  |
| <b>Evaluation Information</b>   |                     |   |
| <b>Evaluation type (project/outcome/thematic/country programme, etc.)</b> | :                   | Terminal Evaluation – RESTORE   |
| <b>Final/midterm review/other</b>   | :                   | Final Evaluation  |
|   | :                   | <b>Start</b>  |
|   | :                   | <b>End</b>  |

|                                |   |   |                |
|--------------------------------|---|---|----------------|
| <b>Period under evaluation</b> |   | October 2021  | December 2022  |
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| <b>Evaluation dates</b>        | : | <b>Start</b>  | <b>End</b>     |
|                                |   | December 2022   | September 2023 |

|                             |   |  |
|-----------------------------|---|--|
| <b>Project Title</b>        | : | <b>Response Toward COVID-19 Resilience (RESTORE)</b> |
| <b>Project Award ID</b>     | : | 00126825   |
| <b>Output Numbers</b>       | : | 00121054; 00125716; 00125994 (Not Financially Close) |
| <b>Implementing Partner</b> | : | UNDP (DIM)   |
| <b>Start Date</b>           | : | 13 October 2021                                      |
| <b>End Date</b>             | : | 31 December 2022                                     |
| <b>PAC Meeting Date</b>     | : | 22 September 2021                                    |

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## List of Abbreviation

|            |   |  |
|------------|---|--|
| BAST       | : | Berita Acara Serah Terima/Minutes of Handover  |
| BAPPENAS   | : | Badan Perencanaan Pembangunan Nasional/ National Development & Planning Agency                               |
| BKF        | : | Badan Kebijakan Fiskal/ Fiscal Policy Agency   |
| BNPB       | : | Badan Nasional Penanggulangan Bencana/ National Disaster Management Agency                                   |
| CfW        | : | Cash for Work  |
| CPD        | : | Country Programme Document   |
| CSOs       | : | Civil Society Organisations (CSOs)   |
| CWA        | : | Climate Works Australia  |
| DAC        | : | Development Assistance Committee   |
| DIM        | : | Direct Implementation  |
| DGPRU      | : | Democratic Governance and Poverty Reduction Unit   |
| DRM        | : | Disaster Risk Management   |
| DRR        | : | Disaster Risk Reduction  |
| EDI        | : | Evaluability Diagnostic Instrument   |
| FGD        | : | Focus Group Discussion   |
| GoI        | : | Government of Indonesia  |
| GBV        | : | Gender Based Violence  |
| HFNCs      | : | High Flow Nasal Cannulas   |
| IFL        | : | Innovative Financing Lab   |
| IOM        | : | International Organization for Migration   |
| PDNA       | : | Kajian Kebutuhan Pasca Bencana/Post Disaster Need Assessment   |
| KEM        | : | Koalisi Ekonomi Membumi  |
| KemenPANRB | : | Kementerian Pendayagunaan Negara dan Reformasi Birokrasi/ Ministry of Administrative and Bureaucratic Reform |
| KII        | : | Key Informant Interview  |
| KPPPA      | : | Kementerian Pemberdayaan Perempuan dan Perlindungan Anak/ Ministry of Women Empowerment and Child Protection |
| LNOB       | : | Leave No One Behind  |
| MoCSME     | : | Ministry of Cooperative and Small Medium Enterprises   |
| MoF        | : | Ministry of Finance  |
| MoH        | : | Ministry of Health   |
| MoSA       | : | Ministry of Social Affairs   |
| MoV        | : | Ministry of Village  |
| MoWECP     | : | Ministry of Women Empowerment and Child Protection   |
| MS         | : | Mostly Satisfactory  |
| MSMEs      | : | Micro, Small, and Medium Enterprises   |

|          |   |   |
|----------|---|---|
| OPD      | : | Organisasi Perangkat Daerah/ Provincial Apparatus Organization  |
| OSH      | : | Occupational Safety and Health  |
| PEN      | : | Pemulihan Ekonomi Nasional  |
| PDNA     | : | Post-Disaster Need Assessment   |
| PIU      | : | Project Internal Unit   |
| PROSPERA | : | Partnership between Australia's Department of Foreign Affairs and Trade, and Indonesia's Coordinating Ministry for the Economy (grant-funded) |
| QARE     | : | Quality Assurance and Results Unit  |
| RESTORE  | : | Response towards COVID-19 Resilience  |
| RPJMN    | : | Rencana Pembangunan Jangka Menengah Nasional/National Medium-Term Development Plan  |
| R3P      | : | Rencana Rehabilitasi dan Rekonstruksi Pasca Bencana/ Evidence-based Recovery Plan   |
| RRU      | : | Resilience and Reconstruction Unit  |
| SDGs     | : | Sustainable Development Goals   |
| TE       | : | Terminal Evaluation   |
| TOC      | : | Theory of Change  |
| ToR      | : | Terms of Reference  |
| UN       | : | United Nations  |
| UNDP     | : | United Nation Development Program   |
| UNEG     | : | United Nations Evaluation Group   |
| UNICEF   | : | United Nations International Children's Emergency Fund  |
| UNSDCF   | : | United Nations Sustainable Development Cooperation Framework  |
|          |   |   |

## EXECUTIVE SUMMARY

The RESTORE project was created to help the Government of Indonesia (GoI) address the impact of COVID-19 on the economy and public health, with a particular focus on micro, small and medium enterprises (MSMEs) that were disproportionately affected. The project consisted of two stages, a Project Initiation Plan (PIP) period that ran from April 2020 to October 12, 2021, and a full-sized project stage that ran from October 13, 2021, to December 31, 2022. During the PIP stage, the project developed a rapid response plan that included emergency support for healthcare services, multi-sectoral responses, addressing socio-economic impacts, and utilizing digital solutions and big data analysis to support response measures.

In the full-sized project stage, the project aimed to achieve three main outputs. The first output focused on supporting an inclusive and multi-sectoral response at the sub-national level, while maintaining social coherence. The second output aimed to help the government adopt fiscal policy approaches for COVID-19 economic recovery stimulus that were climate and environmentally sensitive, gender-sensitive, and inclusive. The third output focused on helping Indonesian MSMEs mainstream COVID-19 prevention into their business strategies while benefiting from government COVID-19 economic recovery stimulus measures.

The Terminal Evaluation (TE) of the RESTORE project aims to assess performance against the expectations set out in the project's Logical Framework/Results Framework. Notably this project as an emergency response project had a limited duration to achieve multifaceted and ambitious expected results (See full review of the project strategies, log frame and analysis in body of this report- results section under findings). The evaluation reviewed all expected results with its objectives and actual outputs using previously agreed indicators.

The intended uses of this evaluation were thus to determine the extent to which the project has achieved its intended results and objectives, identify the strengths and weaknesses of project implementation, document lessons learned, provide accountability and transparency to project stakeholders, and provide recommendations for follow-up actions that can enhance the sustainability and impact of project results.

The main objectives include assessing the relevance, priority, and need of the project's design in response to the COVID-19 pandemic. It also aimed to assess the impact of the intervention on the enabling environment for future health and disaster responses, as well as its impact on targeted beneficiaries such as women, people with disabilities, and other key groups. The evaluation also looks at whether the project intervention used innovative approaches or business-as-usual approaches during the COVID-19 disaster response. Finally, the evaluation aims to document lessons learned and identify best practices that can inform future projects.

The evaluation audience includes UNDP and donor partners, national and district-level partners, government officials, civil society organizations, donors, community members, beneficiaries of the project, and other stakeholders who have an interest in the project and its outcomes. The report aims to provide all groups with an assessment of the project's achievements and impact, as well as lessons learned and recommendations for future projects.

In terms of approach and methods, the evaluation followed UNDP and Organization for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) guidelines to assess the project's relevance, efficiency, effectiveness, sustainability, and lessons learned, using both qualitative and quantitative methods. To ensure fairness, gender equality, social inclusion, and the development and humanitarian principles and a rights-based approach were taken into account during data collection and

analysis. To collect primary data, surveys, semi-structured interviews, and focus group discussions were conducted at national and sub-national levels, while secondary data was gathered through a desk review using existing reports, literature, annual reviews/progress reports, and monitoring data provided in a google drive by UNDP Resilience and Reconstruction Unit (RRU). All data was gathered online, and the evaluation complied with the United Nations Evaluation Group (UNEG) ethical guidelines, as well as norms and standards, to ensure transparency, inclusivity, and responsiveness to gender and human rights. A key limitation was that due to scheduling and a transition in the UNDP project management system, the field visits could not take place and the data collection was limited to online only.

The RESTORE project was a strategically designed initiative that sought to mitigate the adverse impact of the COVID-19 pandemic on the Indonesian economy. A unique characteristic was the use of an umbrella and portfolio approach as well as adaptive management by UNDP through Direct Implementation Modality (DIM) modality to provide a coordinated and integrated multi-sectoral response platform, and to facilitate collaboration with all the various stakeholders involved.

## Overview of Main Results and Insights (See also vetted project results and logical framework in Annex 9)

### ***Output 1: Support for inclusive and multi-sectoral response at the sub-national level and maintaining social coherence.***

- Indicator 1.1: The project successfully procured and distributed medical and medical waste equipment to targeted facilities. All equipment has been handed over, indicating the achievement of this indicator.
- Indicator 1.2.1: Eight socio-economic impact assessments have been conducted, with measures to address impacts, including gender, social cohesion, and persons with disabilities.
- Indicator 1.2.2: Although the baseline was zero, the project has procured a prototype of a movable integrated hospital-based service center for gender-based violence (GBV) victims. The shipment is awaiting custom clearance, and thus was expected to meet the target of one center.
- Indicator 1.3: Nine recovery plans have been formulated and disseminated in the target provinces. Three plans have been promulgated, while finalization for two plans is pending. Overall, this indicator has been partially achieved.
- Indicator 1.4: Three digital platforms have been enhanced to support essential public service delivery, social protection, and recovery intervention. The process of handing over these platforms is still ongoing, indicating progress towards meeting the target.

### ***Output 2: Government of Indonesia adopts fiscal policy approaches for COVID-19 economic recovery stimulus that are climate and environmentally sensitive, gender-sensitive, and inclusive.***

- Indicator 2.1: The project conducted a study to identify green and inclusive recovery measures, but further advocacy is needed to encourage the government to adopt the recommendations. Ongoing efforts are being made to achieve the target of four measures.
- Indicator 2.2: The incorporation of meso-level recovery priorities from the four targeted provinces into national policy directives for economic recovery has not yet been achieved, as the baseline remains zero.
- Indicator 2.3: Although the baseline is zero, progress has been made in developing and disseminating recovery plans in the target provinces. The target of six plans is still being pursued.
- Indicator 2.4: The project has not yet achieved the target of distributing green recovery stimulus packages to MSMEs, particularly women led MSMEs. Efforts to integrate green economy principles into MSME revitalization interventions have been made, but long-term advocacy is needed for the establishment of a green recovery stimulus package policy.

- Indicator 2.5: The project has made ongoing efforts to increase the capacity of civil society organizations (CSOs) on inclusive green recovery programs. Twelve CSO-Government partnerships are being developed to support COVID-19 green recovery, but further progress is needed to achieve the target of 10 partnerships.

***Output 3: Indonesian MSMEs mainstream COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.***

- Indicator 3.1: The project has successfully supported 1293 MSMEs with OHS packages for COVID-19 safe practices. The target of 1200 MSMEs has been surpassed, indicating the achievement of this indicator.
- Indicator 3.2: Although the baseline is zero, the project has facilitated 361 curated MSMEs in improving or modifying their company profile or business model with green recovery, digital economy, or CE indicators. Efforts are underway to achieve the target of four business improvement initiatives.
- Indicator 3.3: All 361 curated MSMEs supported by the project have successfully adopted green economy recovery measures or embraced the digital economy. This indicates the achievement of the target of 100% MSME participation in implementing these measures.
- Indicator 3.4: While 25 MSMEs have been facilitated in presenting their business to potential impactful investors, the establishment of a partnership framework with businesses supporting MSMEs.

The project implemented several successful strategies, such as the twin-track approach for disabilities, ensuring marginalized groups were included in the recovery process. The platform was used for facilitating multi-donor resourcing and ensuring that it was effectively utilized to secure adequate funding for programs. The project's rapid response strategy enabled quick and efficient action in response to the evolving pandemic situation.

Throughout its implementation, the project management team promoted cross output and sector learning and painstakingly provided necessary coordination with government ministries, sub-national governments, United Nations agencies, private sectors, business associations, and supporting entities. Technical divisions of governmental and implementing partners praised the project's comprehensive approach and expressed their willingness to incorporate the project's results into their future program planning.

However, the project encountered challenges in formalizing cooperation with institutions, facing complexities in establishing a working Project Board and high personnel turnover within relevant ministries. Some ministries declined the project's request, citing lack of early involvement and other pressing priorities.

The RESTORE project offers valuable insights into effective emergency program design and implementation in addressing complex problems. Its success underscores the importance of a coordinated approach involving collaboration with multiple stakeholders and the utilization of diverse strategies to achieve objectives. The project's unique approaches, including the portfolio approach, twin track for disabilities, donor resourcing, and rapid response, have global relevance in improving pandemic response and recovery efforts.

In addition, the RESTORE project provides valuable insights into effective project management and coordination. The challenges faced during implementation highlight the importance of aligning project designs with procurement and regulatory processes, emphasize the need for adaptive management in project **coordination** and implementation, and underscore the significance of effective communication

between project teams and relevant government ministries. Incorporating these lessons learned can lead to more effective management of future projects and better outcomes for all stakeholders.

**Table 1. Evaluation Ratings<sup>1</sup>**

| Monitoring & Evaluation (M&E)             | Rating <sup>1</sup>  |
|---|--|
| M&E design at entry                       | <p><b>HS (Highly Satisfactory)</b></p> <p>At the project's inception, the monitoring and evaluation design received a highly satisfactory rating due to its comprehensive approach. The design featured well-defined indicators, including the count of beneficiaries reached, data sources including post training surveys and field reports, and regular data collection intervals. This robust design facilitated effective monitoring and assessment throughout the project's lifecycle</p>  |
| M&E Plan Implementation                   | <p><b>HS (Highly Satisfactory)</b></p> <p>The Executing Agency's execution of the M&amp;E plan was rated as highly satisfactory. UNDP successfully carried out monitoring and evaluation activities as outlined.</p>   |
| Overall Quality of M&E                    | <p><b>HS (Highly Satisfactory)</b></p> <p>The project's overall M&amp;E efforts received a highly satisfactory rating. This indicated effective tracking of progress and outcomes, enabling informed decision-making, and making strategic adjustments when needed. Despite the short time frame for implementation, the project team conducted a terminal evaluation for accountability and learning purposes.</p>  |
| Implementation & Execution                | Rating   |
| Quality of UNDP Implementation Oversight  | <p><b>S (Satisfactory)</b></p> <p>The implementation was rated as satisfactory. Project activities aligned closely with the planned M&amp;E processes. Regular data collection and in-depth analysis enabled accurate progress tracking. While minor enhancements were identified, such as refining data collection methods and providing extra coordination support to compensate in absence of a project board, overall adherence to data standards was evident, ensuring robust analysis and reporting. The short time frame was a challenge for the ambitious project goals including for activities across multiple components and complexities for the multifaceted health emergency response.</p> |
| Quality of Implementing Partner Execution | <p><b>S (Satisfactory)</b></p> <p>The execution quality of the Executing Agency was rated as satisfactory. The project adhered to established plans and guidelines. On-time execution of most activities (except for several activities under the component two green</p>  |

<sup>1</sup> Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

|   |  |
|---|--|
|   | economy and due to factors outside of control of PMU) and adherence to targeting and safety protocols showcased the commitment. While room for improvement existed, UNDP generally met expectations.   |
| Overall quality of Implementation/Execution | <p><b>S (Satisfactory).</b></p> <p>The project adhered to established plans and guidelines. On-time execution of activities and adherence to safety protocols showcased the UNDP commitment. The main constraint to advancing the project targets was deemed by evaluators under <b>component two –Green economy</b> –the only result area facing problems and due to the fact that UNDP’s development-oriented procurement process is not designed to respond to a complex and dynamic emergency situation, The project implementation faced challenges to cope with the bureaucratic procedures of normal development project procurement. As the project design translated into the implementation phase, the project immediately counters unsynchronized administration process with UNDP’s business process. This is a lesson learned. UNDP needs a streamlined process protocol for emergency situations</p> |
| Assessment of Outcomes                      | Rating   |
| Relevance                                   | <p><b>R (Relevant).</b></p> <p>The project’s relevance was highly rated, as it aligned with identified needs and priorities of the Covid 19 early recovery and emergency response. Targeted interventions addressed pressing issues, such as delivering health emergency and recovery support, including targeted business stimulus in remote regions /locations and with groups who had limited access.</p>   |
| Effectiveness                               | <p><b>S (Satisfactory).</b></p> <p>The project’s effectiveness received a satisfactory rating. This reflected achievements in delivering outcomes in line with project objectives. For instance, restore initiative aimed to support acute emergency response needs i.e. mobile health units, support local governments with recovery planning, enhance access to all to the government stimulus, micro-credits, resulting in improved access to credit and provided economic opportunities and training within the targeted communities</p>   |
| Efficiency                                  | <p><b>S (Satisfactory)</b></p> <p>Efficiency was a strong point, with the project utilizing resources effectively. The design included collaborations with UN agencies and local NGOs and amplified the project’s impact while minimizing costs. This was exemplified by partnership-driven training programs that optimized community centers’ existing infrastructure for skill development.</p>   |
| Overall Project Outcome Rating              | <p><b>S (Satisfactory).</b></p> <p>The Restore project exhibited commendable progress through its robust monitoring and evaluation mechanisms. For instance, comprehensive data collection covered aspects like SME growth and participant training rates, enabling accurate impact assessment.</p> <p>The project execution phase was praiseworthy, with the Executing Agency consistently achieving milestones. For instance, adhering to construction</p>   |

|                     |   |
|---------------------|---|
|                     | <p>schedules for community health Delivery and SMES support ensured timely service delivery to target populations.</p> <p>Outcomes demonstrated the project's relevance, particularly in addressing the urgent need for emergency health support and support to stimulus in areas and targeted to beneficiaries who with limited access.</p> <p>Effectiveness was evident in outcomes, such as the support to health recovery, expansion of SME training and skills development and resulted in improved economic opportunities through micro-credit and business training access.</p> <p>Efficiency prevailed, as exemplified by resource-efficient partnerships with technical agencies and sectors, UN agencies and local NGOs for training, and finally in leveraging existing infrastructure for regional and for community recovery and development initiatives.</p> <p>Despite these achievements, the project faced sustainability concerns. Addressing financial stability, navigating socio-political shifts, reinforcing institutional frameworks, and enhancing environmental considerations are crucial for securing the project's long-term impact. Restore project showcased generally positive results, effective execution, and alignment with local priorities. Addressing sustainability challenges through proactive measures and strategic adaptations will be pivotal in ensuring enduring positive change and preserving the project's legacy.</p> |
| Sustainability      | Rating  |
| Financial resources | <p><b>MU (Marginally Unsatisfactory).</b></p> <p>Many projects and pilots' financial sustainability faced challenges, warranting a marginally unsatisfactory rating. Uncertainties arose around securing sufficient long-term funding for scaling up the learning. For instance, sustaining loan disbursements for the micro-lending initiative could be jeopardized without additional financial support. The project was also intended to be catalytic and therefore learning while doing was a key aim, the absence of a project board for learning about the need for integrated approaches in conducting multifaceted emergency response was limited. UNDP can compensate by leveraging the lesson learned through its media and other learning channels'.</p> <p>Challenges in Financial Sustainability: The rating reflects the challenges faced in sustaining the project's financial resources. Specifically, the uncertainty surrounding the ability to secure sufficient long-term funding for scaling up initiatives creates doubts about the project's financial sustainability.</p> <p>Impact on Key Initiatives: The potential jeopardy of sustaining loan disbursements for the micro-lending initiative without additional financial support is a critical concern. This could hinder the project's ability to achieve its intended impact, especially in supporting small and medium-sized enterprises (SMEs).</p>                                      |



|  |   |
|--|---|
|  | <p>Absence of a Learning Mechanism: The absence of a project board for learning about the need for integrated approaches in conducting multifaceted emergency response limits the project's ability to adapt and improve over time.</p> <p>Leveraging Lessons Learned: The justification acknowledges that UNDP can compensate for these challenges by leveraging lessons learned through media and other learning channels. While this is a positive aspect, it doesn't eliminate the uncertainties in financial sustainability.</p>   |
| Socio-political/economic               | <p><b>ML (Marginally Likely).</b></p> <p>The "Marginally Likely" rating in the socio-political/economic dimension is justified for the following reasons:</p> <p>Rapid Contextual Shifts: The rating acknowledges uncertainties resulting from rapid contextual shifts, particularly in transitioning from an emergency context to a development-oriented approach. These shifts can introduce uncertainties in government priorities and impact sustained coordinated support from various sectors.</p> <p>Impact on Multifaceted Goals: The project's multifaceted and interlinked goals, such as integrated pre-planning and programming for health-linked emergencies, make it susceptible to shifts in government priorities and policies.</p>   |
| Institutional framework and governance | <p><b>ML (Marginally Likely).</b></p> <p>Institutional sustainability faced challenges, with the project's continuity potentially impacted by changes in the broader governance landscape. The shift from emergency response to development priorities and activities introduced new dynamics, affecting the alignment of leaders and policy support. In addition, the rating reflects challenges faced by the project in maintaining institutional sustainability. Changes in the broader governance landscape, particularly the shift from emergency response to development priorities, introduce new dynamics.</p> <p>Impact on Alignment and Policy Support: These changes can affect the alignment of leaders and policy support for the project's goals and activities, potentially jeopardizing its continuity.</p> |
| Environmental                          | <p><b>ML (Marginally Likely).</b></p> <p>Environmental sustainability was marginally likely, with environmental considerations not extensively integrated into the project's design. While specific examples were limited, a more comprehensive assessment of potential long-term environmental impacts could have been incorporated.</p> <p>The rating indicates that environmental considerations were not extensively integrated into the project's design. While specific examples of environmental impact were limited, a more comprehensive assessment of potential long-term environmental impacts could have been incorporated.</p>   |

|                                      |  |
|--------------------------------------|--|
| Overall Likelihood of Sustainability | <p><b>ML (Marginally Likely).</b></p> <p>The project's overall sustainability received a marginally likely rating. Despite showcasing strengths in community impact and effective execution, uncertainties in financial, socio-political, institutional, and environmental dimensions underscored the need for more strategic planning on completing and scaling some initiatives including the recovery plans and the micro credit program for SMES. Furthermore, the rating for overall sustainability is a synthesis of the challenges identified in the financial, socio-political/economic, institutional, and environmental dimensions. It underscores the need for more strategic planning and mitigation strategies to address uncertainties in these key areas, despite the project's strengths in community impact and effective execution. This rating reflects the project's potential vulnerability to sustainability risks that must be actively managed to enhance its long-term viability.</p> |
|--------------------------------------|--|

## Recommendations

The RESTORE project has generated many valuable knowledge products and case studies through its various activities and concrete deliverables (See knowledge products annex-12) to ensure widespread dissemination of these, UNDP Indonesia can continue to engage relevant stakeholders, including the government, civil society organizations, and the private sector around them. The dissemination of knowledge output can be carried out through multiple channels such as UNDP Indonesia platforms, government websites, social media, and newsletters. Additionally, webinars and workshops should be organized by UNDP Indonesia to facilitate discussions on project findings, particularly focusing on complex emergencies, disaster risk reduction, and green initiatives. These activities will foster learning and knowledge sharing among key stakeholders.

The project conducted pilots and provided interventions in key areas, including developing a GBV movable prototype and capacity building on green economy and sustainable business. The results of these initiatives should be shared with stakeholders to showcase their feasibility and effectiveness within the Indonesian context. Documentation of these results will serve as a foundation for scaling up the interventions in other regions of the country. It is essential to identify key actors for targeted knowledge products and sharing post project. It is essential that they continue to see the benefits of RESTORE activities for scaling up the project's outputs to ensure successful expansion and sustainability.

By considering the following table of recommendations, project stakeholders can improve the practical implementation ability, management response, and overall success of future emergency recovery interventions. This will contribute to building back better and ensuring long-term sustainable development in the face of emergencies and crises.

As a final recommendation for the project team, it is crucial to implement the **following exit strategy** to ensure a successful conclusion of the project and maximize its impact:

**Document Project Reports and Lessons Learned:** As the project nears its conclusion, the project team should prioritize the data sharing platform in the SharePoint to be a repository of the project's documents. These documents will serve as a valuable resource for the program unit and country office, enabling them to build on the project's successes and learn from its challenges in future initiatives.

**Organize an Internal Lesson Learned Sharing for CO Level:** Before the project officially concludes, the project and UNDP should conduct an internal sharing at the country office level. The sharing should bring together key stakeholders within UNDP to share the project's implementation model, experiences,

and best practices. This collaborative event will foster knowledge exchange, allowing participants to discuss strategies for improving future project implementations.

**Engage in Knowledge-Sharing Activities:** The UNDP team should actively engage in knowledge-sharing activities through UNDP's communication channels. For instance, the project had created five videos which can be further leveraged. These activities can also include sharing articles and blogs that were written about the project, sharing updates and insights on social media platforms, and creating videos documenting the project interventions, output achievement and testimonials. By disseminating project lessons and achievements, the team can inspire and inform others within the organization and beyond. Through these activities, the UNDP team could show casing the intervention from project and its lesson learned on promoting representation of women in leadership role especially female-headed households and women working in the large informal economy, day laborers and people with disabilities that particularly affected by pandemic and part of project beneficiaries.

**Monitor the Impact Beyond Project Conclusion:** The UNDP team should continue to monitor the impact of the project's outcomes even after the official conclusion. Tracking the long-term effects and sustainability of the project's interventions will provide valuable insights for future planning and decision-making and could be used for the baseline for the project development that projected to contribute to UNDP Indonesia CPD Output 3.3. Strengthened preparedness of institutions and communities to climate change and disasters risks, including deployment of sustainable solutions (Strategic Plan Output 3.3.1).

**Leverage Replicable Results for Scale-up:** After the project concludes, the UNDP program team should actively explore opportunities to leverage replicable and notable results within the broader UNDP resilience program. Sharing successful project components or models with other projects or programs within the country office or UN sister agencies will promote the adoption and scale-up of effective approaches to address similar challenges.

By following this recommended exit strategy, the project team can ensure a smooth and impactful conclusion of the project. Emphasizing comprehensive documentation, knowledge-sharing, and ongoing monitoring will facilitate a seamless handover to the program unit and country office, leaving a lasting positive impact on future development efforts. Leveraging the project's successes will further contribute to UNDP's mission of promoting sustainable development and creating positive change on a broader scale.

**Table 2. Recommendations**

| <b>Exit Strategy Activity</b>                            | <b>Key Responsible</b> |
|--|------------------------|
| Document Project Reports and Lessons Learned             | UNDP                   |
| Organize an Internal Lesson Learned Sharing for CO Level | UNDP                   |
| Engage in Knowledge-Sharing Activities                   | UNDP                   |
| Monitor the Impact Beyond Project Conclusion             | UNDP                   |
| Leverage Knowledge about Replicable Results for Scale-up | UNDP                   |

By assigning specific responsibilities, the project will ensure a coordinated and effective implementation of the exit strategy. This will enhance the project's legacy, contribute to organizational learning, and support future development efforts within UNDP and beyond.

## Key Lessons Learned

Effective coordination and partnership with multi-sectoral stakeholders are crucial lessons learned from emergency recovery interventions. Collaborating with government agencies, civil society organizations, and private sector entities is essential for aligning interventions with national emergency and health resilience policies and ensuring their long-term sustainability. Additionally, prioritizing gender mainstreaming through comprehensive analysis and action plans addresses the specific resilience needs of different groups and promotes inclusivity. Active involvement of local and district-level actors throughout the project cycle fosters a sense of ownership and empowers communities while ensuring interventions meet their needs. Establishing sustainable management plans and champion groups within communities promotes the adoption and maintenance of project outcomes beyond the project's lifespan. Capacity-building programs for government agencies enhance the sustainability of project outcomes by integrating interventions into existing systems and services. Lastly, implementing robust monitoring and evaluation systems enables continuous improvement, coherence, and coordination throughout the implementation process. By applying these lessons, future projects can enhance their effectiveness, promote resilience, and contribute to sustainable development.

**Table 3. Lesson Learned**

| Criteria      | Key Lessons Learned  |
|---------------|--|
| Design        | DIM was an excellent modality for the Multifaceted Complexity - Covid 19 response project, supporting a portfolio and donor-responsive approach however more design work could have supported expected policy level outcome for cross sectoral and multi-hazard emergency response and recovery.   |
|               | Adaptive management enabled the bridging of development initiatives to humanitarian response within a short project timeframe, emphasizing flexibility and responsiveness.   |
|               | Need-based targeting and assessment are essential for high-quality emergency interventions.  |
|               | Effective implementation of GESI-responsive tools, such as rapid GESI analysis and gender-sensitive indicators, requires their integration into work programs, organizational strategies, and project coordination mechanisms.   |
| Collaboration | Collaboration with multiple stakeholders, including UN agencies, private sectors, business groups, supporting institutions, and ministries, was key to achieving project objectives.   |
|               | UNDP's role as a platform for emergency response, knowledge management, and partner and donor coordination was commendable. However, clearer oversight responsibilities and outlining policy and planning targets during the design stage would enhance government support and policy level results regarding government coordination of build back better and involving lead by both the planning and emergency departments in future emergencies as well as operationalizing or institutionalizing an all hazard and cyclical preparedness, emergency response and recovery framework. |
|               | Effective communication with diverse stakeholders requires specialized knowledge and enthusiasm to address their interests and perspectives.   |

| Criteria       | Key Lessons Learned   |
|----------------|---|
| Implementation | An adaptable and flexible management approach is crucial for complex emergency response projects.   |
|                | The RESTORE project demonstrated the value of a comprehensive portfolio approach, problem-solving through multiple lenses, and effective collaboration between different units within UNDP.           |
|                | Efficient utilization of donor resources and rapid response strategies are vital for timely and effective actions in response to evolving situations.   |
|                | Gender concerns should be considered throughout socio-economic projects, and early identification of gender barriers is essential for addressing inequalities.  |
|                | Providing accessible training materials and resources for beneficiaries improves their engagement and maximizes project impact.   |
| Content        | The multifaceted content design of the project, with interlinked components, provides valuable lessons for global emergency projects.   |
|                | UNDP gained insights into the importance of preparedness and digital skills for future humanitarian work, emphasizing the need for flexibility and adaptability in the face of unforeseen challenges. |
|                | Effective training for micro, small, and medium-sized enterprises (MSMEs) involve classifying businesses based on their various stages of development.  |

## 1. INTRODUCTION

### 1.1 Context and Purpose to Evaluation

The RESTORE project was created to respond to and reduce the negative impact of the COVID-19 pandemic. It commenced in October 2021, with an anticipated completion date of June 30th, 2022. However, it was extended by six months, concluded on December 31, 2022.

The purpose of the evaluation is to provide a comprehensive assessment of the project's performance and impact, with the goal of identifying areas of strength and weakness, as well as opportunities for improvement. The stakeholders who seek to benefit from this evaluation vary depending on the nature of the project and its goals. In general, stakeholders include the project teams who are responsible for the project, as well as external stakeholders such as funders, policymakers, and members of the local community. Other potential beneficiaries include other organizations or groups working in the same field or sector, as well as individuals or groups who were affected by the project's activities or outcomes. This Terminal Evaluation (TE) report aims to evaluate the project's performance in relation to its targeted goals in the results and logical framework (LF), see vetted LF in annex page 137. It adheres to the Guidance for TE of UNDP-supported Projects, ensuring that it meets the requirements of UNDP.

Moreover, this evaluation report aims to ensure transparency and accountability and will be made available to various stakeholders, including district-level partners, government agencies, civil society organizations, and donors, with the goal of ensuring transparency and accountability. The evaluation team have interviewed and collect the data and information from the RESTORE Project Team, Quality and Results QARE Unit and RR Unit, and other relevant units within the UNDP CO. The project's government stakeholders at both national and sub-national levels, as well as CSOs, communities, and beneficiaries, also have be involved in the evaluation process. These stakeholders will provide feedback

on built collaborations, participate as respondents in surveys, focus group discussions, and key informant interviews, and attend the evaluation dissemination workshop.

## 1.2 Report Structure

The report has nine sections, each of which has been carefully structured to provide a comprehensive overview of the project's evaluation. This approach ensures that the report is both well-organized and easy to navigate, making it a valuable resource for anyone interested in understanding the project's performance.

The first section provides an executive summary of the project's key findings and conclusions. This section is designed to give readers a quick overview of the evaluation's main points, making it an ideal starting point for those who are short on time or who want to get a sense of the report's main themes before delving deeper into the details.

The main body of this report consists of the following sections:

1. **Introduction:**  
This section presents the context of the evaluation, including the report structure itself. It describes the intervention and the development or humanitarian problem it aims to address. The description of the intervention provides a comprehensive overview of the project's design, including its rationale, logical framework, and assumptions. Explores the project's link to national and international priorities and the updated operational context analysis.
2. **Evaluation Scope and Objectives:**  
The section defines the objectives, audience, scope, criteria, and questions guiding the evaluation.
3. **Evaluation Approach and Methods:**  
This section explores the approach taken and the methods employed in conducting the evaluation. and details the data collection procedures, analysis techniques, and limitations considered.
4. **Findings:**  
The section examines the evaluation's findings, focusing on various aspects of the project's design, implementation, and results.
5. **Relevance, Coordination/Partnerships, Effectiveness, Efficiency:**  
The section addresses specific evaluation dimensions, assessing the project's relevance, coordination, effectiveness, efficiency, progress towards impact, and sustainability. It also explores topics such as country ownership, gender equality, cross-cutting issues, and the project's catalytic role.
6. **Progress to Impact**
7. **Sustainability**
8. **Conclusions:**  
This section summarizes the main conclusions drawn from the evaluation. It provides an overall assessment of the project's performance and achievements.
9. **Recommendations:**  
The section builds upon the evaluation's conclusions and offers specific recommendations for improving the project's performance and ensuring long-term sustainability.
10. **Lessons Learned:**  
The section highlights key lessons derived from the evaluation process and the project's implementation. It aims to inform future projects and enhance knowledge sharing.  
By following this logical structure, the report presents a comprehensive evaluation of the project, providing valuable insights, recommendations, and lessons learned for stakeholders and those interested in the project's performance.

### 1.3 Description of the Intervention

The RESTORE project was an emergency program implemented by the UNDP and the Government of Indonesia (GoI) to provide a rapid response to the COVID-19 pandemic in Indonesia. The project aimed to address several issues, including supporting emergency responses, and strengthening the healthcare system, promoting economic and livelihood recovery during and after the COVID-19 pandemic, and fostering green businesses and a circular economy system.

Initially, RESTORE was designed to operate within a short emergency response phase with a limited budget. This situation compelled the project implementers to strike a balance between their objectives and develop innovative solutions to tackle the challenges. The first phase was later expanded with a second phase of execution, which involved securing additional funding from donors. This allowed for a more comprehensive design and an extended implementation period for the second phase.

In this sense, the project served as an umbrella project that encompassed multifaceted emergency response and aimed to achieve "building back better" objectives, such as health systems learning, promoting a green economy and providing inclusive business training for small and medium-sized enterprises (SMEs).

### 1.4 Development/Humanitarian Problem

COVID-19 has inflicted serious damage on Indonesian society, causing over 10,000 deaths at the end of September 2020. This is especially true for the health sector that has been under heavy strain, tethering on the brink of collapse multiple times during the course of the pandemic. To deal with the urgency, the government resorted to creating a national task force tasked with mitigating the pandemic and fostering economic recovery.

The economy faces a similarly precarious situation. It contracted by 5.3% in June 2020, triggering a fear of recession while causing waves of layoffs and bankruptcies, causing a vast proportion of Indonesians to lose their livelihoods.<sup>2</sup> At the end of 2020, the Ministry of Finance projected the Indonesian economy would shrink by 0.6%-1.7% resulting in a deficit of government budget estimated at more than 1,000 trillion rupiah (70 billion USD).<sup>3</sup>

UNDP committed to support the Government of Indonesia (GoI) and Indonesian citizens in responding to the COVID-19 pandemic and formulating a long-term recovery process. The first step in this process was conducting a series of socio-economic assessments to understand how the pandemic affected MSMEs, individual households, minorities, disabled persons, disaster-prone communities, and the local economy. This was done in tandem with recovery programs that incorporated green and digital solutions. The results of the assessments were used to assist the National Disaster Management Agency and related government bodies in formulating policies to mitigate and alleviate the adverse impact of the pandemic.

The pandemic had a disproportionate impact on vulnerable groups such as women and persons with disabilities. To address this, UNDP conducted assessments to understand the specific challenges faced by these groups during the pandemic. UN Women reported that women's participation in the labor market dropped as much as 82%, causing a significant decline in women's income. Nearly 69% of persons with disabilities were driven into poverty due to the pandemic, and violence against women increased during the COVID-19 protocols, particularly for women with disabilities. UNDP used the results of these assessments to design targeted recovery programs for vulnerable groups.

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<sup>2</sup> UNDP. (2020). *Request for Country Allocation of UNDP Covid-19 2.0-Indonesia Rapid Financing Facility (RFF)*

<sup>3</sup> UNDP. (2021). *Project Document (ProDoc) RESTORE*

Micro, Small, and Medium Enterprises (MSMEs) were also adversely affected by the crisis. Demand for goods and services dwindled as low as 86%, and only 44% of MSMEs used a digital platform due to technological advancement it provides and to be more competitive.<sup>4</sup> UNDP designed recovery programs that focused on supporting MSMEs to switch to green business models and adopt digital solutions to reduce costs and increase efficiency. The Indonesian government's initial response to the pandemic focused on health, social protection, and the economy, leading to the shelving of plans to promote a green economy. However, the Ministry of Finance later planned to capitalize on the pandemic by promoting a green recovery program to incentivize businesses to switch to green business models. The government integrated a "green initiative" into their social protection schemes in the form of Cash-for-Work (CfW) programs that included mangrove planting, COVID-19 response activities, communal services, and community infrastructure to create more jobs and provide temporary income for those impacted by the pandemic.

In mid-2021, the Indonesian government prepared a budget of 114 billion USD to manage the impact of the pandemic. Subnational governments (provinces) played a major role in coordinating the budget disbursement to the local governments (districts and municipalities) and making sure it was done proportionately in accordance with the local context. The government extended invitations to engage all sections of society, including civil society organizations (CSOs) and the private sector, to ensure a more efficient and targeted approach. This multi-helix approach combined top-down views with bottom-up approaches, allowing for partnerships with CSOs in delivering services.

### 1.5 Link to National and International Priorities

The project was fully aligned with national priorities, the United Nations Sustainable Development Cooperation Framework (UNSDCF) priorities, corporate multi-year funding frameworks, and Strategic Plan goals, as follows: It had three main outputs that contributed to the achievement of several national and UNSDCF priorities.

Output 1 focused on maintaining social coherence with a specific emphasis on gender equality and social inclusion. Output 2 aimed to adopt fiscal policy approaches for COVID-19 economic recovery stimulus that were climate and environmentally sensitive, gender-sensitive, and inclusive. Output 3 focused on mainstreaming COVID-19 prevention into MSMEs' business strategies while benefiting from the Government's COVID-19 economic recovery stimulus measures.

The project contributed to the United Nations Sustainable Development Cooperation Framework (UNSDCF)/Country Programme Document (CPD) 2021-2025 Outcome 3 and the UNDP Global Strategic Plan 2022-2025 Outcome 3. The project's outputs were pertinent to Indonesia's immediate needs for COVID-19 economic recovery through stimulus measures that were climate and environmentally sensitive, gender-sensitive, and inclusive, in line with the Government's Rencana Pembangunan Jangka Menengah Nasional (RPJMN/National Medium-Term Development Plan).

### 1.6 Operational Context Analysis

The RESTORE Project responded to the adverse impact of COVID-19 across all sectors of life. The breakdown of the national health system exposed the weaknesses and vulnerabilities our society faced against a pandemic. The pandemic inflicted significant damage on our most vulnerable groups, such as the poor community, youth, women, and people with disabilities. The economic and health burdens plunged a considerable portion of the population into poverty, and the project aimed to alleviate this situation.

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<sup>4</sup> UNDP. (2020). *Request for Country Allocation of UNDP Covid-19 2.0-Indonesia Rapid Financing Facility (RFF)*



The RESTORE Project served as a practical platform and presented a coordinated approach designed to mitigate the negative impact of COVID-19 in Indonesia. Despite the challenges posed by the post-COVID-19 economic crisis and external and internal political-economic events, the project offered several opportunities for the Indonesian government. For instance, the project's emphasis on inclusive multisectoral recovery and SMEs recovery provided a framework for the government's economic policies, including its Pemulihan Ekonomi Nasional (PEN) or National Economy Recovery program.

Furthermore, the RESTORE Project served as a model for the government to learn from to adopt a more resilient approach across multiple sectors, particularly based on the lessons learned from other external disruptions such as the Russo-Ukrainian war. The project's focus on green investments and environmental protection could also enhance Indonesia's presence in the global market and attract foreign investment.

Despite the challenges posed by the Omnibus Law and the recent wave of layoffs, the RESTORE Project's emphasis on social and environmental sustainability could encourage businesses to adopt more responsible and ethical practices. Overall, the intention of the RESTORE Project presented a unique opportunity for the Indonesian government to rebuild towards a more resilient and sustainable future for the country.

## 1.7 Design Rationale and Logical Framework (LG)

The project's main objective was to support the Government of Indonesia (GoI) in responding to its immediate needs, through improved health systems and longer COVID-19 economic recovery through stimulus measures that were climate and environmentally sensitive, gender-sensitive, and inclusive, in line with the GoI's RPJMN.

Three outcomes aimed to build resilience to respond to systemic uncertainty and risk by ensuring that institutions, communities, and people actively apply and implement low-carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender-sensitive.

To achieve these outcomes, the project implementation had targeted the delivery of three main outputs:

Firstly, the project supported inclusive and multi-sectoral responses at the sub-national level and maintained social coherence through the provision of health equipment, advocacy, policy dialogue, and technical assistance in pursuing the following strategies:

- 1.1. Strengthening Health Systems
- 1.2. Providing an Inclusive and integrated crisis management and responses
- 1.3. Addressing the human rights and socio-economic impact of COVID-19

Secondly, the project supported the Government of Indonesia adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that were climate and environmentally sensitive, gender-sensitive, and inclusive. The strategic interventions to achieve the output included:

- 2.1. Strengthening the Government's fiscal stimulus strategy toward a green economic recovery
- 2.2. Supporting Subnational Governments to implement green economic initiatives.
- 2.3. Support to MSMEs to participate in the inclusive green recovery.
- 2.4. Empowering CSOs to support inclusive green recovery processes.

Thirdly, the project supported the Indonesian MSMEs to mainstream COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures. UNDP focused on the following activities to achieve this output:

- 3.1. Assisting MSMEs to adopt COVID-19 safe practices to minimize the spread of COVID-19 among their workforce and customers.
- 3.2. Supporting MSMEs to participate in an inclusive green recovery and digital economy.
- 3.3 Supporting business associations, CSOs, and other non-government stakeholders to assist MSMEs to transition to an inclusive green economy.

## 1.8 Assumptions

The Project Document recognized that certain conditions needed to be in place for the project to achieve its expected outputs. It was acknowledged that a consistent commitment from the Government of Indonesia was necessary to embrace greener and more inclusive recovery measures. This commitment was fundamental to ensuring that the project's outputs were maintained and scaled up. In addition, the project could only achieve its expected output if the government's buy-in to the project's results was in place.

Another crucial condition was the existence of a well-established local MSMEs support ecosystem that would function to link the project with targeted businesses. This ecosystem could consist of various actors such as private sectors, business associations, local enablers, research centers, and incubation facilities. These actors would play an important role in mobilizing MSMEs, delivering capacity building and accompaniment, linking capacitated MSMEs to business networks, and continuing the accompaniment beyond the project's end.

During the design phase, the UNDP had mapped out risks that might arise and affect the project implementation. These risks were segmented into several categories, including environmental, financial, operational, organizational, political, regulatory, security, and strategic factors, with operational factors posing a significant risk. The identified risks ranged between low and substantial levels. The main risks identified by the project document included the health crisis limiting the government's ability to materialize its ambition for allocating resources for economic recovery, MSMEs not wanting to implement strategies to prevent COVID-19, the private sector and business associations not being interested in supporting MSMEs, and government support not adequately targeting MSMEs.

## 1.9 Implementing Arrangement, Partnerships, Social Groups Targeted and Scale of Intervention

Implemented under the Direct Implementation Modality (DIM), the Project was overseen by the UNDP Indonesia Country Office (CO) to ensure effective execution. DIM involved UNDP taking full responsibility for managing project inputs to achieve planned outputs. To establish formal collaboration with implementing partners, a Statement of Intent (SOI) was signed between UNDP and each partner. These SOIs served as the basis for asset transfer through the BAST (Berita Acara Transfer/minutes of handover) mechanism.

To operationalize the Project, the CO established a Project Management Unit (PMU) which held UNDP accountable for achieving project results. Significant decisions related to project finances, procurement, and human resources underwent review, clearance, and approval by UNDP CO, and when necessary, by

other UNDP Provincial and/or corporate units in accordance with UNDP's Programme and Operations Policies and Procedures.

The PMU, led by a Project Manager (PM) based in Jakarta and employed by UNDP, was responsible for day-to-day project management and activity implementation, guided by the CO. Due to the COVID-19 pandemic, all team members worked remotely until advised to return to the office.

The implementation partnerships encompassed various sectors, including national partners such as the government and sub-national government, as well as UN partners like the International Organization for Migration (IOM), World Food Programme (WFP), UNICEF, MSMEs, CSOs, and contractors. Annex 6 provides a detailed stakeholder mapping, including implementing partners at all levels.

UNDP collaborated with several key government partners as identified in the stakeholder mapping. These partners included BNPB, BAPPENAS (Badan Perencanaan Pembangunan Nasional/National Development & Planning Agency), Ministry of Health, and the Ministry of Cooperatives and SMEs. At the national level, the project provided support to government bodies such as Bappenas, Ministry of Administrative and Bureaucratic Reform (KemenpanRB), Ministry of Health (MoH), BNPB, Ministry of Cooperatives and Small Medium Enterprises (MoCSME), Fiscal Policy Agency (Badan Kebijakan Fiskal/BKF) of MoF, Ministry of Village (MoV), and the Ministry of Women Empowerment and Child Protection (MoWECP/KPPA).

At the sub-national level, the project offered technical assistance to nine (9) provincial governments, namely Riau, West Java, East Java, South Kalimantan, West Nusa Tenggara, West Sulawesi, Central Sulawesi, Gorontalo, and Papua.

The three outcomes involved different scales of intervention and targeted various social groups. For example:

Output 1 focused on maintaining social coherence through an inclusive and multi-sectoral response at the sub-national level. Activities under this outcome were implemented at the sub-national level and targeted the general population.

Output 2 aimed to promote green economic recovery in Indonesia by adopting climate and environmentally sensitive, gender-sensitive, and inclusive fiscal policies. Activity 2.1 was implemented at the national level, while activities 2.2, 2.3, and 2.4 were implemented at the sub-national level. The beneficiaries primarily consisted of MSMEs and other non-government stakeholders.

Output 3 aimed to integrate COVID-19 prevention into the business strategies of Indonesian MSMEs while leveraging the government's COVID-19 economic recovery stimulus measures. Activities under this outcome were implemented at the community level and targeted MSMEs, with a specific focus on women-owned businesses and businesses owned by people with disabilities.

## 1.10 Project Board

A Project Board was established and consisted of the Government of Japan as the project's Senior Supplier and the Indonesian Government Partners as the project's Senior Beneficiary. According to the Project Document (ProDoc), the project board was initially planned to convene twice: at the commencement of the Project and at the Project's conclusion in December 2022. In hindsight, it became evident that the project necessitated an active and engaged board, highlighting a valuable lesson for future endeavors. Additional conclusions regarding project coordination and lessons for policy scale-up can be found in section 4.5.

The Project Board comprised three distinct roles, including:

- An Executive: UNDP Deputy Resident Representative represented the project's ownership and chaired the group.
- Senior Supplier: A group of individuals representing parties contributing funding and/or technical expertise to the project. The Senior Supplier's primary role within the Board was to offer guidance on the technical viability of the project.
- Senior Beneficiary: A group of individuals representing ministries and the Government of Indonesia who would ultimately benefit from the project. The Senior Beneficiary's primary role within the Board was to ensure the realization of project outcomes from the perspective of project beneficiaries.

The potential members of the Project Board were evaluated and proposed for approval during the PAC meeting in September 2021. Given the multi-sectoral, multi-stakeholder approach of the project, it collaborated with seven implementing partners (six ministries and one agency), all of which served as the project's senior beneficiaries. To mitigate the risk of decision-making delays, board meetings were expected to occur if the chair, co-chair, or designated representative was available. In cases where a consensus could not be reached, the final decision rested with the UNDP Programme Manager. However, the project held only one Project Board meeting during the period, which proved insufficient to accomplish the soft policy learning objectives inherent in the project's "build back better" design.

The project's Senior Beneficiaries comprised six key ministries: MoV, MoH, MoF, KemenPANRB, MoCSME, MoWECP, and one agency of BNPB. Given the cross-sectoral nature of the project, intensive coordination with all senior beneficiaries was expected. This also posed a significant risk of a time-consuming process that would demand substantial effort from the project team. To mitigate this, it was stipulated that a board meeting could proceed if the chair, co-chair, or designated representative were present. Despite attempts to convene multiple PB meetings, stakeholders were not always available due to competing demands. The project's extensive scope contributed to prioritizing the various demands placed on senior officials. Further discussion on the overall execution and implementation of this governance and coordination is detailed under the efficiency section below.

## 2.EVALUATION SCOPE AND OBJECTIVES

### 2.1. Evaluation Objectives

The objective of the Terminal Evaluation was to assess the RESTORE project performance against expectations set out in the project's Logical Framework/ Results Framework (see TOR Annex 1). The TE had assessed results according to the criteria outlined in the Guidance for TEs of UNDP-supported Projects.<sup>5</sup> The time period covered include October 2021 –December 31, 2022, the segments of the target population and geographic area are provided in the diagram under the methods/sampling section below. The March 2020 PIP activities and some aspects of component two had not been assessed as they were either too early or still ongoing during the evaluation.

### 2.2. Evaluation Audience

In relation to transparency and accountability purposes, the audience for the report includes district-level partners, government, civil society organizations and donors. The following depicts the detail list of the TE audience:

- RESTORE Project Team: Responsible for coordinating the conduct of the evaluation.

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<sup>5</sup> (Link: [http://web.undp.org/evaluation/guideline/documents/PDF/UNDP\\_Evaluation\\_Guidelines.pdf](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)).

- QARE Unit and RR Unit: Responsible for managing the TE with the Commissioning Unit and providing technical assistance in developing evaluation methodology.
- Other relevant units in UNDP CO: Health, LAPOR, and Social Innovation Platform – DGPRU; Innovative Financing Lab; Circular Economy – Environment Unit, which have either been "extended hands" of RESTORE Project's delivery partners or were co-implementing partners in achieving UNDP CPD.
- Project's government stakeholders: National and Sub-National Agencies for Disaster Management, Ministry of Village, Minister of Cooperative and Small and Medium Enterprises, Ministry of Health, Ministry of Finance, Ministry of Administrative and Bureaucratic Reform, Ministry of Women's Empowerment and Child Protection - 9 subnational governments.
- CSOs: Part of the evaluation participants and provided feedback on partnerships and collaborations.
- Communities and beneficiaries: Will participate as respondents in the survey, census, Focus Group Discussion, and Key Informant Interview, and in the evaluation dissemination workshop.

### 2.3. Evaluation Scope

The evaluation scope of the RESTORE project encompassed a wide-ranging and multifaceted initiative, conducted within a rapid timeframe spanning from October 2021 to December 2022. This evaluation sought to assess the project's effectiveness in addressing the multidimensional impacts of the COVID-19 pandemic, which necessitated collaborations with diverse partners across various levels of the country.

At the national level, the project engaged closely with pivotal partners including Bappenas, KemenpanRB, MoH, BNPB, MoCSME, BKF of MoF, MoV, and MoWECP/KPPA. Additionally, the project extended technical assistance to ten provincial governments: DKI Jakarta, Riau, West Java, East Java, South Kalimantan, West Nusa Tenggara, West Sulawesi, Central Sulawesi, Gorontalo, and Papua.

Recognizing the critical importance of inclusivity, the evaluation centered on how the project adhered to the Leave No One Behind (LNOB) principle, ensuring the active involvement of vulnerable groups that were disproportionately affected by the pandemic. This emphasis encompassed fostering the resilient recovery of women, persons with disabilities, and youth.

The evaluation further delved into the extensive scope of the RESTORE project, which entailed multiple components, partners, and activities at all levels of the country. The analysis encompassed project design intricacies and examined how these aspects contributed to addressing the diverse challenges posed by the COVID-19 pandemic. Strategic collaborations and inclusive approaches were central to the project's implementation strategy, enabling it to effectively respond to the intricate and far-reaching impacts of the pandemic.

In conclusion, the evaluation of the RESTORE project sought to comprehensively assess its multifaceted nature and its commitment to inclusivity, both of which played pivotal roles in contributing to the country's resilient recovery, particularly for its most vulnerable populations.

### 2.4. Evaluation Approach and Criteria

The evaluation of the RESTORE project was guided by humanitarian project principles, as outlined in the table below. The chosen criteria were aligned with the OECD-DAC criteria, encompassing relevance, coherence, efficiency, effectiveness, and sustainability. Additionally, the logical framework for expected results (detailed in Annex 2) played a pivotal role in shaping the evaluation's objectives. This framework facilitated the review of targets and indicators, as well as the anticipated outcomes to inform subsequent endeavors focusing on sustainability and scaling up.

Furthermore, the logical framework served as a foundation for documenting lessons learned across various aspects. This encompassed the approach to capacity building, the effectiveness of assessments, the creation of evidence and knowledge products, the provision of technical support, and the establishment of decision-making arrangements. The evaluation process sought to ascertain whether the project adopted a business-as-usual approach while responding to the post-disaster recovery, which, by nature, was unprecedented.

In summary, the evaluation approach for the RESTORE project was driven by established humanitarian project principles and OECD-DAC criteria. These methodologies were instrumental in assessing the project's alignment with its intended outcomes and in gathering insights to inform subsequent actions, particularly in terms of sustainability, scalability, and lessons learned from a distinctive recovery scenario.

Table 4. Evaluation Approach

| Principle                     | Description  |
|-------------------------------|--|
| Humanitarian Needs Assessment | Conducting comprehensive assessments to understand the needs and vulnerabilities of the affected population. |
| Humanitarian Principles       | Adhering to humanity, impartiality, neutrality, and independence in providing assistance.                    |
| Coherence and Coordination    | Collaborating and coordinating with other humanitarian actors to avoid duplication and maximize resources.   |
| Accountability                | Prioritizing accountability to affected populations through transparency and responsible resource use.       |
| Sustainability                | Building sustainable solutions that address immediate needs and promote long-term recovery.                  |
| Do No Harm                    | Minimizing negative impacts and risks associated with the assistance provided.                               |
| Gender and Diversity          | Considering the specific needs of different genders, age groups, ethnicities, and marginalized populations.  |
| Risk Management               | Assessing and addressing potential risks associated with the intervention.                                   |
| Adaptability and Learning     | Being flexible, adaptive, and continuously learning from the project implementation.                         |
| Impact and Outcome Evaluation | Conducting rigorous evaluations to assess the project's effectiveness and impact.                            |

## 2.5. Evaluation Questions

The evaluation aimed to answer key questions related to the projects based on its relevance, effectiveness and efficiency, sustainability, and overall impact. The evaluation matrix with key questions was created to support data collection methods. The key questions fall under five categories: relevance, coordination/partnerships/dim modality, effectiveness, efficiency, sustainability, and impact. The questions focus on areas such as community engagement, coordination and collaboration, achievement of expected results, project management efficiency, sustainability of benefits, and longer-term positive/negative impacts. The evaluation aimed to identify areas for improvement and lessons learned to inform future interventions.

### **Category: Relevance**

- To what extent has the RESTORE design and approach been clear, relevant, coherent, and appropriate, as well as equity, gender, and disability-inclusive to address community engagement coordination and support, both during COVID-19 and moving forward?
- To what extent is the project needs and priority based?

- To what extent has the project been targeted and implemented to achieve gender equality, inclusion, and diversity principles?
- To what extent was the design and strategies developed to engage with the local community (women, persons with disabilities, youth, most vulnerable persons i.e. remote Indigenous People /IPs)?
- How did the project respond to emerging priorities or events?
- Did the project have a suitable safeguards plan?

***Category: Coordination/Partnerships/Dim Modality***

- To what extent has the early recovery response coordination and collaboration been managed efficiently, effectively, and sustainably to achieve the overall goal and objectives of the project?
- Did the project teamwork with the most relevant partners across the outputs, at the national and subnational levels?
- How well did the project oversight and monitoring/coordination board work and why?
- Was the project modality and implementation strategies effective at merging the humanitarian and development nexus?

***Category: Effectiveness***

- To what extent have the expected results been achieved?
- Did the project achieve its targets and implement all planned activities towards impact?
- What results actually happened through coordinated strategies and collaboration?
- How did the project support all actions -including to achieve affirmative action concerning gender and inclusion and especially during ongoing disaster and post-disaster recovery work?

***Category: Efficiency***

- To what extent are the project management and governance systems, as well as human and financial resources and commitments relevant, efficient, effective, sustainable, and equity-inclusive in attaining the expected outcomes?
- Did the project actually lead to any structural changes in policies and in business in terms of the development and the humanitarian planning and recovery work – multi sectoral, recovery planning, etc.?
- Was the project cost-effective, demonstrating efficient implementation and value for money - why and how?
- How well was the project monitored by the Project Internal Unit (PIU) and oversight governance team?

***Category: Sustainability***

- To what extent are the benefits of the RESTORE project specifically for the poorer and vulnerable populations likely to continue?
- What factors will affect the sustainability of the project? Why?
- Are there any lessons learned in terms of gender and social inclusion, other issues that could be used for similar future interventions in terms of project design, implementation, and monitoring and evaluation?

***Category: Impact***

- What are the longer-term positive/negative, intended/unintended (side-) effects of RESTORE?
- What was the main achievement and the impact level results?
- How has the project impacted the livelihood of communities (women, persons with disabilities, and youth) in the project?
- What can be improved to reduce the negative effect from the future project?

## 3. EVALUATION APPROACH AND METHODS

### 3.1. Evaluation Approach

The evaluation was gender and inclusion sensitive and based on the theory of change and implemented as a summative and learning exercise. The methods were mixed with quantitative and qualitative tactics and included a participatory and consultative approach with close engagement with various stakeholders. The evaluation paid special attention to ensure equity, gender, social inclusion and human rights-based approaches were incorporated into the data collection and analysis. Primary data was collected through surveys, semi-structured interviews, and focus group discussions at national and sub-national levels, while secondary data was collected through desk review using existing reports, literature, annual reviews/progress reports, and monitoring data provided in a google drive provided by UNDP. All data was collected online, and the evaluation used UNEG ethical guidelines and norms and standards to ensure transparency, inclusivity, and gender and human rights responsiveness.

### 3.2. Data Collection Procedures and Instruments

The evaluation team used mixed data collection methods. The first phase of data collection included a desk review of the project key documents including the planning, design, implementation reports, administrative documents, news, press-releases, and other documents. During this phase, the methodology was established, and a stakeholder analysis was conducted. The stakeholder chosen for the interview was selected after conducting desk study through project reports and also interviewing with the RESTORE team. The team also reviewed baseline indicators and prepared the final status of those indicators.

Next, the team conducted in-depth interviews and focus group discussions to gather insights from project stakeholders and collaborators across diverse sectors and levels. Online consultations and distributed surveys were used to investigate access, participation, control, and benefits obtained by the stakeholders and beneficiaries from all of the RESTORE activities and sub projects. The team conducted surveys to harvest insights about change pertaining to expected results and improvement.

The collected data was then synthesized and analyzed using qualitative data analysis based on in-depth analysis data- transcripts, stakeholder reports and visions reported orally, and data coding interpretation. Per the humanitarian –development project principles, the team paid special attention to ensure equity, gender, social inclusion, and human rights-based approaches were embedded into the data collection and analysis. During the process the evaluation team keep independent of the broader reference group. The evaluation team followed a participatory and consultative approach and ensured close engagement with the RESTORE Project Team, government counterparts and sectors at national and subnational level, UN and other implementing Partners, the UNDP Country Office, direct beneficiaries in communities in particular, and other stakeholders.

### 3.3. Data Analysis

To analyze the data, the team used content analysis, coding, and comparative analysis. Content analysis was used to understand the meanings, contexts, and intentions contained in the messages related to Inclusive and Multisector response to COVID-19 pandemic, green economy, and Revitalization of MSMEs. Coding method analysis was used to summarize and categorize the opinions of the participants obtained from in-depth interviews and FGD. Comparative analysis was utilized to compare all data from various sources to gain an understanding of the best practices implementation in designated locations.



### 3.4. Sample and Sampling Frame

RESTORE project involved complexity and a mix of themes and topics that cut across the humanitarian and development project nexus, with a large geographical spread of expected results. The sampling strategy was thus designed to ensure that all the material was covered fully, and the most representative viewpoint was obtained. The selection criteria ensured that the sample was representative of the entire target population and matters of gender equality and social inclusion were proportionally reflected. For example, stakeholders directly interviewed included 9 National Government officials, 6 Sub-National Government officials, 16 Development Partners, 10 CSOs, 190 MSMEs, and 6 UNDP Internal Unit respondents. Although the sampling strategy was designed to cover the material fully, there were some limitations to the sample's generalizability. The sample was limited to specific geographic areas and was not representative of the entire population of Indonesia. Nonetheless, the sampling technique was effective in gathering representative viewpoints of key stakeholders and beneficiaries involved in the RESTORE project.

Geography played a key role in the sampling strategy. The project had targeted the greater area of Jakarta, Bandung, and Surabaya semi-urban metropolitan regions, including neighboring districts. UNDP targeted nine provinces in 2020, and provided four technical assistance to West Java, Central Sulawesi, Riau, and West Nusa Tenggara, to incorporate green recovery elements into COVID-19 recovery plans.

The sampling technique thus involved both purposive and simple random. Purposive sampling allowed for in-depth focus on a relatively small sample based on their knowledge and experience relevant to the project's purpose. Simple random sampling was used to determine the sample of beneficiaries (MSMEs) using the Slovin formula to calculate the number of samples required with a margin of error of 5%,  $\alpha = 0.05$ , and confidence level ( $z$ ) = 95%.

**Table 5. Total Number of Population and Sample**

| No | Stakeholder             | Population     | Sample         |
|----|-------------------------|----------------|----------------|
| 1  | National Government     | 9 respondents  | 9 respondents  |
| 2  | Sub National Government | 9 respondents  | 6 respondents  |
| 3  | Development Partners    | 16 respondents | 16 respondents |
| 4  | CSO                     | 10 respondents | 10 respondents |
| 5  | MSMEs                   | 361 MSMEs      | 190 MSMEs      |
| 6  | UNDP Internal Unit      | 6 respondents  | 6 respondents  |

### 3.5. Performance Standards (see Annex 5)

The data based on the evaluation questions and logical framework was rated using a color-coded rating scale (see the performance assessment with justification framework in annex 5). The ratings table includes descriptions of associated achievements, and these ratings are used in the Executive Summary. The

evaluation includes four main areas of assessment: Monitoring and Evaluation, IA&EA Execution, Assessment of Outcomes, and Sustainability. Each area was given a color code either not satisfactory NS-Red-, marginally satisfactory MS – Yellow or highly satisfactory HS Green. The evaluation did not include an overall project rating or rating on Project Strategy.

### 3.6. Stakeholder Participation (see Annex 6)

The evaluation involved a broad range of partners and stakeholders, including representatives from the government, civil society organizations, the private sector, UN organizations, other multilateral organizations, bilateral donors, and beneficiaries of activities. The stakeholders were mapped and chosen based on analysis and decisions made with the evaluation clients during the project's evaluation inception. The stakeholders mapped to specific project outputs included:

**Table 6. Stakeholders Map Specific to Project Output**

| Project Output   | National Level   | Regional Level   | Other Organizations   |
|------------------|--|--|---|
| <b>Output 1:</b> | 6 Indonesian ministries <ul style="list-style-type: none"> <li>● Ministry of State Apparatus Utilization and Bureaucratic Reform.</li> <li>● Ministry of Health</li> <li>● Ministry of Finance</li> <li>● Ministry of Cooperatives and SMEs</li> <li>● Ministry of Village</li> <li>● Ministry of Women Empowerment and Child Protection</li> </ul> 1 national agencies <ul style="list-style-type: none"> <li>● National Disaster Agency</li> </ul> | 9 sub-national governments <ul style="list-style-type: none"> <li>● Riau</li> <li>● West Java</li> <li>● East Java</li> <li>● South Kalimantan</li> <li>● West Sulawesi</li> <li>● Gorontalo</li> <li>● Central Sulawesi</li> <li>● West Nusa Tenggara</li> <li>● Papua</li> </ul> | 5 hospitals <ul style="list-style-type: none"> <li>● RSUP M. Djamil, Padang</li> <li>● RSUP dr. Soeradji, Klaten</li> <li>● RSUP dr. Sardjito, Yogyakarta</li> <li>● RSUP Sanglah, Denpasar</li> <li>● RSUD Cengkareng</li> </ul> |
| <b>Output 2:</b> | 1 Ministry<br>Ministry of Finance (BKF/Fiscal Policy Agency)   | 4 sub-national governments <ul style="list-style-type: none"> <li>● Riau</li> <li>● West Java</li> </ul>   | 10 CSOs<br><br>unspecified  |

| Project Output   | National Level   | Regional Level   | Other Organizations   |
|------------------|--|--|---|
|                  | 1 national Agency<br>National Development<br>and Planning Agency | <ul style="list-style-type: none"> <li>• West Nusa Tenggara</li> <li>• Central Sulawesi</li> </ul> | An unspecified number of MSMEs  |
| <b>Output 3:</b> |  |  | -1,293 MSMEs (COVID-19 kits)<br>-361 MSMEs (finished training)<br>- 4 traditional markets <ul style="list-style-type: none"> <li>• Community in Ciluar traditional market</li> <li>• Community in Taman traditional market</li> <li>• Community in Pasar Induk Gedebage</li> <li>• Community in Kramat Jati market</li> </ul> |

### 3.7. Ethical Considerations

The measures taken to protect the rights and confidentiality of informants as per the UNEG ‘Ethical Guidelines for Evaluators’ have been assured<sup>6</sup>. All evaluators signed the ethical code of conduct (Annex 11). The ethical principles of integrity, accountability, respect and beneficence are forward-looking and have been employed to help the evaluators and clients at UNEG fulfill their common mission, in support of the 2030 Agenda for Sustainable Development and for the good of the world’s peoples.

### 3.8. Background Information on Evaluators

An international team leader was recruited to oversee the evaluation implementation, final report writing, and evaluation of coordination partnerships and project modality aspects. Three national consultants were hired locally to support the evaluation. The first national consultant was responsible for MSME

<sup>6</sup> In 2020, the United Nations Evaluation Group (UNEG) updated the UNEG Ethical Guidelines for Evaluation. This document aims to support leaders of United Nations entities and governing bodies, as well as those organizing and conducting evaluations for the United Nations, to ensure that an ethical lens informs day-to-day evaluation practice. This document provides: • Four ethical principles for evaluation; • Tailored guidelines for entity leaders and governing bodies, evaluation organizers and evaluation practitioners; • A Pledge of Commitment to Ethical Conduct in Evaluation that all those involved in evaluations are required to sign.

revitalization in West Java and East Java, the second national consultant was responsible for the Green Economy in West Nusa Tenggara and Central Sulawesi, and the third national consultant was responsible for the GESI (gender equity and social inclusion) evaluation in two areas of evaluation for the Inclusive and Multisector Response component.

The national evaluators supported all aspects of the evaluation implementation, including the development of methods and inception reports, national data collection, and tools and surveys. They attempted to conduct site visits to four selected provinces and cities and to consult with beneficiaries at the sites to vet site interventions but due to unforeseen UNDP change to its operational platforms the field mission was canceled –see limitations. The national consultants also drafted relevant chapters of the report and considered capacity building activities.

### 3.9. Limitations

Some activities (Output 2) were ongoing during the evaluation which created limitations in assessing the complete results. To address limitations in assessing complete results, the evaluators selected a representative sample of stakeholders and based their findings on interpreting responses obtained from this selection. They ensured sufficient representation based on stakeholder diversity and implementation areas concerned. Gaps due to unavailability of key government officials and other stakeholders during data collection were addressed through secondary vetting of information. During the evaluation process, there are some changes in the internal UNDP's system, therefore the evaluators (at the last minute) could not conduct the field visits planned to gain some information from beneficiaries at district and provincial level.

## 4. FINDINGS

### 4.1. PROJECT DESIGN/FORMULATION

#### 4.1.1. National Priorities and Country Drivenness

**Finding 1.:** The RESTORE project was designed rapidly based on humanitarian needs for the COVID-19 emergency response. It was initially designed as an emergency response project, with a PiP stage that lasted from March 2020 to October 2021, but then followed through as a full-sized designed recovery support project from October 2021 to December 2022. At first the project had four main outputs, but as new donors joined in October 2021 and championed build back better, green economy and MSMEs revitalization, resulting in re-evaluating the original outputs and designing new ones for a second full sized project stage. This unique project development is elaborated also under decisions concerning the design below.

Substantiated Evidence:

- The project initially planned as a two-year urgent intervention underwent two distinct phases: the PiP stage and the full project implementation stage. An extension of six months was granted due to increasing demands and project success, allowing additional donors to participate and involving the UNDP and government partners in managing donated funds.
- During the PiP stage, which took place from March 2020 to October 2021, the project focused on addressing pandemic-related healthcare emergencies. From October 2021 to December 2022, the project expanded its scope, funding, and objectives, shifting towards economic recovery alongside pandemic response. Initially targeting the strengthening of the health system, inclusive responses, socio-economic impacts, and digital solutions, the project adjusted its goals in October 2021 to accommodate new donors' emphasis on green economy and MSME revitalization. This resulted in a re-evaluation of the original outcomes and the development of new objectives for the subsequent phase.
- Throughout the project, the ministries and agencies were supportive despite their competing priorities and the time pressures of emergency situations. As the project progressed, there was more

time available for consultation with ministries and agencies, although coordination between sectors became less important.

- While there was no formal gender analysis conducted at the beginning of the project, a commitment to achieving gender equality and social inclusion was demonstrated based on humanitarian principles. The evaluation of GESI's findings indicated that a gender approach was mainstreamed in each activity under the three outputs, and some affirmative actions were taken to facilitate the target beneficiaries in accessing the project interventions. Project Stakeholders and beneficiaries have embraced the imperative of promoting greater representation and empowerment of women in the economic sector. Amidst the difficult times, stakeholders have invested in training programs, capacity strengthening initiatives, and resource support, enabling women to take on more responsible roles in matters decision-making processes, and overall participation. By recognizing the valuable contributions of women in the sector, stakeholders have exhibited a commitment to gender equality and social inclusion.

#### 4.1.2. Theory of Change – Design Logic

**Finding 1:** The evaluation examined the usefulness of the Theory of Change (ToC), log frame expected results and indicator framework as a monitoring tool and tested the theory of change against expected outcomes with scrutiny on the design assumptions. Four key features were noted during the examination, including program complexity, high ambition for targeting and beneficiaries, high ambition for time frames, and a lack of fleshed-out project oversight modality.

Substantiated findings:

- Program complexity: The project was designed within UNDP (and as a DIM modality project) as part of a larger program (UNDP Resilience and Reconstruction - RESTORE) and had an upstream and downstream focus on showcasing sustainable and equitable disaster planning. In this regard it was strategically positioned for building back better involving coordination between sectors, planning and fiscal budgeting agencies, disaster, and emergencies. The project aimed to provide approaches and evidence for equitable and sustainable recovery planning, bridging the humanitarian and development nexus by working with sectors and partners across those areas.
- High ambition for targeting and beneficiaries: The project had an ambitious goal of targeting diverse and remote vulnerable geographical areas, conducting COVID-19 post-disaster needs assessments, and providing technical support to recovery planning with limited resources. UNDP aimed to engage directly with four of the nine sub-national governments to support them operationalize the concept of building back better, focusing on inclusive and green economy. The project supported a sustainability strategy involving capacity building for 10 national CSOs in line with a recent policy for CSO involvement in recovery work. It had many implementing partners across the three outputs and over 361 MSMEs as the beneficiaries of training.
- High ambition for the expectation concerning coordination of high-level officials during emergency context, numbers of planned activities and time frames: The project was found to be an ambitious, and highly intense, two-year strategic humanitarian and development “nexus” project involving cross-sector multi-actor work with a multitude of stakeholders across three outputs. Its many results are commendable for this limitation.
- Project oversight modality: The evaluation noted that while DIM was a good modality for the rapid response needs of the emergency, the project coordination and oversight by multiple ministerial government officials was less defined for emergency policy level and inter-sectoral coordination in emergency situational results and so ownership of the results was limited. This has many lessons on coordination and ownership for projects that are designed in an emergency situation to contribute to the longer-term recovery- “build back better goals”. Systems learning and coordination is not easily done so more work is still needed on who is responsible to take forward the build back better coordination of development planning and emergency coordination policy lesson from RESTORE.

### 4.1.3. Gender Equality and Women's Empowerment - Social and Environmental Safeguards

**Finding 1:** The project had a gender-responsive approach and incorporated social inclusion activities at the planning stage. However, a comprehensive standardized gender analysis was not included in the project document during the Project Initiation Phase (PIP) due to the project's rapid response towards the COVID-19 pandemic.

Substantiated Findings:

- **Gender Marker Rating:** The project was rated as a GEN-2 according to UNDP gender marker, indicating that it had gender equality as an objective and contributed to closing gender gaps in access to and control over resources, improving women's participation, and promoting equal decision-making processes. Although the project included some specific actions for advancing gender equality, women's empowerment, and enhancing social inclusiveness in the results framework, consideration of a specific gender action plan in project design was limited.
- **Gender-specific activities:** The project has initiated gender-specific activities as a response to the COVID-19 crisis through developing Post-Disaster Need Assessments (PDNAs) for COVID-19 that had been conducted in 9 (nine) provinces namely Riau, West Java, East Java, West Nusa Tenggara, South Kalimantan, West Sulawesi, Gorontalo, Central Sulawesi, Papua and has included gender and vulnerable group assessment in each areas of target. Furthermore, the evidence-based Recovery Plan (*Rencana Rehabilitasi dan Rekonstruksi Pasca Bencana/R3P*) also has tried to accommodate and respond to the findings of the assessment.
- In addition, the project also included promoting women's empowerment and supporting the creation of full and productive employment for women and men with disabilities, specifically for the people who work in the small-medium enterprise sector, and the affirmative action also has been taken by developing integrated movable service to support the victims of gender-based violence (GBV). These activities have been implemented based on the findings of several studies conducted at the beginning of the project.
- The project has supported to small businesses and targeted those owned by women, who have been disproportionately affected by the pandemic. This component contributes to SDG 5 - Gender Equality and SDG 10 - Reduced Inequalities, by promoting gender equality and reducing inequalities in access to resources and opportunities.
- The Social and Environmental Safeguards was prepared at the project design stage in accordance with UNDP requirements (Annex 2 of the project document). The Social and Environmental Safeguards Review Form included in the Project Document identified non-potential risks but did not identify risks to gender equity and women's empowerment.

### 4.1.4. Analysis of Results Framework: Project Indicators

This section outlines the key design assets and weaknesses (e.g., SMART) or other implementation constraints (e.g., resource limitations).

- **Specific:** the project aimed to provide fast response towards COVID-19 pandemic focusing on three primary outputs including (i) support to inclusive and multi-sectoral response at sub-national and maintaining social coherence, (ii) Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are climate and Environmentally sensitive, Gender sensitive, and Inclusive, (iii) Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.
- **Measurable:** According to project final results, the project's outputs have been measured and justified based on the indicator and baseline level to provide the project achievements.

- **Attainable:** Although several constraints such as limited budget and time allocation, the project team successfully implemented all project objectives.
- **Realistic:** The project goals and outputs were designed aligned with the capacity of the project team and resources.
- **Timely:** Each stage of the RESTORE project already set on the specific timeline and those could be punctually finished by the deadlines.

#### 4.1.5. Assumptions and Risks

During the formulation stage, the project had identified several potential risks in Social Environmental Risk Screening Checklist of the project document including limitations on government resources due to the health crisis, reluctance of MSMEs to implement COVID-19 prevention strategies, lack of support from the private sector and business associations, and inadequate government support for MSMEs. The project's implementation approach and work plan were designed to address these risks, with the assumption that they would be managed effectively. The evaluators observed that the project team's focus on preventing the spread of COVID-19 for all MSMEs, and organizations involved in the project formed the basis of their risk management strategy.

Throughout the 2020-2021 period, the project team actively monitored and mitigated the identified risks through regular project management monitoring and stakeholder engagement. The risks were reassessed and updated every six months to account for any changes and new risks that arose during the project. The evaluators acknowledged that these approaches had been successful in resolving and mitigating some of the identified risks. However, certain risks persisted and had an impact on the project's ability to achieve its expected outputs as mentioned about – especially about ownership of restores policy and coordination in emergency lessons for development planning purposes. Other limitations included funding limitations and the tight timeframe for delivery as set by donors, insufficient integration of government support for MSMEs, and the absence of national standards or clear guidelines for longer term Circular Economy interventions as it related to reducing risk in society.

#### Summary of Actual Risks:

Based on the evaluators review of the annual performance reports, several risks were identified throughout the project implementation. The risk categories included environmental risks related to pollution, strategic risks regarding partnership alignment and program coherence, and operational risks stemming from environmental factors and the installation of medical waste management systems that could potentially generate air pollution. It was envisioned that as MSMEs increased their production capacity, the volume of waste would also increase. To address these risks, the project team conducted comprehensive assessments of hospital operational capacity and implemented additional waste processing measures to reduce hazardous waste. For MSMEs, waste management prototypes were provided to reduce waste volume and promote a circular economy.

Operational and strategic partnership challenges led to actual risks during the project, such as difficulties in disseminating information and limited operationalization of CSOs' engagement. This, in turn, delayed the availability and access to government financing through CSOs for monitoring and evaluation support. The slow delivery rates of projects and low CSO participation could potentially impact the monitoring of government support and MSMEs receiving assistance. To mitigate these issues, the project team emphasized the utilization of local resources to support field implementation. Increasing government involvement was achieved through promoting MSMEs' understanding of the government's support and stimulus programs. Additionally, the project leveraged UNDP's existing partnerships on climate finance with the Ministry of Finance and on Circular Economy with BAPPENAS and other key ministries.

Overall, none of the risks identified reached a high-risk category, and ongoing risk mitigation measures were in place to ensure the program's sustainability. The treatment of these risks remained in progress to effectively manage and mitigate their potential impacts.

#### 4.1.6. Lessons from Other Relevant Projects (e.g., same focal area) Incorporated into Project Design

The design of the RESTORE project drew upon lessons learned from other relevant projects in similar focal areas. The following are key insights:

- The project aimed to provide an umbrella and coordinating mechanism for activities carried out by other UNDP and partner projects, integrating COVID-19 interventions from various units within UNDP. It adopted a multisector and portfolio approach to address diverse needs.
- Output 1 was closely linked to UNDP's Democratic Governance and Poverty Unit (DGPRU), focusing on health governance, gender-based violence (GBV), and the SPAN-Lapor initiative. The project incorporated procurements related to these areas as well as in line with the concern of UNDP strategic plan on - digital units. Collaboration with PDNA and R3P projects fell under the Resilience and Reconstruction Unit (RRU).
- Output 2 was primarily related to promoting green economy initiatives, supporting circular economy and involved close collaboration with the Innovative Financing Lab (IFL). IFL contributed its expertise in advocating for green fiscal stimulus and worked with climate finance networks and the Budgeting and Finance for Fiscal Policy Agency (*Badan Kebijakan Fiskal/BKF*).
- The project also leveraged insights and recommendations from the UN Partnership for Action on Green Economy (PAGE) project, particularly in terms of fostering green eco-partnerships and advancing the circular economy. The Environmental Unit and IFL played significant roles in technical circular economy development, gender-inclusive policy frameworks, and partnership building.
- Output 3 focused on supporting micro, small, and medium-sized enterprises (MSMEs) and involved collaboration with IFL and Country Office Economist. The project design was informed by studies conducted by the Country Office Economist on the impact of COVID-19 on MSMEs, ensuring alignment with their findings.
- The project integrated approaches and expertise from the Sustainable Development Goals (SDG) Joint Programme, led by the United Nations Resident Coordinator (UNRC) Office and implemented by several UN agencies and UNDP is one of them. It leveraged the UNRC's advocacy for social protection, with UNDP's involvement in the project reflecting its role in addressing social protection issues.
- Building on UNDP's strength in innovative financing, the project collaborated with IFL to explore innovative financial mechanisms. Given the project's focus on social protection in response to COVID-19, it was situated within the RESTORE project and benefited from IFL's expertise and insights from Country Office Economist.
- Gender empowerment activities followed a twin-track approach, which involves gender mainstreaming and gender focus in the outcome, outputs and indicators of the project framework. At the same time, the project also has been trying to identify the inequalities which lie at the heart of issues relating to access to knowledge, capital and redress discriminatory practices and unjust distributions of power after the disaster. The project has strengthened their intervention with



specific collaboration on gender-related initiatives with DGPRU, which also in line with the project' theory of change. This also ensured a comprehensive approach to gender mainstreaming within the project.

By incorporating lessons from these relevant projects, the RESTORE project was designed to leverage existing expertise, foster collaboration, and ensure alignment with ongoing initiatives in the focal areas. RESTORE made significant contributions to the development and expansion of several other initiatives:

- Output 1: The R3P project was leveraged and scaled up by the RRU, building on the foundations laid by RESTORE. Additionally, UNDP handed over the responsibility for the maintenance of health facilities to the government, allowing them to take charge of further development or potential relocation.
  - In the area of gender-based violence (GBV), the DGPRU team followed up on the facilities to ensure their proper functioning and effectiveness.
  - SPAN Lapor not only standardized complaint handling but also created disaggregated gender data, providing valuable insights into gender-related aspects.
- Output 2: The Environmental Unit took the lead in formulating and scaling up the circular economy module. UNDP actively contributed to program formulation and advocated for it in parliament. The formulated program was subsequently utilized by the IFL, a climate finance network, to advocate for it in parliament.
  - Based on recommendations from the green fiscal stimulus study, efforts were made to create a gender-sensitive green economy database to expand the impact of the green economy transition to women. A framework for priority sectors in the green economy, such as waste management, forestry, and energy, was formulated.
  - Efforts were made to create a dashboard to monitor the extent of gender sensitivity in the green economy transition. Although creating a comprehensive dashboard required significant time, a database mapping was developed, with hopes for the establishment of gender-sensitive indicator framework in waste management, forestry, and energy sectors. Additionally, a gender checklist was created for use by ministries or agencies to ensure gender sensitivity in the database, with follow-up by IFL to the Kementerian PPPA.
- Output 3: Together with another relevant unit, UNDP developed a concept for Bisnis Lestari
  - The Bisnis Lestari business module was not yet uploaded on the UNDP website, but it was uploaded on the e-learning platform of the Ministry of Cooperative and SMEs, and project partner platform (Tumbu/UKM Indonesia); allowing other UNDP units to harness it for their contributions to the Bisnis Lestari project.
  - Efforts were made by the RRU to scale up waste management at the unit level through the development of a concept for a new waste management program in collaboration with Accelerator lab.
  - RESTORE was acknowledged as a good practice example for creating frameworks integrating disability inclusion in the project. Furthermore, the RRU assisted in the development of a policy brief on disability inclusion for a UNDP global-scale program.

#### 4.1.7. Planned Stakeholder Participation

The project had a well-defined plan to involve key stakeholders from various sectors to facilitate cross-sectoral and multi-stakeholder learning and coordination ( knowledge products coming from the project key initiatives i.e., focus on gender and women, disabilities, circular economy, small business training, was very good and gave visibility to the work and the lessons) yet it did fall short of its goals for ownership and scale up of policy lessons i.e. disaster risk reduction through green growth initiatives. Given the multidimensional impacts of the COVID-19 pandemic, the RESTORE project was designed with and sought to collaborate with partners from diverse sectors and various levels and it intended for such

collaboration on planning and targeting in particular i.e. gender, disabilities, as well as a focus on green initiatives for future disaster risk reduction to be sustained with knowledge that there would be benefit from building back better to sustainable and green initiatives i.e. focus on most vulnerable targets and circular economy, green growth. At the national level, the project worked with the Ministry of National Development Planning (BAPPENAS), the Ministry of Administrative and Bureaucratic Reform (KemenpanRB), the Ministry of Health (MoH), BNPB, the Ministry of Cooperative and Small Medium Enterprises (MoCSME), the Fiscal Policy Agency (BKF) of MoF, the Ministry of Village (MoV), and the Ministry of Women Empowerment and Child Protection (MoWECP/KPPA). The project also provided technical assistance to ten provincial governments, including Jakarta city, Riau, West Java, East Java, South Kalimantan, West Nusa Tenggara, West Sulawesi, Central Sulawesi, Gorontalo, and Papua, at the sub-national level. Following the Leave No One Behind (LNOB) principle, the project included vulnerable groups that were severely impacted by the pandemic, such as women, persons with disabilities, and youth, in each implementation activity.

Specifically, the project intended to collaborate with the Ministry of Finance (MoF) to develop fiscal stimulus measures for greening Indonesia's macro-economic recovery strategies. The project aimed to recommend options for green recovery incentives and fiscal stimulus policies based on an analysis of economic growth, prioritizing options with co-benefits. UNDP and BAPPENAS planned to conduct policy advocacy with line ministries, the central bank, parliament, and private stakeholders to promote the adoption of Circular Economy (CE) as a green recovery approach from the COVID-19 pandemic.

Additionally, the project planned to work with the National Disaster Management Agency (BNPB) to adjust and initiate recovery needs identification for nine subnational governments affected by the COVID-19 crisis. Leveraging existing recovery needs assessment and planning initiatives, the project aimed to incorporate green recovery principles, including circular economy, into the target provinces' recovery plans.

The project team also intended to collaborate with the Ministry of Home Affairs (MoHA) to provide technical assistance and support for four subnational governments in developing programmatic frameworks for Civil Society Organizations (CSOs) and empowering them as eligible delivery partners. Technical inputs were sought from UN agencies specializing in specific thematic areas, as well as bilateral and multilateral development partners and the private sector.

The project's primary targets were MSMEs, with a particular focus on those owned and managed by women, persons with disabilities (PwDs), and youth. The project aimed to actively involve business organizations and CSOs in sustaining activities beyond the project's implementation through its various outputs.

#### 4.1.8. Linkages between the Project and other Interventions Within the Sector - Management Arrangements

The project demonstrated several linkages with other interventions within the sector and involved co-management arrangements. It is built upon existing guidelines and policies for post-disaster recovery programming that have been institutionalized in the Disaster Risk Management (DRM) governance system since 2011. The project provided assistance to the BNPB in adapting these guidelines for the COVID-19 recovery context.

UNDP collaborated with subnational governments, line ministries, private sector partners, and CSOs to identify recovery needs, develop recovery plans, and strengthen preparedness, with a particular emphasis on green recovery and circular economy principles. The project leveraged partnerships with provincial chapters of Business Chambers, Indonesia Global Compact Network (IGCN), Kamar Dagang dan Industri Indonesia (Kadin), Asosiasi Pengusaha Indonesia (APINDO), Badan Koordinasi Penanam Modal (BKPM), and the Indonesia Business and Disability Network. It also sought technical input from UN agencies, bilateral and multilateral development partners, and the private sector.

The Ministry of Home Affairs (MoHA) issued a circular letter to promote a partnership framework between subnational governments and CSOs, and UNDP worked closely with them to deliver technical assistance and empower CSOs to serve as eligible delivery partners.

The project's design aligned with the government's plans to support beneficiaries, local governments, local communities, and small-medium enterprises. It was found to be in line with the Cash for Work, Padat Karya Tunai Desa, and Desa Cerdas programs by the Ministry of Village, Development of Disadvantaged Regions, and Transmigration (MoV).

## 4.2. PROJECT IMPLEMENTATION

### 4.2.1 Adaptive Management

A key feature and lesson learned from the RESTORE implementation was the emphasis on adaptive management by the project implementation team during emergency and post-emergency project phases. Adaptive management involved monitoring, stocktaking, and making necessary changes to the project design and outputs throughout implementation to ensure that the project remained aligned with its goals in a dynamic and fast paced implementation context. By implementing adaptive management practices, the RESTORE teams effectively navigated the challenges encountered during implementation including for example, the governance issue related to convening the project board only once during implementation- a factor that was clearly out of control of the project implementing team due to the rapid succession of implementation and the emergency context involving many high-level officials across sector.

During the project implementation, various challenges were encountered. Delays in project execution arose due to inadequate adaptation of procurement processes, resulting in administrative difficulties. For instance, the Green Economy project faced delays as its design did not align with UNDP's procurement process. Consequently, the selection of the implementing partner underwent an extensive procurement process which still occurred during the terminal evaluation.

Similarly, the MSMEs revitalization project faced challenges in achieving its sustainable and transformative recovery goals due to insufficient adaptation of UNDP administration, procurement processes, and resources to the project's circumstances. Despite these challenges, significant cost savings were still achieved in fund utilization due to the unprecedented nature of the COVID-19 pandemic.

Furthermore, the provision of a moveable integrated hospital based GBV facility experienced delays due to delayed process of customs clearance for the shipment of equipment from international vendors. This highlights the importance of aligning project designs with procurement processes to ensure smooth implementation.

The project team made intensive efforts to secure the necessary customs clearance letter, but the bureaucratic process and overlapping priorities within the ministry resulted in delays. Additionally, the absence of project registration with the government posed a major challenge in facilitating the necessary administrative procedures, and some ministries were hesitant to provide assistance. Although coordination with the Ministry of Women Empowerment and Child Protection for the BAST process of the Moveable Container for GBV Service Center was unsuccessful, the ministry expressed willingness to collaborate in other project activities.

Effective coordination and communication between the project teams and relevant government ministries played a crucial role in overcoming challenges and ensuring successful project implementation. Coordination with the Ministry of Health proved fruitful in securing the necessary support and commitment to receive the procured facilities.

In conclusion, the RESTORE project offers valuable insights into effective project management and coordination. The challenges faced during implementation highlight the importance of aligning project designs with procurement and regulatory processes, emphasize the need for adaptive management

throughout project implementation, and underscore the significance of effective coordination and communication between project teams and relevant government ministries. Incorporating these lessons learned can lead to more effective management of future projects and better outcomes for all stakeholders.

#### 4.2.2 Actual Stakeholder Participation and Partnership Engagement

The table in Annex 6 provides the overview of the different stakeholders and indicates levels of participation in the project outputs. These stakeholders have been categorized into three groups based on their level of government: national, provincial, and district/municipality.

The national government comprises various key stakeholders who actively participate in the project outputs. The National Development Planning Agency (Bappenas) serves as an implementing partner for the circular economy module and also benefits from the workshop on implementation progress. The Ministry of Health (MoH) receives support in the form of health equipment. The National Agency for Disaster Management (BNPB) is a beneficiary of the COVID-19 PDNA and Recovery plans, as well as digital solutions for COVID-19 self-assessment. The Ministry of Finance – Fiscal Policy Agency benefits from a social-impact assessment study, pre-employment card study, and green fiscal stimulus study. The Ministry of Administrative and Bureaucratic Reform (KemenpanRB) benefits from the enhancement of the SPAN-LAPOR system, which serves as a public complaint handling mechanism., the Ministry of Women Empowerment and Child Protection (MoWECP) benefits from the study on Understanding the Welfare and Livelihood of Society during the COVID-19 Pandemic in Indonesia, as well as the study and mapping of a gender-sensitive database for the green economy transition.

The sub-national government includes several provinces, such as Riau, West Java, DKI Jakarta, East Java, South Kalimantan, West Sulawesi, Central Sulawesi, West Nusa Tenggara, and Papua. They all benefit from technical support on COVID-19 PDNA and Recovery plans and participate in mainstreaming inclusive green economy to sub-national development planning. West Java, DKI Jakarta, and East Java are also stakeholders in MSMEs revitalization and waste management prototypes, while Central Sulawesi and West Nusa Tenggara are stakeholders in the enhancement of the Cash for Work digital application. At the district/municipality level, East Jakarta, Bogor, Bandung, Sidoarjo district are stakeholders in waste management prototypes in traditional markets. UNICEF, as a Principal UN Organization (PUNO), was entrusted with the responsibility of being the lead agency for the Sustainable Development Goals (SDG) Joint Program. As part of this program, a household survey was conducted under the umbrella of the project. The survey aimed to gather essential information on the impact of COVID-19 on households, particularly marginalized and vulnerable groups.

The project received significant support from various partners who have contributed to its implementation. These partners include Fokkalis, YEU, MCS, RED-R, LPEM-UI, SMERU, ClimateWork Australia, JPAL, RISED, PRESISI, KEM, AMF, PT. ASYX Indonesia, PT. Arah, Waste4Change, and PT. Cakrabuana. Together, they played a crucial role in developing key components of the project, such as the Post-Disaster Needs Assessment (PDNA) and Recovery Plan, conducting social and economic assessments, studying the green fiscal stimulus, analyzing the potential of Bumdesa, and advocating for Green Economy policies. Additionally, these partners have been instrumental in revitalizing micro, small, and medium-sized enterprises (MSMEs) and developing waste management prototypes. Through collaboration with these partners, the RESTORE project has effectively addressed various issues related to disaster recovery and sustainable development in Indonesia.

Furthermore, RESTORE facilitated a collaborative initiative between UNDP and the Indonesian Association of Women with Disabilities (HWDI) to provide a disability-inclusive response to COVID-19. The project involved active participation and consultation with people with disabilities in the design, promotion, and implementation of the entire project to address the challenges they face. This multisectoral initiative incorporated specific budgetary provisions for accessibility and reasonable accommodation measures on an individual basis, ensuring that no one is left behind.

### 4.2.3. Project Finance and Co-finance

Table 7 displays the sources of financing and expenditures for the projects. The largest expenditure amount is allocated to the COVID-19 Recovery for MSMEs and advancing the green economy.

The primary sources of financing, as shown in the table, are the JPN-Partnership Development Program PCF (32045) and COVID RFF from Core Programme (04001). Additional sources of financing include TRAC 2 (04010) and Programme Cost Sharing (30000).

The total expenditure for all projects amounts to USD 1,870,334.13. The project with the highest committed amount is 00125994 - COVID-19 Recovery for MSMEs, totaling USD 549,610.80. Conversely, the project with the lowest committed amount is 00121054 - COVID-19 Inclusive Multisector, with only USD 15,818.52.

Among the components, the JPN-Partnership Development Program PCF has the highest expenditure at USD 1,378,468.28, followed by COVID RFF from Core Programme with USD 448,665.71. The component with the lowest expenditure is Programme Cost Sharing, with a total of USD 1,970.07.

The financing sources and expenditures demonstrate variability across the projects and components. It is important to note that some projects have multiple financing sources, and certain components may have no expenditure. While this analysis provides a general overview of the project financials, more detailed analysis may be necessary for specific insights.

**Table 7. Project Output and Expenditure**

| Project Outputs                            | Sources of financing                  | Activity Description                         | Expenditure (2021 -2022) | Committed (USD)  | Total Expenditure and Committed (USD) |
|--|---------------------------------------|--|--------------------------|------------------|---------------------------------------|
| 00121054<br>COVID-19 Inclusive Multisector | 0410 (TRAC 2)                         | ACTIVITY.10.GB V                             | 41,230.07                | 15,818.52        | 57,048.59                             |
|  | 30000 (Programme Cost Sharing)        | ACTIVITY.11 ASP (Adaptive Social Protection) | 1,970.07                 | -                | 1,970.07                              |
|  |                                       |  | <b>43,200.14</b>         | <b>15,818.52</b> |                                       |
| 00125716<br>Advancing a Green Economic App | 04001 (COVID RFF from Core Programme) | ACTIVITY.1. Government                       | 96,628.49                | 7,154.27         | 103,782.76                            |
|  | 04001 (COVID RFF from Core Programme) | ACTIVITY.2. Subnational                      | 99,208.89                | 0                | 99,208.89                             |
|  | 04001 (COVID RFF from Core Programme) | ACTIVITY.3. MSME                             | 195,238.67               | 180,060.05       | 375,298.72                            |
|  | 04001 (COVID RFF from Core Programme) | ACTIVITY.4. CSO                              | 57,589.66                | 0                | 57,589.66                             |

|   |  |  | <b>448,665.71</b>   | <b>187,214.32</b> |            |
|---|--|--|---------------------|-------------------|------------|
| <b>00125994</b><br>COVID-19 Recovery<br>MSMEs | 32045 (JPN-<br>Partnership<br>Devt.Pgm. PCF) | ACTIVITY.1.<br>MSME Adopting           | 309,034.13          | 63,299.21         | 372,333.34 |
|   | 32045 (JPN-<br>Partnership<br>Devt.Pgm. PCF) | ACTIVITY.2.<br>MSME Participating      | 352,976.62          | 285,586.29        | 638,562.91 |
|   | 32045 (JPN-<br>Partnership<br>Devt.Pgm. PCF) | ACTIVITY.3.<br>Business<br>Association | 716,457.53          | 200,725.30        | 917,182.83 |
| <b>Subtotal</b>                               |  |  | <b>1,378,468.28</b> | <b>549,610.80</b> |            |
| <b>Grand Total</b>                            |  |  | <b>1,870,334.13</b> | <b>752,643.64</b> |            |

*Source: Combined Delivery Report by Project-UNDP (Period: Jan-Dec 2022)*

#### 4.2.4. Monitoring & Evaluation

The project implementation and management were well-planned for internal monitoring within UNDP, but there were deviations from the original plan. The project was led by a knowledgeable Project Manager with expertise in the MSMEs sector in Indonesia. Each output was assigned to a dedicated output team, and UNDP recruited three output coordinators during the implementation. However, two coordinators completed their assignments in 2022, and no replacements were recruited due to a decrease in project activities. Additionally, 9 provincial coordinators and advisers were recruited to work on output 1, and their missions were completed in 2022.

Short-term advisers (STAs) were engaged to provide specific technical expertise as needed, such as knowledge on preventing COVID-19, GBV, working with people with disabilities, fiscal policy, post-disaster recovery, e-commerce marketing, establishing online shops, green recovery strategies for MSMEs, and circular economy.

Teleconferencing facilities were established to maintain regular contact with the team during the COVID-19 pandemic. UNDP Indonesia successfully implemented its 2020 work plan using online modalities and established procedures to ensure timely and budget-compliant contracting and delivery of project outputs.

The project engaged other UN agencies in Indonesia, including UNICEF and WFP, to expand partnerships and ensure that the project design addressed the specific needs and vulnerabilities of women owned MSMEs.

To minimize the risk of COVID-19 transmission, all activities followed UNDP's procedures, including contracting CSOs to facilitate implementation in locations where UNDP lacked on-ground support capacity. Partners were provided with Personal Protective Equipment (PPE) and other necessary equipment, and face-to-face interactions adhered to UNDP processes and procedures. The proposed voucher and cash transfer system effectively reduced instances of in-person interaction.

Although attempts were made to establish a project board to oversee implementation and provide guidance, it did not convene. Instead, the project adopted a stakeholder consultation mechanism to review progress and receive advice. This issue had implications for project goals (see 6.2. Effectiveness). Overall, the project's implementation and management strategies were well-designed, focusing on achieving project goals while mitigating risks, including those associated with the COVID-19 pandemic.

The project also underwent an internal evaluation, as reflected in the Performance and Accountability Reporting (PAR) document. This document contains crucial information on project activities, results, budget delivery, risk management, mainstreaming of gender and social inclusion strategies, achievement of project results, and sustainability plan/exit strategy. The PAR aligns project outputs with the targets outlined in UNSDCF, UNDP Strategic Plan, and UNDP CPD, ensuring that the projects are in line with the overall directives and priorities of UNDP.

#### 4.2.5. Overall Project Oversight/Implementation and Execution - Risk Management, including Social and Environmental Standards

The execution of the RESTORE project faced challenges related to multi-stakeholder cooperation. The activities of the project were designed based on the needs of the ministries and agencies involved, but the frequent changes of focal points within these organizations led to a need for reorienting the project towards new officials.

For instance, the UNDP was initially asked to support PDNA studies in 9 regions by BNPB. However, due to the replacement of a high-ranking official, the new official did not continue the activity and requested another study, which was not accommodated as it was close to the end of the project implementation period. The result was that some of the studies that had been conducted were considered irrelevant as they were not conducted by BNPB.

Overall, the dynamic political situation had a negative impact on several project results, including ongoing inter-sectoral monitoring and coordination. Some key activities lost their champions due to changes in personnel, which hindered the smooth execution of the project.

From this experience, key insights can be drawn about the importance of stakeholder engagement and buy-in for success. It is important to have strong champions and advocates for key activities and focal points overall to ensure their continuity, even in the face of changes in personnel. Additionally, it is important to have mechanisms in place to manage changes in personnel and provide new officials with a clear understanding of ongoing activities to ensure project continuity.

### 4.3. PROJECT RESULTS

#### 4.3.1. Achievement of Expected Results

**Table 8. Expected Results of Output Targets**

| Project Strategy  | Indicator | Baseline Level | End-of-project Target | R[1] | Justification for Rating |
|---|-----------|----------------|-----------------------|------|--------------------------|
| Objective: Indonesia is responding to its immediate needs, through improved health systems and its longer COVID-19 economic recovery through stimulus measures that are:<br>a) Climate and environmentally sensitive, b) Gender-sensitive, and c) Inclusive, in line with the Government's RPJMN. |           |                |                       | S    |                          |

| Project Strategy  | Indicator  | Baseline Level   | End-of-project Target                | R[1] | Justification for Rating  |
|---|--|--|--------------------------------------|------|---|
| <b>Output 1: Support to inclusive and multi-sectoral response at sub-national level and maintaining social coherence</b>  | Indicator 1.1: Cumulative number of medical and medical waste equipment procured and distributed to the targeted facilities including provision of supporting facilities.  | 31 HFNC purchased and delivered<br><br>4 sets for autoclaves purchased and delivered<br><br>4 civil works for incinerator houses | All equipment to be handed over/BAST | HS   | All equipment are procured and distributed  |
|   | Indicator 1.2.1: Cumulative number of socio-economic impact assessments produced and measures to address impacts are delivered, including specific measures on gender, social cohesion, and persons with disabilities. | 8 studies have been conducted  | 8 to be handed over/ BAST            | S    | 8 studies were conducted, BAST process is under consultation  |
|   | Indicator 1.2.2: Prototype of movable integrated hospital-based service center for GBV victims   | 0 prototype of GBV movable service center  | 1                                    | S    | The facility has been procured, shipment is waiting for custom clearance  |
|   | 1.3: Cumulative number of recovery plans developed and disseminated in 9 target provinces to support recovery programme implementation.  | 9 recovery plans were formulated   | 9 to be handed over/BAST             | S    | 9 recovery plans have been formulated and 3 have been promulgated. The finalization of two plans cannot be completed. |
|   | 1.4: number of digital platform(s) enhanced and/or developed to support essential public service delivery, social protection and recovery intervention.  | 3 digital solutions are enhanced   | 3 to be handed over/BAST             | S    | 1 BAST for SPAN-LAPOR, 1 does not need BAST for inaRISK, 1 discussion ongoing for CFW application.                    |
| <b>Output 2: Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive</b> | Indicator 2.1: Cumulative number of green and inclusive recovery measures identified to be applied in short and medium term in the national strategies.  | 0  | 4                                    | S    | Study has been conducted; further advocacy is needed to encourage the government to take the recommendations.         |
|   | Indicator 2.2: Extent to which meso-level recovery priorities of the cumulative 4 targeted Provinces are incorporated in national policy directives for economic recovery  | 0  | 4                                    |      | Ongoing   |



| Project Strategy  | Indicator  | Baseline Level | End-of-project Target | R[1] | Justification for Rating  |
|---|--|----------------|-----------------------|------|---|
|   | Indicator 2.3:<br>Cumulative number of recovery plan developed and disseminated in 9 target provinces to support recovery programme implementation.  | 0              | 6                     |      | Ongoing   |
|   | Indicator 2.4:<br>Cumulative number of green recovery stimulus package distributed to MSMEs (at least received by 50% of women led MSMEs)  | 0              | 4                     | MS   | The target was partially achieved through the integration of green economy into MSME revitalization intervention (Bisnis Lestari module, advocacy and training on bisnis and investasi lestari). However, a longer-term intervention/follow up will be required to advocate the establishment of green recovery stimulus package policy |
|   | Indicator 2.5:<br>Cumulative number of CSOs have increased capacity on inclusive green recovery programme (and number of CSO-Government partnership to support COVID-19 green recovery).     | 0              | 10                    | MS   | Ongoing   |
| <b>Output 3: Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.</b> | Indicator 3.1:<br>Cumulative number of MSMEs supported with OHS for COVID-19 safe practices. Disaggregated by women, persons with disabilities, and youth - led MSMEs.                       | 0              | 1200                  | HS   | 1293 OHS packages have been distributed and beneficiary's data is disaggregated.  |
|   | Indicator 3.2:<br>Cumulative number of business improvement initiative on green recovery/digital economy/CE for ultra-micro and/or micro enterprises in four targeted sectors are developed. | 0              | 4                     | HS   | 361 curated MSMEs succeeded to improve/modify their company profile or business model with GUSTI indicators   |
|   | Indicator 3.3 Percentage of the supported MSMEs participating in the Project adopt green economy recovery  | 0              | 75 %                  | HS   | 361 (100 %) curated MSMEs succeeded to improve/modify their company profile or business model with GUSTI indicators   |

| Project Strategy | Indicator   | Baseline Level | End-of-project Target | R[1] | Justification for Rating   |
|------------------|---|----------------|-----------------------|------|--|
|                  | measures/CE and digital economy.  |                |                       |      |  |
|                  | Indicator 3.4:<br>Cumulative number of priority sectors with Business Continuity Plan developed (cumulative number of partnership framework with businesses supporting MSMEs established) | 0              | 4                     | S    | 25 MSMEs had been facilitated to present their business to potential impactful investors. However, partnership framework has not yet officially established. |
|                  | Development of waste management prototypes  | 0              | 4                     | S    | Note: no indicator in Prodoc but it is implemented as part of JSB funded project   |

HS = Highly Satisfactory S= Satisfactory, MS=Mostly Satisfactory

Source: UNDP-Final Results Table and Vetted Project Final Results

## Overview of outcome inputs results

**Outcome 1 – Multi-sectoral COVID Emergency Response** – three inputs: 1.1. Strengthening health systems; 1.2. Integrated crisis management (model PDNA (PDNA-BNPD lead) and R3P (evidence-based recovery plan); and 1.3. Promoting inclusive recovery human rights, socio-economic impact (advocated a method for doing inclusive Risk Profiles (with IFI) for target groups) - involving a partnership with the ASP program.

4 hospitals received inputs for COVID-19 response including the support of incinerator house construction, distribution of autoclaves and procured its supporting equipment, and High Flow Nasal Cannula (HFNC).

- The project supported nine (9) provincial governments to model PDNA and R3P as stipulated in BNPB regulations for COVID-19, with targeted technical support focusing on sites with protracted crises and the most vulnerable/lowest income group as the sampling.
- 9 sub-national governments as the beneficiaries of recovery planning were invited to a meeting on August and September 2021 as participants on crisis management discussion in terms of PDNA and R3P, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB).
- The project did a comprehensive assessment of the socio-economic impact of COVID-19 on the Indonesians, particularly the vulnerable groups by commissioning research centers. It provided recommendations for the inclusive, evidence-based, and sustainable policy formulations of the COVID-19 response and recovery. The project commissioned various research centers to conduct eight studies and assessments to support Bappenas, Ministry of Social Affairs (MoSA), Ministry of Cooperative and Small Medium Enterprises (MoCSME), Fiscal Policy Agency (BKF) of MoF, Ministry of Village (MoV) and Ministry of Women Empowerment and Child Protection (MoWECP/KPPA).
- Developed an integrated hospital service center for Movable Container for GBV Service Center.

**Outcome 2 - Green and inclusive recovery planning and operationalizing support to CE implementation<sup>7</sup>:** 2.1. Strengthening the Government’s fiscal stimulus strategy toward a green economic recovery; 2.2. Mainstreaming Green Economy into Disaster recovery plans; 2.3. Support to MSMEs to participate in the inclusive green recovery, such as entrepreneurship modules on “Bisnis Lestari (Sustainable Business)” to help MSMEs transform into inclusive and green businesses (pilot); 2.4 Empowering CSOs to support inclusive green recovery processes.

- Support to fiscal stimulus: the project engaged Climate Works Australia (CWA) conducted a study on designing green fiscal stimulus for resilient economic recovery in Indonesia to support the Fiscal Policy Agency (BKF) of the Ministry of Finance (MoF).
- Project promoted the ongoing CE program with Appends and conducted support to green recovery planning. Note for this: liaison and PIC for this activity was through CE Project under the Environment Unit. It came under the umbrella of UNDP CO support to go. Hence, Gov. Counterpart was not as familiar with it as a RESTORE activity.
- UNDP had provided technical support four of the nine provinces supported under the output 1, namely West Java, Central Sulawesi, Riau, and West Nusa Tenggara (NTB), to incorporate/operationalize green recovery elements into their recovery plans, as part of their build forward better strategy.
- Project promoted capacity building with small businesses in West Java<sup>8</sup> – Additionally, the project would support scaling and roll out learning modules for green business recovery. The modules were made available to 66 MSMEs participated the trainings organised in four provinces of West Java, Riau, Central Sulawesi and West Nusa Tenggara.

**Outcome 3 - MSMEs – Economic Stimulus:** 3.1 Assisting MSMEs to COVID-19 safe practices to minimize the spread of COVID-19 among their workforce and among their customers; 3.2. Supporting MSMEs to participate in an inclusive green recovery and digital economy; 3.3. Supporting business associations, CSOs and other non-government stakeholders to assist MSMEs to transition to an inclusive green economy<sup>9</sup>.

- The provision of the Occupational Safety and Health (OSHA) to 1,293 MSMEs
- Prototyping of waste management involving MSMEs in traditional markets supported by private company as well as CSO and local government such as Waste4Change and Dinas Lingkungan Hidup dan Kebersihan.
- Focused capacity building work inclusive green recovery with SMEs in the metropolitan city of Bandung, Jakarta and Surabaya. Beneficiaries for inclusive green recovery with local government support under outcome 2 and MSMEs capacity building under outcome 3. Capacity building of 1,293 MSMEs to participate in the green recovery and digital economy. 1,293 MSMEs registered to participate.
- Registered the SMEs in APINDO UMKM Academy, which is under the auspices of APINDO (Indonesia’s Businesses Association). Invited 25 beneficiaries to do a pitch deck.
- The digital training for MSMEs is in line with the program from *Kementerian Koperasi dan UKM* (Ministry of Cooperatives and Small and Medium Enterprises/MoCSME) for MSMEs to go digital, since there is a program for online registration of MSMEs and online certification for them in the Ministry.

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<sup>7</sup> The implementation to achieve this output will likely still be ongoing when the evaluation takes place.

<sup>8</sup> The capacity building has been conducted in four provinces by December 2022

<sup>9</sup> Prototyping of waste management involving MSMEs in the traditional market merits a survey too.

#### 4.4. RELEVANCE

***Question: To what extent has the RESTORE design and approach been to address community engagement coordination and support, both during COVID-19 and moving forward, clear, relevant, coherent, and appropriate, as well as equity, gender, and disability-inclusive?***

##### **Types of emergencies of COVID-19**

The RESTORE project sought to support the GoI in mitigating and alleviating the adverse impact of the pandemic, including impacts on the public health, macroeconomic instability, survival of MSMEs, and more discrimination against vulnerable groups. It sought to capitalize on the pandemic by promoting “build back better” using system approaches and green and digital business models, aiming to achieve socio-economic resilience that will improve upon pre-pandemic numbers.

##### **Why the project was relevant to the problem and the actors.**

Key planning documents such as the National Medium Term-Development Plan (RPJMN), the UNDP Country Strategic Plan, and the UNDP CPD formed the cornerstone of the project framework. The idea was to make use of what the GoI has already conducted and enhance it through initiatives and best practices that came from the accumulation of knowledge from UNDP’s experiences. These synergize existing policies with new ones, paving effective and efficient intervention at the national, sub-national, and local levels.

- **Handling problem 1 with output 1:** Strengthening health system, inclusive and integrated crisis management and responses, addressing the human right and socio-economic impacts of COVID-19
- **Handling problem 2 with output 2:** Inclusive fiscal policy
- **Handling problem 3 with output 3:** MSMEs Revitalization

***Finding 1: The project design and portfolio umbrella project was flexibility adapted and continually adjusted to bridge the emergency phase with important ongoing initiatives that supported longer-term recovery planning.***

The RESTORE program was structured as a two-phase project with a comprehensive log frame and set of results spanning multiple sectors. The initial focus of the project was to address the immediate recovery needs while also serving as a bridge to support longer-term recovery planning initiatives. The goal was to foster an inclusive and multi-sectoral response at the sub-national level, with key activities aimed at maintaining social coherence.

During the first reporting period, Output 1 health emergency response focused activities were initiated and successfully achieved their targets, which were then handed over to government partners. Output 1 primarily focused on the emergency response period, while the remaining two outputs were dedicated to the recovery phase and build back better beyond the acute health response.

One significant collaboration within the project was with the DGPRU team to complete the BAST procedure for four sets of autoclaves and associated facilities. These facilities were subsequently handed over to the Ministry of Health (MoH) on September 5, 2022. Each set included a boiler, water processing equipment for reverse osmosis, a water tank, and other necessary supporting facilities. This effort contributed to the UNSCDF priorities-CPD Outcome 3, which seeks to promote the application and implementation of low-carbon development, sustainable natural resource management, and gender-sensitive disaster resilience approaches by institutions, communities, and individuals.

Output 3 of the project was particularly relevant to the needs of Micro, Small, and Medium Enterprises (MSMEs) during the COVID-19 pandemic. MSMEs were heavily impacted by the crisis, and the project responded by providing health and sanitation kits to help them adapt to the challenging conditions. As the lockdown measures eased, the project shifted its focus to post-COVID-19 recovery initiatives, offering capacity building programs on green economy and digitalization, which were crucial for the resilience and growth of MSMEs.

***Finding 2. Project was in line with national development priorities (RPJMN) regarding inclusive economic development, poverty eradication, and social welfare through digitalization, green economy, and circular economy to assist the beneficiaries as well as a step towards achieving broader policy goals***

The project design was well thought out and aligned with the government's plans to support the beneficiaries, local governments, local communities, and small-medium enterprises. The *Cash for Work* program, as one of RESTORE's projects, was found to be in line with the *Padat Karya Tunai Desa* and *Desa Cerdas* programs by the Ministry of Village (MoV). These programs support the government's efforts to achieve inclusive economic development, poverty reduction, and social welfare as outlined in the national medium-term development plan/RPJMN (*Rencana Pembangunan Jangka Menengah Nasional*). Cash for Work (CfW) program aims to provide temporary employment opportunities to poor and vulnerable households in rural areas to support their income and increase their access to basic services. This program is aligned with the RPJMN's priority of accelerating economic growth, reducing poverty, and increasing rural development. This program has also been expanded to include digital platforms that support essential public services, social protection, and recovery interventions, particularly in response to the COVID-19 pandemic. During a joint monitoring visit by UNDP and the Ministry of Village (MoV) to Bilelando village in Praya Timur subdistrict on May 31, 2022, the village government acknowledged the benefits of using the Cash for Work (CfW) application to digitally document beneficiary data, streamline attendance monitoring, and simplify the payment process. As a result, many neighboring villages have expressed interest in adopting the application to support the implementation of the CfW program. The relevance points to national development were attested by the national government during the interview as follows:

*"...Nah, pemerintah daerah juga punya keinginan untuk mengembangkan itu. Secara langsung kami wawancara, pihak pemda yaitu dinas pemberdayaan masyarakat desa itu sebenarnya ingin mengembangkan tidak hanya di satu desa, tapi mungkin untuk 20 desa atau seperti apa gitu. Nah itu secara lisan waktu itu kepala dinasny menyampaikan hal itu kepada kami...."- (KII with government representative, 19012023)*

*"...Well, the local government also expressed their will to develop it. During our direct conversation, the local government, namely the village community empowerment unit, wants to develop it not only in one village, but maybe for 20 villages or something like that. Well, the head of the local government verbally conveyed this to us at that time."- (KII with the representative of MoV, 19012023)*

One of the critical elements of the RESTORE project was the emphasis on addressing green economic recovery initiatives in response to the COVID-19 pandemic. This project supported four sub-national Governments of Indonesia (GoI) in incorporating green economy plans for recovery. In addition, the project collaborated with *Koalisi Ekonomi Membumi* (KEM), a coalition of 46 entities interested in promoting green economy and sustainable business in Indonesia, and conducting capacity building on green economy and sustainable business for MSMEs, CSOs, and government entities in the aforementioned provinces. The preparation for activity implementation has been conducted, and the training is conducted in November and December 2022. The project also supports business associations, CSOs, and other non-governmental stakeholders in assisting MSMEs in transitioning to an inclusive green economy. Furthermore, the project has initiated the development of four prototypes of waste management in traditional markets in the three

targeted metropolitan areas to accelerate the onboarding of MSMEs in the green economy transition. The activity has been implemented since August 2022 and is expected to be completed by January 2023, with four implementing partners selected to model each prototype.

The ultimate objective of the RESTORE project is to ensure that the Government of Indonesia adopts fiscal policy approaches that are both environmentally and gender-sensitive, as well as inclusive, to stimulate economic recovery from the COVID-19 pandemic. As part of this effort, the project lobbied Bappenas to integrate the circular economy module into the National Development Plan, enabling the incorporation of circular economy principles into national policies. The project aims to address the lack of clear guidelines or national standards for circular economy interventions by providing capacity building for MSMEs on this topic. By doing so, the project seeks to enhance the country's efforts toward sustainable development and promote circular economy practices across different sectors.

***Finding 3. The project implemented gender equality, inclusion, and diversity principles in each stage, including the design, implementation, and strategies to engage with the local communities.***

To contribute to the achievement of the project's outputs, the RESTORE project has contributed in several initiatives, including UNSDCF Output 3.1. for resilience to climate change and disasters and reduced greenhouse gas emissions, UNDP Strategic Plan Output 3.3 for risk-informed and gender-responsive recovery solutions, and CPD Outcome 3 for institutions, communities, and people actively applying and implementing low-carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender-sensitive. The project has also paid attention to GESI mainstreaming in the project design and implementation to advocate for inclusive and sustainable economic recovery, ensuring that women and persons with disabilities are not left further behind due to the impacts of COVID-19.

The project carried out several outputs, such as support for inclusive and multi-sectoral response at the sub-national level and maintaining social coherence, including procuring one movable service center for GBV survivors to be installed in RSUD Cengkareng as a pilot of an integrated service center aiming to ensure the holistic protection mechanism for GBV survivors. The project has also conducted eight gender-responsive studies to provide evidence-based assessment and analysis on the impact of COVID-19 on women and other vulnerable groups. Three enhancements of digital solutions, namely inaRISK Personal App, SPAN-LAPOR application, and Cash for Work (CfW) application, have incorporated gender equality into the system using gender-disaggregated data during the data collection process to facilitate further gender-responsive analysis.

The project has also supported four sub-national governments to incorporate green economy into recovery plans, and Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from the government's COVID-19 economic recovery stimulus measures. The project has capacitated 1,462 MSMEs beneficiaries, with 75% of the participants being women, to improve their businesses to be more resilient, inclusive, green, and digitally agile while profitable at the same time. Additionally, 33 persons with disabilities have been facilitated to take benefit of the program, and 142 women have advanced to attend the digital literacy training aiming to improve the readiness of MSMEs to get on board in the digital economy.

Overall, these projects are designed to support the GoI's efforts to achieve the SDGs and address the country's development challenges, including poverty, inequality, and provincial disparities. They also reflect the government's commitment to implementing development programs that are responsive to the needs of communities and aligned with national development priorities.

## 4.5. COORDINATION/PARTNERSHIPS

***Question: To what extent has the early recovery response coordination and collaboration been managed efficiently, effectively, and sustainably to achieve the overall goal and objectives of the project?***

RESTORE has shown itself to be a global innovation that facilitates sufficient collaboration between many stakeholders and groups of stakeholders to efficiently achieve its objective while prioritizing sustainable actions. It has built a bridge between COVID-19 emergency response work and making longer-term “build back better” recovery. This was done by conducting strategic actions which target inclusive and sustainable development backed by evidence and assessments, and inclusive and sustainable PDNA planning. It effectively produced strategic support interventions that targeted fiscal inclusion and provided sustainable development aimed to empower the micro-business with green and digital business approaches.

***Finding 1. Recovery from COVID-19 and initiating programming within the crisis situation was similar to the reaction during a protracted crisis.***

UNDP assisted the GoI (BNPB) in developing a response toward the pandemic by making use of the Disaster Management Guidelines. It is developed to tackle the effect of natural disasters and has been around since 2011 (see PDNA and R3P). The DRM measures were not designed for a pandemic situation, let alone a global pandemic. Hence, UNDP’s contribution in providing international data focusing on pandemic response helped in adjusting the guideline to tackle a protracted crisis like a global epidemic. Certain adjustments of its operational aspects, technical guide, and institutional arrangements are made to apply it in a COVID-19 recovery plan in a national, subnational, and local context.

Pandemic responses need to be dynamic, forming a cyclical process between response, preparedness, and recovery. The new adjusted guidelines produce three outputs that are supported by the RESTORE project. UNDP plans to capitalize on the pandemic by leveraging existing recovery needs assessment and planning initiatives of the target cities to incorporate green recovery and circular economy principles. The first output seeks to identify recovery needs, recovery plans, and critical measures to improve preparedness in 9 provinces. The second output targets Riau, West Java, West Nusa Tenggara, and Central Sulawesi. The third output is at the city level: Greater Jakarta, Bandung, and Surabaya.

UNDP and BAPPENAS have engaged multiple actors from various ministries, local and international NGOs, and representatives of local MSMEs to develop the National Strategy for Circular Economy. Circular Economy (CE) is an increasingly popular concept that aims to provide social, economic, and environmental benefits to communities that practice it. It has been proposed as a vehicle to accelerate the green economy in the UN Partnership for Action on Green Economy (PAGE) Initiative. A study has found that it can be used to assist government actors in creating guidelines for policies that can benefit MSMEs and give them incentives to move into green and digital business models. Partnership with the Ministry of Cooperative and MSMEs has been pivotal in conducting feasibility research on the practice of CE to promote recovery and growth, especially for vulnerable groups.

The Ministry of Finance has collaborated with UNDP to develop fiscal stimulus that incentivizes green macroeconomic recovery. This is done by conducting a scoping study aimed at identifying green options that can contribute to macro and meso levels of economic recovery. It also gives recommendations for policies while considering the volatile nature of the pandemic. The analysis identifies the relationship between economic growth that can contribute to climate-related adaptation, providing a co-benefit scenario for all parties. For example, promoting sustainable businesses through a circular economy and climate-sensitive approaches that are informed by best practices and experts’ opinions.

RESTORE fostered partnerships with non-state actors. For example, it had engaged provincial chapters of Business Chambers, IGCN, Kadin, APINDO, BPKM (Indonesian Investment Board), Indonesia Business

and Disability Network (IBDN), and associations of microenterprises. Furthermore, BPKM has recently supported 96 SMEs to sign partnership deals with 27 national and 29 foreign companies that plan to invest in the country. This engagement has successfully promoted domestic investment worth 1.5 trillion IDR (106 million USD).

The Ministry of Home Affairs (MoHA) showed its support by issuing a circular letter to promote partnerships between subnational governments and CSOs. The latter are now eligible for government funding if they deliver services related to COVID-19 response and recovery support, such as advocacy, assisting vulnerable groups, and provision of technical assistance for the target group of government programs. In this intervention, UNDP has delivered technical assistance to support sub-national government engagement with CSOs and empowering the latter to be effective delivery partners for the former.

***Finding 2. Project teamwork in collaboration with relevant partners at the national and sub-national levels***

Throughout its implementation, the project has effectively coordinated with six ministries and one agency at the national level and nine sub-national governments, as well as multiple stakeholders, including UN agencies, private sectors, business associations, and supporting entities. The project has been praised by technical divisions of governmental and implementing partners for its comprehensive approach, and they have expressed their willingness to incorporate the project results into their relevant program planning after the project ends.

However, despite effective technical coordination with partners, the project has encountered significant challenges in formalizing its cooperation with institutions. As of November 2022, the project has struggled to form a Project Board to govern its implementation for two main reasons.

Firstly, Bappenas, the expected coordinator of the project's senior beneficiary, declined the project request. Bappenas cited their lack of involvement since the beginning of the project, despite attending several meetings and events, and the presence of different individuals attending these meetings has affected coordination. Similar situations have also occurred with other relevant ministries, such as the Ministry of Women Empowerment and Child Protection (MoWECP). Secondly, the project has encountered complex coordination issues with the Ministry of Cooperatives and Small and Medium Enterprises (MoCSMEs), the Ministry of Villages (MoV), and the Fiscal Policy Agency (BKF) of the Ministry of Finance, due to the turnover of personnel who had been the project's key counterparts.

***Finding 3. The project oversight, monitoring, and coordination board***

The COVID-19 pandemic has highlighted the need for a comprehensive and holistic approach to respond to and recover from its impacts. The United Nations Development Programme (UNDP) responded to this need by designing the RESTORE program, which aims to support the Government of Indonesia in its pandemic response and recovery efforts. However, implementing a systemic and holistic project design poses significant challenges, especially when the project must be completed within a limited timeframe.

It is noted that the RESTORE program has achieved a satisfactory rating in terms of project management and monitoring (refer to table 1). To ensure effective monitoring, the program has carried out monitoring activities on all projects through a monitoring visit platform. These visits provide an opportunity for the project team to observe and evaluate the progress of the project.

As part of its monitoring activities, UNDP pays particular attention to women's involvement in the project. The program is committed to promoting gender equality and encouraging women to participate in all aspects of the project. UNDP recognizes the importance of ensuring that women are included in decision-



making processes and that their voices are heard. By actively monitoring women's involvement, UNDP tends to create a more inclusive and equitable project environment.

However, the RESTORE project faces several obstacles in operationalizing its holistic design, particularly in terms of coordination. For example, implementing transformative policies for a green economy and reviving MSMEs requires long-term follow-up programs and regular advocacy with various stakeholders. Additionally, the project needs to coordinate with six ministries, one agency, nine sub-national governments, multiple UN agencies, and multiple implementing partners. The need for such extensive coordination and engagement makes the project team's job very time-consuming and challenging. Certainly, the recommendation is to consider this need /challenge during design and implement target around new policy goal for building batter better in terms of coordination and the holistic Disaster risk reduction and all hazard cyclical framework for emergency preparedness, event and recovery processes.

As per the latest PAR, the project's status is off-track on Output 2, mainly due to the exhaustive procurement process to select the implementing partner. The selection process began in late 2021 and has not yet been completed as of November 2022 due to unaligned administration issues. The absence of the Project Board has blocked the LVGA process, which has not drawn the interest of potential implementing partners to participate. Therefore, the project has changed the selection process to RFP mechanism from September 2022, and the issue was resolved in December 2022.

***Finding 4: The RESTORE project aims to tackle discrimination, inequality, and marginalization through human rights analysis despite not explicitly mentioning human rights standards in the Prodoc/AWP. UNDP and BNPB launched a recovery planning process for COVID-19 in nine provinces, incorporating green economic recovery and inclusivity principles, and facilitating the formulation of a contingency plan for coordinated response during emergencies.***

The Prodoc/AWP of RESTORE references the support of human rights promotion and the addressing of discrimination in project activities, but it does not explicitly mention human rights standards, conventions, treaties, or the outcomes from human rights mechanisms in the activity description. The project, however, has specific strategies and aims to tackle issues of discrimination, inequality, and marginalization, and conducts a thorough human rights analysis, which includes disaggregating data by gender and other social inclusion elements.

Due to the unique nature of the COVID-19 response, which is difficult to establish or determine the phase of disaster response, and the fact that there is no physical damage, there is a significant loss in terms of the socio-economic aspect of the affected communities. Additionally, there were no sufficient regulations and references available to manage such an unprecedented disaster, as COVID-19 is a new type of epidemiological hazard.

Leveraging their experience in facilitating the formulation of PDNA and R3P for natural disasters in the country for years, UNDP, together with BNPB, has launched a process to model a PDNA and R3P for COVID-19 in nine provinces across the country. The recovery planning process is guided by the build forward better principle, and inclusivity and green economic recovery have been incorporated to ensure that the recovery planning is environmentally sensitive and leaves no one behind.

Apart from advocating for BNPB to scale up the model into other provinces, UNDP has also put in place regular consultations with local governments to promote the mainstreaming of R3P into RPJMD (local medium-term development plan). Several provincial governments have requested support from UNDP to formulate a contingency plan for COVID-19, and UNDP has agreed to provide support to facilitate the contingency plan development process.

Both the recovery plan and the contingency plan will provide the government and UNDP with lessons learned on how to strategize preparedness against the pandemic. While the recovery plan is formulated after the disaster, the contingency plan is developed before a disaster takes place to ensure a coordinated response during the emergency phase. In the COVID-19 context, both documents can be formulated at the same time because the pandemic time pattern tends to be iterative. Therefore, the PDNA, R3P, and contingency plan will provide enhanced coping mechanisms and increased preparedness for similar responses in the future or other areas, all while ensuring the principles of inclusivity and environmentally sensitive recovery are incorporated.

## 4.6. EFFECTIVENESS

**Question: To what extent have the expected results been achieved and have stakeholders been happy with the outcomes?**

### 4.6.1. Country Ownership

***Finding 1. The RESTORE program, supported by the UNDP DIM modality, was a collaborative effort owned by multiple government partners to address the complex and unprecedented COVID-19 pandemic crisis in Indonesia.***

The RESTORE program provided coordination support and engaged with many relevant to the emergency response government agencies, including the Ministry of Cooperatives and Small and Medium Enterprises (MoCSME) and the Ministry of Villages, in managing and implementing COVID-19 response projects. The Ministry of Women Empowerment and Child Protection (MoWECP) was initially engaged but had no direct involvement in the program. The MoWECP declined the request to involve in the movable GBV provision but accepted to collaborate on the study/mapping of gender-responsive database on green economy transition. The Fiscal Policy Agency conducted a study of COVID-19 impacts on the economy, energy, and emission sectors. Sub-national governments that were invited to participate in the program included *Dinas Lingkungan Hidup* (DLH)/Environmental Agency, *Badan Penanggulangan Bencana Daerah* (BPBD)/Provincial Disaster Management Agency, and *Badan Perencanaan Pembangunan Daerah* (Bappeda)/Provincial Development Planning Agency.

The program used a structured approach, including stages such as project design, implementation, and evaluation, to ensure efficient collaboration with national and sub-national governments. The program engaged various government agencies, such as the Ministry of Cooperatives and Small and Medium Enterprises (MoCSME) and the Ministry of Villages, in managing and implementing COVID-19 response projects.

The RESTORE program's systematic approach ensured the efficient and effective implementation of its projects, leading to their success and positive impact on beneficiaries. Examples of government agencies involved in the program include the Ministry of Women Empowerment and Child Protection, which was initially engaged but had no direct involvement as mentioned above, and the Ministry of Cooperatives and Small and Medium Enterprises, which provided input for the digital literacy module designed for MSMEs. The Ministry of Villages was involved in a Cash for Work program, and the Fiscal Policy Agency conducted a study of COVID-19 impacts on the economy, energy, and emission sectors. The project collaborated with the ministry to conduct study on gender sensitive database for green economy transition.

According to the result of Key Informant Interview (KII) with *Kementerian Pemberdayaan Perempuan dan Perlindungan Anak* (Ministry of Women Empowerment and Child Protection (MoWECP)), RESTORE project team initially engaged with MoWECP to announce the project. Initially, there was no follow up

from the RESTORE team, so MoWECP had no direct involvement. However, now, UNDP has a collaboration with MoWECP for the mapping of gender responsive databases on green economy transition.

In addition, based on the KII with *Kementerian Koperasi dan UKM* (Ministry of Cooperatives and Small and Medium Enterprises (MoCSME)), the ministry provided inputs for the development of the digital literacy module in the RESTORE project. This module was designed specifically to help MSMEs in Indonesia improve their digital skills and capabilities. The involvement of MoCSME in the project highlights the importance of collaboration between government agencies and development projects, which can lead to more effective and impactful interventions.

During the Key Informant Interview, the representative of *Kementerian Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi* (Ministry of Villages (MoV)) stated that they were involved in a Cash for Work program (CfW) that aimed to digitize the distribution of cash assistance for two villages in Sigi and Central Lombok. The program was implemented under the responsibility of the Unit of Village Central Development ( *Bidang Pusat Pengembangan Desa*). The involvement of MoV in this program highlights their commitment to promoting digitalization in rural areas and supporting the economic development of disadvantaged regions.

Based on an interview with *Badan Kebijakan Fiskal* (Fiscal Policy Agency), the agency was invited to collaborate with UNDP in delivering the results of the RESTORE project. The agency was responsible for conducting a study of the impacts of COVID-19 on the economy, energy, and emission sectors. This study was carried out under the supervision of two centers, namely *Pusat Kebijakan Pembiayaan Perubahan Iklim dan Multilateral* (PKPIM)/Climate Change Financing and Multilateral Policy Center and *Pusat Kebijakan Sektor Keuangan* (PKSK)/Financial Sector Policy Center.

Similar invitations were also done to sub-national governments. These governments included *Dinas Lingkungan Hidup* (DLH)/Environmental Agency, which is responsible for environmental management, such as waste management; *Badan Penanggulangan Bencana Daerah* (BPBD)/Provincial Disaster Management Agency, which handles the disaster management and post-disaster recovery through PDNA and R3P; and *Badan Perencanaan Pembangunan Daerah* (Bappeda)/Provincial Development Planning Agency, which is responsible for the Provincial development planning.

The participation of national and sub-national governments in the RESTORE program demonstrates their dedication to quickly respond to the COVID-19 pandemic and promote meaningful projects that concentrate on assisting individuals impacted by COVID-19 in a range of sectors, such as MSMEs, healthcare, digitalization in rural areas, inclusivity for people with disabilities and marginalized communities, and supporting the economic development of underprivileged regions. This commitment underlines the importance of collaborative efforts between various levels of government to address complex and multifaceted issues related to the pandemic and its impacts on communities.

The RESTORE project has achieved significant success in meeting its objectives and corresponding milestones. The project has been praised by both national and sub-national governments as well as CSOs, enablers, partners, and MSMEs for its focus on sustainable and inclusive development. It has empowered the most vulnerable and impacted actors, such as MSMEs, persons with disabilities, and marginalized communities, by providing them with the necessary skills, resources, and assistance to adopt green and digital business models. The project's multi-sectoral approach has addressed the needs of various beneficiaries, including sustainable business practices, networking opportunities, digitalization, and business management capacity-building. Furthermore, partnerships between RESTORE, government actors, and CSOs paved the way for a Provincial Rehabilitation and Reconstruction Plan (R3P) that increases the effectiveness of Provincial budgeting strategies and ensures that the project's impact is sustained and scaled up beyond its lifespan.

### ***Finding 2. Key Expected Results and Achievements of RESTORE Projects***

Respondents of the RESTORE projects have highlighted several key achievements of the program, including the digitization of MSMEs and the preparation of a Sustainable Business module which promotes inclusiveness and circular economy. According to the national government actors, such as the Ministry of Women Empowerment and Children Protection (MoWECP), Ministry of Village (MoV), and the Ministry of Cooperatives and Small Medium Business (MoCSME), the RESTORE program has a high level of success. These government bodies made use of its data to develop their policy. This is especially true for MSMEs empowerment activities. The MoCSME has highly appreciated this effort, and the module has been uploaded to the e-learning platform for other enablers to access. The green economy activities in Riau, West Java, West Nusa Tenggara, and Central Sulawesi have also been successful. In West Java, MSMEs have been taught to conduct their business according to green business principles, which are in line with the local government policy on green business and circular economy. The implementation of e-waste management with PT Arah at Ciluar traditional market in Bogor has also been successful. The project initiates to provide actors with resources, support, and expertise in business marketing and financial business management to successfully promote digital transformation and green economy. For example, BSF (Black Soldier Fly) cultivation and dried maggot products have provided a means of augmenting the household income of those who stand to benefit from them. All these results enhance the creativity and sustainability of MSMEs.

The same opinion is echoed by the sub-national government. The project provided much-needed support in providing services such as Post-disaster Rehabilitation and Reconstruction Plan for COVID-19 (R3P), post-disaster economy, environment recovery, and social protection. The result has gone above and beyond the target, the training and capacity building provided opportunities to expand their range of business, network, and share ideas. Additionally, it also provides healthcare and health facility assistance, which is essential in alleviating the adverse impact of the pandemic.

CSOs and private partners have been especially content with the project outputs. They have echoed several strong opinions on the continuation of the project to other locations in Indonesia. They reported numerous results ranging from developing digitalized waste management, ideas for sustainable business models, and networking with various actors from governments, private, and international NGOs. The projects showed great care for the most vulnerable, supporting businesses run by persons with disabilities, such as collaboration with Indonesian Association of Women with Disabilities (*Himpunan Wanita Disabilitas Indonesia*/HWDI) to consult specific budgetary provisions for accessibility and accommodation measures based on individual basis and requirements, and successfully creating an embryonic form of a circular economy complex by conducting a partnership with Waste4Change to implement BSF technology in waste management to produce dried maggot and to support waste reduction in households and traditional markets. Dialogue between diverse actors adds much-needed local context in planning the sub-national government budget, improving the efficiency of the financial planning to achieve sustainable and inclusive socio-economic growth.

RESTORE used the umbrella portfolio approach that has provided a model for the Provincial activities of UNDP, which includes gaining efficiencies in procurement and coordination through inclusive and targeted planning. This has implications for the training program for MSMEs in which participants have raised concerns about the tight time allocation and the amount of training materials delivered. They suggest the need for categorization of MSMEs in the training process. This is because not all MSMEs have the same pace and field of experience, and more facilitators are required to assist with the implementation of the training program.

#### 4.6.2. Addressing Gender Equality and Women's Empowerment

***Question: To what extent are the results contributing to the realization of international Gender Equality (GE) norms and agreements (e.g. CEDAW, UDHR, CRPD), as well as national and local strategies to advance GE?***

***Finding 1: RESTORE has initiated the gender-specific effects of the COVID-19 crisis by promoting women's empowerment and supporting the creation of full and productive employment for women and men, and persons with disabilities.***

The project has conducted several studies included socio-economic assessment on the impact of the COVID-19 pandemic on households in the hardest hit areas, with a particular focus on vulnerable groups, women, micro entrepreneurs, women micro entrepreneurs, and those employed in the informal sector—street vendors and daily workers of the MSMEs sector. The Socioeconomic Impact of the COVID-19 report has covered the status of livelihoods, employment, and access to social services. The result of the assessment has been followed with recommendations on policy and programmatic measures and identifying actions to mitigate impact of the crisis on the most vulnerable and prevent them from sliding back into poverty. This impact assessment has been conducted jointly with UNICEF, Australia Indonesia Partnership for Economic Development (Prospera-DFAT) and the SMERU Research Institute which was elaborated on the basis of meetings, workshops and the application of the survey to decision makers, representatives of the sectors, as well as women and men from the participating communities.

This research has identified various needs, which mainly refer to the lack of knowledge on gender equality and women's reduced access to resources and paid employment in the communities, particularly during the pandemic situation, where they are mostly engaged in domestic activities. While these findings add specificity to the Project Document, the finding does not reflect in a gender action plan, such a systematic and in-depth analysis in the project extension document. Although to address the needs identified, the project has set out strategic lines of action, indicating the objective, expected results and actions to be carried out for each of them, as well as gender mainstreaming approach in each activity during the implementation phase.

The study also generated some recommendations as an initial action to overcome the challenges of different needs of gender and localities from project targeted areas. Although they are not integrated into a detailed gender strategy, the project has maintained a significant action on mainstreaming gender equality, women empowerment, and social inclusion throughout the project implementation. The project has taken an initial step to facilitate and sensitize gender equality through the policy recommendations that were formulated and developed a recovery action plan that targeted gender and vulnerable groups as a response to the Post-Disaster Assessment that were conducted by the project.

While there was no gender-disaggregated project targets, gender-parity reporting of attendance at project activities level was provided as an initial action to identify how many participants that have been involved from different genders, such as Bisnis Lestari training for 169 new beneficiaries (134 people are women and 2 persons with disabilities), This information also could be utilized for further gender and social inclusion affirmative and more transformative interventions by relevant stakeholders.

In the internal project management team, monitoring activities for gender equality and social inclusion interventions were undertaken by the responsible consultant. The project also took some innovative actions for internal project team, such as developing a checklist (Measurement checklist for Gender Responsive Terms of Reference) for internal project purposes to ensure that gender and social inclusion strategies were included in project activity plans. Furthermore, progress reports provided information on gender equality, women's empowerment, and actions taken to ensure that vulnerable groups were included among the target beneficiaries.

The project passed the four screening questions relating to gender equality from the ESSP with a "no" response. Therefore, no specific safeguards management measures arose from the ESSP. The evaluator also identified no significant issues relating to compliance with UNDP's social and environmental standards (SES).

Looking ahead, future interventions should recognize the crucial role that women, people with disabilities, and other vulnerable groups play in defining and implementing activities, assessing results, and managing initiatives that have a direct and concrete impact on their own lives, the lives of their families, communities, and the environment. By doing so, they can be more resilient to the impacts of disasters.

#### 4.6.3. Support to other Cross-Cutting Issues

The COVID-19 pandemic has had significant impacts on poverty, disaster recovery, disabilities, digitalization, human rights, capacity development, and knowledge management in Indonesia. Poverty eradication efforts were halted, and many vulnerable groups were left behind by social policies. People with disabilities face challenges in work, education, and health, and women experienced a decline in labor market participation and increased domestic care burden. Youth also suffered disproportionately due to job losses and disruptions to education. However, there have been initiatives by the government and UNDP to address these issues, such as the RESTORE project. The project has made real contributions to respond to the disaster situation while considering equal access to all people, including marginalized groups, and ensuring the sustainable use of natural resources.

***Finding 1. The COVID-19 pandemic has had a significant impact on poverty and most vulnerable citizens in Indonesia and the project provided targeted support to the problem.***

Poverty eradication efforts were halted as the poverty rate rose to 10.19% by September 2020, resulting in an additional 2.76 million new poor population compared to September 2019. Despite the government's efforts to provide social safeguards against COVID-19 and climate change simultaneously with the pandemic, many segments of the population, such as people with disabilities, newly vulnerable groups, and newly poor groups, have not yet benefited from social policies due to the tight regulations that mostly targeted existing poor families. While the government has expanded social protection policies to include the middle class, it has not provided gendered analysis in providing social protection policies, as shown in the current regulation of MSMEs assistance policies, which do not consider different gender and persons with disabilities needs. Furthermore, many people living in post-disaster areas that were already devastated have become highly vulnerable as the COVID-19 pandemic has hindered their ability to recover. The RESTORE project has been trying to address the issues above on poverty and capacity, through its interventions/programs.

***Finding 2. The COVID-19 pandemic has significantly impacted people with disabilities in terms of their work, education, and health.***

Most students with disabilities faced difficulties with distance learning, particularly when required to use smartphone apps and other online methods, and some students dropped out. Regarding their jobs, many people with disabilities lost their jobs due to several reasons. Moreover, there are limited persons with disabilities who understand and have access to the *Kartu Prakerja* Program. While regular social assistance for persons with disabilities in 2021 primarily consists of two cash transfer programs—Social Assistance for Persons with Disabilities (*Asistensi Sosial Penyandang Disabilitas/ASPD*) and the Family Hope Program (*Program Keluarga Harapan/PKH*)—the government support for persons with disabilities was inaccessible and/or inadequate. As a result, during the pandemic, most persons with disabilities relied on informal support from family, friends, communities, and disability organizations in the form of daily support, food, and financial assistance.

Persons with disabilities have been left behind by current policy responses, and there have been no policies that concern disability during the pandemic. The disability community has also been excluded from the planning, implementation, monitoring, and evaluation of COVID-19 mitigation and recovery efforts. RESTORE has implemented a training program for entrepreneurs who have disabilities as a way to address the cross-cutting issues of poverty alleviation and disabilities.

According to a recent report by UN Women, 82% of women have experienced a decline in labor market participation, and their incomes have decreased due to the reallocation of labor to care activities. Women are overrepresented in sectors such as food services, retail, and tourism that have been hardest hit by virus containment measures, and women-led enterprises are more vulnerable to economic shocks. Women are also taking on a greater domestic care burden because of school closures, and there has been an increase in violence against women during the implementation of COVID-19 protocols. The impact on persons with disabilities has also been severe, with studies showing that around 69% of them may have fallen deeper into poverty due to the pandemic. Many persons with disabilities are not receiving government social protection programs because of outdated registration in social protection databases. Violence against women with disabilities has also increased, according to the National Commission on Women. This finding has been utilized as the basis of project intervention in providing an inclusive and integrated crisis management and responses to increase the adaptability of the vulnerable and marginalized group in facing of systemic hazards in the future.

***Finding 3: The project is a good example of the convergence between UNDP internal units and other development programming.***

The pandemic has compounded pre-existing vulnerabilities, with youth more likely to work in precarious, informal jobs without social protection, have limited access to financial or productive assets, and be overrepresented in the hardest-hit sectors. A survey conducted by UNDP found that 79% of young entrepreneurs in Indonesia have been negatively affected by the pandemic, with many having to close their businesses or experiencing a decrease in revenue. Despite these challenges, many young entrepreneurs plan to maintain or reopen their businesses by collaborating with other businesses to support one another. The Business Lestari program helps to address the issues for entrepreneurs who are heavily impacted by the COVID-19 Pandemic.

Indonesia also initiated to tackle several critical issues such as promoting a green economy, which is essential for achieving sustainable development through creating eco-friendly products and services, supporting MSMEs that prioritize sustainability by applying circular economy. This system is aimed by the GoI to reduce the environmental impact of human activities and climate change mitigation act, while developing sustainable economic opportunities.

GoI and UNDP Indonesia, also recognized that many Indonesians had lost their jobs due to the COVID-19 pandemic. Thus, they created new opportunities for employment to get income through providing business training and digital literacy as the creation of new livelihood opportunities. This program also did interventions for various groups, such as women, youth, and people with disabilities to help them address the challenges that hampered their income.

As such the project is a good example of the convergence between UNDP internal units and other development programming. The project has made real contributions to respond to the disaster situation combining economic, health, gender, social inclusion, and environmental development to bring together knowledge systems to plan for overcoming the pandemic situation while also considering equal access to all people, including marginalized groups, and ensuring the sustainable use of natural resources through a green economic approach that has been introduced by the project.

#### 4.6.4. Catalytic Role/Replication Effect

***Question: To what extent can the initiatives and projects be replicated and continued?***

Apart from being a rapid response and policy learner intervention to the multifaceted COVID-19 pandemic, the RESTORE projects have also initiated several endeavors that prove ready for replication and continuation. Three main sub-projects that ought to be replicated are (1) gender-mainstreaming in PDNA and R3P; (2) green fiscal policies at the national level; and (3) green MSMEs upscaling. The replications are based on the relevance of the sub-projects to the national policies and the level of success of the sub-projects.

***Finding 1. RESTORE projects have initiated several endeavors that prove ready for replicated and continuation.***

As an effort to aid subnational governments in responding to disaster, UNDP helped gender mainstreamed PDNA and R3P programs in several provinces. As an effort to measure the impacts of the COVID-19 pandemic, PDNA and R3P or studies on the impacts and needs of disaster-impacted areas are used by Provincial governments. UNDP helped to ensure that the PDNA and R3P program utilized by Provincial governments considered the gendered aspects in the studies. The success of gender-mainstreaming implementation in PDNA and R3P served as the best practice yet to be implemented as a standard for developing a gender-sensitive action plan. This success led to the adoption of the gender mainstreamed PDNA and R3P in Central Sulawesi, West Nusa Tenggara, and Papua. The framework for PDNA and R3P in those provinces was adopted through governor regulations which cemented the legal status of those frameworks.

Spearheaded by UNDP's Innovative Financing Lab (IFL), studies on green fiscal policies were introduced to the government's economic recovery program. Working primarily with the Ministry of Finance, IFL directed their studies on green economic stimulus and how it could be fiscally implemented. Vital sectors in the green recovery, such as waste, agriculture, transportation, and energy, and how they were financed to transform into green sectors were the focus of the study. Apart from that, IFL also developed a module for climate financing and circular economy for the House of Representatives. These efforts would have significant effects on pushing the government from the executive to the legislative level to adopt green fiscal policies.

On the grassroot level, successful participants of the *Bisnis Lestari* (Sustainable Business) workshop ought to be upscaled. The *Bisnis Lestari* workshops have led many businesses to adopt sustainable parameters and be more aware of their social impacts. The workshops have also been successful in expanding the networks of fellow MSMEs owners. Moreover, the workshops have also trained the participants to develop a pitch deck for further financing. As a follow-up, *Bisnis Lestari* participants were later selected to attend business-matching events organized by UNDP. This could be the benchmark for later MSMEs-targeted programs not just for UNDP but also for Provincial governments.

#### 4.7. EFFICIENCY

***Question: To what extent are the project management and governance systems as well as human and financial resources and commitments relevant, efficient, effective, sustainable, and equity-inclusive in attaining the expected outcomes?***

The project faces numerous challenges in distributing its human and financial resources. This is understandable given the nature of the crisis, which is sudden, unprecedented, and has a wide-ranging impact on Indonesian society. Nonetheless, the project management has successfully achieved the targeted



objective within the scope required from the donors. It is relatively successful in making changes in the health system, assisting the government with financial planning, and empowering the community. Budget limitation has reduced the impact on specific clusters of locations; nonetheless, the success of the project paves the way for future scalability to encompass a larger area and benefit more actors.

***Finding 1. Project management, governance systems, as well as human and financial resources were adaptable and creatively effective.***

The projects were formulated with a short time window and relatively strict budget regulation, given the unprecedented and sudden nature of the pandemic. This is coupled with administrative matters to provide transparency, accountability, and impact measurement requested by the funders. To add to the complexity, there is little data on the best practices to tackle both the spread of the pandemic and economic recovery, forcing the project implementers to balance between their goals and come up with creative solutions that can address both concerns.

The limitation in time, funds, and administrative requirements proves to be a challenging but doable task for the procurement and administrative team of RESTORE. They have managed to distribute the limited number of resources with relative accuracy and cost-effective delivery of the project outputs. The success of the project convinced the donors to add a six-month time frame in order to enhance the scalability and sustainable impact post-project completion.

The pandemic demands an ever-changing strategy, given that it is still ongoing during the project timeline, and this forces a flexible approach to allocate resources in accordance with the real-time situation. The donors' strict guidelines provide a significant administrative burden on the team; nonetheless, they have managed to sufficiently juggle speed and transparency that allows for a relatively successful project.

However, despite these challenges, the RESTORE project have been able to achieve significant results in promoting sustainable and inclusive development, particularly in response to the COVID-19 pandemic. The efficient use of available resources and strategic planning has enabled the project managers to deliver on their commitments and make a positive impact on the lives of the project beneficiaries. Moreover, while the limited funds and time as well as the strict requirements of donors may pose significant challenges to the management of the RESTORE project, the use of effective procurement and administration procedures, coupled with flexibility and responsiveness, can ensure that the projects are delivered efficiently and effectively within the available resources.

#### 4.8. PROGRESS TO IMPACT

***Question: What are the longer-term positive/negative, intended/unintended (side) effects of RESTORE?***

The RESTORE project has four long-term impacts. These impacts include expected outcomes from the project framework in addition to real-time consequences in the field. The first one relates to creating awareness on the socio-economic benefit of sustainable business models among MSMEs beneficiaries. The second one refers to the mainstreaming and capacity building among all related actors on digital literacy and its potential in their respective fields. The third effect comes from the partnership fostered through the project, enhancing inclusivity and cooperation between the government, CSOs, and NGOs. Finally, the unprecedented and multi-faceted nature of the pandemic gave birth to a holistic approach in RESTORE that has proved its relative success.

***Finding 1. RESTORE create awareness on the socio-economic benefit of sustainable business models among MSMEs beneficiaries.***

A stand-out example of its effect on MSMEs can be seen in *Bisnis Lestari*. They have conducted workshops aimed to bring positive impacts by introducing concepts such as externalities, supply chain emission, and community impacts. One of the participants expressed how the workshops have made her significantly change her perspective regarding her business model:

*“Bisnis Lestari had opened the eyes of business owners so that they may not only focus on profit-making, but they also had responsibilities to the environment and community. Previously, we already had a company profile but after the workshops, I was able to develop one that could attract investors. We were also able to reflect on our roles in the supply chain, production [processes], and our role for the people and planet. After the workshops, I am able to implement business techniques that consider people and the planet, such as reducing electricity use and managing our waste.”*

*(F, MSME beneficiary from West Java)*

The workshop highlights important practices that inform actors on the negative impact of their traditional business model. It gives a spotlight to neglected issues such as the role of a business in the supply chain and the line of production. For example, small changes such as reducing electricity and investing in waste management can significantly improve the sustainability of their business model.

Increased environmental awareness has permeated into the private sectors, incentivizing green business models from MSMEs. Investors and private companies have started using environmental, social, governance, and sustainability indicators to choose their investments. The preferential treatment toward green business models can be found in the form of corporate social responsibility (CSR) funding toward green businesses, green investments, green bonds, and others. *Bisnis Lestari* equipped local MSMEs with this knowledge, forming a nexus of green enterprises that will begin the green revolution in Indonesian businesses. An example of this trend can be seen from the 361 MSMEs that decided to adopt green and digital business models, with 25 amongst them selected to present their business models to potential investors.

***Finding 2. Mainstreaming and provide capacity building among all related actors on digital literacy and its potential in their respective fields.***

RESTORE has successfully empowered MSMEs on digital literacy. There are 10 digital literacy modules that were developed in cooperation with MSMEs, experts and assessment studies that aimed to face the future challenges of MSMEs. The training includes copywriting, market mapping, and digital marketing. Numerous participants have praised the convenience and the practicality of the materials.

*“... The most useful information is buyer persona mapping, copywriting, and other digital marketing skills. I like it because the workshop is directly applicable from yesterday...”*  
*(S, beneficiary from East Java)*

*“...Initially, Kalapa Indung did not have any SOP, but after participating in the training, we applied SOP and hired an admin who eventually could support our business. We also hired young people as admins who could work together with us in synergy for our business. The result is that the business becomes beneficial because it has a well-structured business system ....”*  
*(T, beneficiary from West Java)*

A similar trend has been echoed by RESTORE governmental partners. Numerous sub-national and local governments have benefited from RESTORE data, allowing the formulation of more efficient and targeted policies. For example, the Ministry of Villages, Disadvantage Regions and Transmigration (MoVDRT) can

use the data to assist in the implementation of the Cash for Work (CFW) Program and the Smart Village Program. Digitalization and effective use of data will enhance transparency and accountability of village governance.

***Finding 3. RESTORE project has an inclusive impact to all social groups such as women, persons with disabilities, and youth.***

The project also has a positive impact on social inclusion and gender equality. One of RESTORE's key activities includes the PDNA, which enhances gender equality mainstreaming in its process from data collection to action plans. Statistically speaking from PAR Documents, 75% out of 1462 MSMEs beneficiaries are women-owned businesses with 1,71% (3325 businesses) belonging to persons with disabilities. In addition, 82% (142 people) of the digital literacy training participants are women.

Adhering to the No One Left Behind principle, inclusivity in RESTORE also includes marginalized groups. One prime example is the case of *Kalapa Indung*, which includes former female inmates as beneficiaries of the project. They collaborated with the Women Correction Center and Empowerment of Female Heads of Household (*Pemberdayaan Perempuan Kepala Keluarga/PEKKA*) to foster entrepreneurship amongst former female inmates and housewives. The program has also accelerated their reintegration into society by empowering their socio-economic conditions.

The inclusion of youth also goes as one of the forefronts impacts of the project. Still with the case of *Kalapa Indung*, the business successfully incorporates many young people as their workforce. The youth tend to be more digitally literate, which becomes an advantage in involving them in every business process. On the other hand, RESTORE has not been as successful with the elderly in Surabaya. Based on East Java-FGD with beneficiaries, capacity building activities were hindered by technical challenges involving the use of modern technology. The elderly is less able to digest the materials, leading to challenges in digital transformation.

***Finding 4. RESTORE has brought a holistic approach to all of UNDP's various projects.***

RESTORE has brought a new approach to all of UNDP's various projects. Its holistic nature links the previously separated individual UNDP projects, allowing synergies that result in bigger and more sustainable impacts. The multi-faceted and unprecedented nature of the pandemic demanded a holistic, flexible, and fast response, and RESTORE has risen to the challenge. It has, with relative success, achieved its core objectives, including economic recovery, enhancing public health, and promoting environmental sustainability. It has also adhered to the No One Left Behind principle by conforming to social inclusion and gender equality. RESTORE has become a successful case of an effective multi-prong approach that goes beyond recovering from a crisis, providing a valuable learning experience for all parties involved.

## 4.9 SUSTAINABILITY

***Question: To what extent are the benefits of the restore project specifically for the poorer and vulnerable populations likely to continue?***

The sustainability of the RESTORE project relies on the adoption of its activities by local governments and UNDP partners, particularly in disaster response and management, as well as in green business and digitalization of MSMEs. The project has actively involved a diverse range of actors, fostering partnerships between sub-national and local governments, CSOs, and NGOs working in relevant sectors. These collaborations have contributed to the scalability and sustainability of the project beyond its completion.

Examples of successful partnerships include the development of integrated guidelines for handling violence against women and children by the Government of Jakarta, along with the establishment of an integrated unit for addressing gender-based violence. Local actors such as Cengkareng Hospital have implemented standard operating procedures (SOP) for GBV Containers to effectively address gender-based violence. In disaster management, sub-national governments have proposed R3P documents as governor decrees to enhance disaster risk reduction and management. Additionally, waste management initiatives, such as the zero-waste area expansion led by DLH and partners, have made commendable progress in supporting green and circular economies.

However, to ensure the sustainability of these initiatives, further efforts are needed. Ongoing support and coordination with local governments, as well as partnerships with associations, are crucial to facilitate MSMEs' access to government support and to scale up the project's green and digital business models. Advocacy with BNPB to extend the COVID-19 recovery plan to other provinces is also important. Furthermore, mainstreaming the recovery plan into the RPJMN is being advocated for by the project team.

Another positive step toward sustainability is the adoption of technology, such as applications, in government programs and services at the local level. However, there is a need to address concerns regarding inclusiveness and accessibility to ensure that all community members can benefit from these digitalization efforts.

The development of integrated guidelines for addressing gender-based violence is also a positive step toward systematic and comprehensive solutions. The RESTORE program has made significant progress in promoting sustainability in various areas, but ongoing efforts are required to ensure inclusiveness, accessibility, and long-term effectiveness.

In conclusion, the RESTORE program has demonstrated commendable efforts toward sustainability through partnerships, collaborations, and innovative initiatives. However, continuous support, capacity building, policy interventions, and long-term engagement are necessary to maintain the positive impact and address challenges in the post-project phase.

***Finding 1. RESTORE actively involved partnership with a variation of actors between the sub-national and local government with CSOs and NGOs working in the sector of interest.***

The project actively involved partnership with a variation of actors, enabling networking between the sub-national and local government with CSOs and NGOs working in the sector of interest, ensuring sustainability and scalability past the project completion. Examples of these successful collaborations can be seen from how the Government of Jakarta developed an integrated guideline for handling violence against women and children, complemented by an integrated unit for addressing gender-based violence. Other local actors, such as the Cengkareng Hospital, have established an SOP for GBV Containers to handle gender-based violence cases. On effective financing and disaster management, the sub-national governments have proposed R3P documents as governor decrees to improve disaster risk reduction and management. Regarding waste management, DLH and partners have expanded the zero-waste area of the waste management project.

The zero-waste area expansion and assistance provided by DLH and its partners, such as Waste4Change and local businesses, are commendable. They have helped local communities manage household waste as raw materials for the BSF waste management system to support green and circular economies. However, further efforts are needed to ensure the sustainability of these initiatives. Additionally, MSMEs beneficiaries' application of the digital business management system's knowledge is a positive sign that efforts to improve digital literacy and business management skills are sustainable.

The application of digital and green business models has taken root amongst MSMEs as a result of the project's capacity building initiatives. Several steps are taken to further enhance sustainability; continuous accompaniment of local governments and partnerships with associations are established to facilitate MSMEs' access to government support, and coordination with BNPB to advocate scaling up the COVID-19 recovery plan to other provinces. These initiatives play a central role in scaling up green and digital business models. Currently, the team is also advocating for the mainstreaming of the recovery plan into the RPJMN.

***Finding 2. Technology usage (apps) were adopted in program/services of the government at the local level is a positive step towards ensuring the sustainability of the project.***

The digitalization of Labor-intensive Village Cash (*Padat Karya Tunai Desa/PKTD*) services through applications is a step toward ensuring sustainability, but there are concerns regarding inclusiveness and accessibility. The village government's working tradition as beneficiaries and the Village Ministry's inclusiveness need to change to make the application accessible to all members of the community.

***Finding 3. Development of an integrated guideline is a positive step towards addressing gender-based violence systematically and comprehensively.***

The analysis suggests that the RESTORE program has made significant strides in promoting sustainability in various areas. The development of an integrated guideline for handling violence against women and children by the DKI Jakarta Provincial Government is a positive step towards addressing gender-based violence systematically and comprehensively. The collaboration between Cengkareng Hospital and the establishment of an SOP for GBV Containers is also a crucial step toward addressing gender-based violence effectively.

*"...berawal dari kunjungan dinas kesehatan, melihat bahwa tidak ada ruangan khusus korban pelayanan ktpa, kemudian dinas kesehatan bekerja sama (dengan UNDP), mungkin UNDP melihat ini perlu dibantu. Kemudian UNDP seizin dengan dinas kesehatan melakukan survei ke kami. Selain data-data dari kependudukan (tentang) korban kekerasan di jakarta barat. Jakarta barat penduduknya lebih padat dari jakarta timur kemudian tingkat kekerasan juga tertinggi. Selain kami juga ada (rekomendasi) RSUD lain yang kemudian diputuskan di RSUD Cengkareng. Selanjutnya, dari UNDP mengunjungi lokasi, memang kita belum tersedia untuk itu (layanan korban kekerasan), kemudian kami dari RSUD Cengkareng, yang mau mengimplementasikan, UNDP mau menghibahkan kepada kami, sudah ada lahannya. Jadi mereka dilatarbelakangi dengan korban kekerasan yang tinggi di jakarta barat dan kami tidak memiliki pelayanan khusus, tempat khusus untuk itu... Saat ini baru ada SOP tentang penggunaan alat ini dan untuk timnya belum kami bentuk." - (KII with a doctor of Cengkareng Hospital)*

*"...Starting from a health department visit, it was observed that there was no specific room and assistance for victims of violence. Then, the health department cooperated with UNDP, which saw the need to help. UNDP then conducted a survey with the permission of the health department to observe our hospital and to collect data on victims of violence in West Jakarta. West Jakarta has a higher population than East Jakarta and has the highest level of violence. There were also recommendations for other hospitals, but it was decided to establish the service at Cengkareng Hospital. UNDP granted the equipment to our hospital and we agreed to implement the service. It was driven by the high cases of violence in West Jakarta and the lack of a specific service or facility for the victims led to the establishment of the service... Now, we have a standard operating procedure (SOP) for the use of the equipment, but the team has not yet been formed." - (KII with a doctor of Cengkareng Hospital)*

Overall, the RESTORE program's efforts toward sustainability in various areas are commendable. However, further efforts are required to ensure inclusiveness, accessibility, and the long-term effectiveness of these initiatives.

The project's comprehensive approach addresses both the immediate health crisis caused by COVID-19 and the longer-term socio-economic impacts, aligning with multiple SDGs that aim to create a more sustainable and equitable future. Overall findings on project intervention and link to SDGs target:

- **Health Emergency Support:** This component focuses on strengthening healthcare systems, procuring medical supplies, and ensuring access to healthcare services for COVID-19 patients. It aligns with SDG 3 - Good Health and Well-being, which aims to ensure healthy lives and promote well-being for all, especially in times of crises like the pandemic.
- **Inclusive Growth:** This component seeks to address the economic impact of the pandemic by providing support to vulnerable communities and promoting inclusive economic growth. It aligns with SDG 1 - No Poverty and SDG 8 - Decent Work and Economic Growth, as it aims to reduce poverty, create decent job opportunities, and promote economic resilience.
- **Support to Small Businesses and Women:** The project assists small businesses, particularly those owned by women, who have been disproportionately affected by the pandemic. This component contributes to SDG 5 - Gender Equality and SDG 10 - Reduced Inequalities, by promoting gender equality and reducing inequalities in access to resources and opportunities.

Links to Specific SDGs:

SDG 1 - No Poverty: Addressing the economic impact and reducing poverty.

SDG 3 - Good Health and Well-being: Ensuring access to healthcare services during the pandemic.

SDG 5 - Gender Equality: Supporting women entrepreneurs and promoting gender equality.

SDG 8 - Decent Work and Economic Growth: Promoting economic recovery and decent job opportunities.

SDG 10 - Reduced Inequalities: Reducing inequalities in access to resources and opportunities.

## 5. CONCLUSIONS

After conducting a comprehensive evaluation of the RESTORE project, it is evident that the program has made significant strides in achieving its objectives. Its primary goals were to support the Government of Indonesia (GoI) in their COVID-19 recovery efforts and foster the adoption of sustainable development practices. Through collaboration with various partners and innovative implementation strategies, RESTORE has been successful in promoting green and circular economies, creating new livelihood opportunities, and mitigating the impacts of climate change. Despite the challenges faced during program implementation, such as limited resources and insufficient time allocation, the project has demonstrated resilience and adaptability, achieving its goals within a short timeframe.

The evaluation highlights key findings that provide valuable insights into the program's effectiveness:

First, the evaluation tested the theory of change (ToC) against anticipated outcomes and identified a high degree of program complexity. The project was strategically positioned to facilitate better recovery, involving coordination between multiple sectors, planning and fiscal budgeting agencies, and disaster and emergency management. It aimed to target a wide range of beneficiary groups through cross-sector multi-actor collaboration. However, it was noted the project had limited results concerning supporting institutionalizing cross sector coordination mechanism for before, during and after disaster i.e. policy learning for better cross sectoral preparedness and response in the future.

Second, the program's design was relevant and aligned with the needs of the GoI in mitigating and alleviating the adverse impact of the pandemic. The project successfully supported the government in its

efforts to transition from an ongoing response activity to longer-term recovery interventions, aligning with national development priorities outlined in the RPJMN. This alignment with broader policy goals in Indonesia further strengthens the project's relevance and impact.

Third, the inter-thematic targeted approach adopted by RESTORE has proven to be effective in addressing the identified problems. Notable program achievements include the digitization of MSMEs and the development of a Sustainable Business module that promotes inclusion and fosters a circular economy. These achievements demonstrate the program's success in implementing its innovative approach.

Furthermore, given the unexpected and rapid nature of the pandemic, the project demonstrated efficiency by being developed within a short timeframe and stringent budget constraints. This required project implementers to strike a balance between their objectives and come up with unique solutions to address the challenges faced.

In terms of cooperation and coordination, the project successfully collaborated with various stakeholders, including UN agencies, the private sector, business groups, supporting institutions, and national and sub-national governments. The project “as a platform” for multi-stakeholder collaboration and learning has been crucial in driving the project's implementation and impact.

However, the complexity of recovery from the COVID-19 pandemic, particularly for disabled and marginalized groups, poses challenges that extend beyond the duration of the current RESTORE project. The piloting and scale-up of policies and interventions to address the needs of these groups require a longer time period and sustained intervention.

Finally, it was identified that project partners and local governments in the field have insufficient knowledge and skills to internalize the gender mainstreaming and social inclusion approach in disaster management and resilience. Financing for capacity building and pilot activities focused on these specific issues is identified as a high priority for stakeholders involved in these areas.

In conclusion, the evaluation highlights the significant achievements of the RESTORE program and its positive impact on COVID-19 recovery and sustainable development in Indonesia. The program's success in fostering collaboration, implementing innovative approaches, and addressing complex challenges is commendable. However, it also emphasizes the need for sustained intervention, capacity building, and targeted efforts to ensure the long-term effectiveness and inclusivity of the project's outcomes.

## 6. RECOMMENDATIONS

According to the evaluation findings of the RESTORE project, it is recommended that future initiatives should require more integrative and collaborative approaches with related ministries/agencies as well as with other identified key stakeholders. The initiatives should also pay more attention to the sustainability aspect for local decision making and ensure that they can be replicated to other areas. Herewith are practical recommendations that can be considered:

As a final recommendation for the project team, it is crucial to implement the **following exit strategy** to ensure a successful conclusion of the project and maximize its impact:

**Recommendations 1 Document Project Reports and Lessons Learned:** As the project nears its conclusion, the project team should prioritize the data sharing platform in the sharepoint to be a repository of the project's documents. These documents will serve as a valuable resource for the program unit and country office, enabling them to build on the project's successes and learn from its challenges in future initiatives.

**Recommendations 2 Organize an Internal Lesson Learned Sharing for CO Level:** Before the project officially concludes, the project and UNDP should conduct an internal workshop at the country office level. The workshop should bring together key stakeholders within UNDP to share the project's implementation model, experiences, and best practices. This collaborative event will foster knowledge exchange, allowing participants to discuss strategies for improving future project implementations.

**Recommendations 3 Engage in Knowledge-Sharing Activities:** The UNDP team should actively engage in knowledge-sharing activities through UNDP's communication channels. These activities should include writing articles and blogs about the project, sharing updates and insights on social media platforms, and creating videos documenting the project interventions, output achievement and testimoni. By disseminating project lessons and achievements, the team can inspire and inform others within the organization and beyond. Through this activities, the UNDP team could show casing the intervention from project and its lesson learned on promoting representation of women in leadership role especially female-headed households and women working in the large informal economy, day laborers and people with disabilities that particularly affected by pandemic and part of project beneficiaries.

**Recommendation 4 Monitor the Impact Beyond Project Conclusion:** The UNDP program monitoring, and evaluation team should continue to monitor the impact of the project's outcomes even after the official conclusion. Tracking the long-term effects and sustainability of the project's interventions will provide valuable insights for future planning and decision-making and could be used for the baseline for the project development that projected to contribute to UNDP Indonesia CPD Output 3.3. Strengthened preparedness of institutions and communities to climate change and disasters risks, including deployment of sustainable solutions (Strategic Plan Output 3.3.1).

**Recommendations 5 Leverage Replicable Results for Scale-up:** After the project concludes, the UNDP program team should actively explore opportunities to leverage replicable and notable results within the broader UNDP resilience program. Sharing successful project components or models with other projects or programs within the country office or UN sister agencies will promote the adoption and scale-up of effective approaches to address similar challenges.

By following this recommended exit strategy, the project team can ensure a smooth and impactful conclusion of the project. Emphasizing comprehensive documentation, knowledge-sharing, and ongoing monitoring will facilitate a seamless handover to the program unit and country office, leaving a lasting positive impact on future development efforts. Leveraging the project's successes will further contribute to UNDP's mission of promoting sustainable development and creating positive change on a broader scale.

**Table 9. Recommendations**

| <b>Exit Strategy Activity</b>                            | <b>Key Officer(s) Responsible</b> |
|--|-----------------------------------|
| Document Project Reports and Lessons Learned             | UNDP                              |
| Organize an Internal Lesson Learned Sharing for CO Level | UNDP                              |
| Engage in Knowledge-Sharing Activities                   | UNDP                              |



|  |      |
|--|------|
| Monitor the Impact Beyond Project Conclusion | UNDP |
| Leverage Replicable Results for Scale-up     | UNDP |

## 7. LESSONS LEARNED

As a quick and intense intervention for the COVID-19 pandemic, the RESTORE project utilized a unique approach to its early recovery and longer-term intervention program. The project employed a portfolio approach that addressed problems through a coordinated, integrated, and interrelated multi-sectoral response platform, utilizing the Development Impact Modality (DIM).

One key lesson learned was the importance of effective coordination and collaboration with various stakeholders. An interviewee highlighted the significance of approaching problems from multiple angles, stating, *"In terms of implementation, I see that RESTORE contributes in starting a new mindset through the portfolio approach it gave us new perspectives on how to better solve the issues at hand."* This lesson emphasized the value of collaboration and integrated problem-solving.

The project also recognized the need for digital skills among both beneficiaries and project implementers. Challenges were identified in providing workshops for elderly MSME owners due to their lack of knowledge in using digital tools. An interviewee stated, *"The lack of digital skills by implementers in the early phase of the program revealed a digital gap among UNDP workers... UNDP should be prepared to respond to the challenges and be flexible in their working arrangements."* This highlighted the importance of anticipating and addressing digital gaps to ensure effective implementation.

The project demonstrated the value of a twin-track approach for serving people with disabilities during and after disasters. This approach ensured that marginalized groups were not left behind in the recovery process, promoting inclusivity and equal access to services. This unique characteristic of the project should be highlighted and shared globally.

The project's success also emphasized the importance of effective project management and coordination. Lessons learned included aligning project designs with procurement and regulatory processes, practicing adaptive management, and fostering coordination and communication between project teams and relevant government ministries. These lessons underscored the significance of efficient collaboration and streamlined processes.

Overall, the project provided valuable lessons on effective program design and implementation, showcasing the benefits of a coordinated multi-sectoral approach, addressing digital gaps, implementing a twin-track approach for disabilities, and emphasizing effective project management and coordination. By incorporating these lessons into future emergency response and recovery efforts, organizations like UNDP can enhance their impact and contribute to sustainable development in crisis situations.

**Table.10 Lesson Learned**

| <b>Criteria</b> | <b>Key Lessons Learned</b>   |
|-----------------|--|
| Design          | DIM was an excellent modality for the Multifaceted Complexity - Covid 19 response project, supporting a portfolio and donor-responsive approach however more design work could have supported expected policy level outcome for cross sectoral and multi-hazard emergency response and recovery. . |

| Criteria       | Key Lessons Learned  |
|----------------|--|
|                | <p>Adaptive management enabled the bridging of development initiatives to humanitarian response within a short project timeframe, emphasizing flexibility and responsiveness.</p> <p>Need-based targeting and assessment are essential for high-quality emergency interventions.</p> <p>Effective implementation of GESI-responsive tools, such as rapid GESI analysis and gender-sensitive indicators, requires their integration into work programs, organizational strategies, and project coordination mechanisms.</p>   |
| Collaboration  | <p>Collaboration with multiple stakeholders, including UN agencies, private sectors, business groups, supporting institutions, and ministries, was key to achieving project objectives.</p> <p>UNDP's role as a platform for emergency response, knowledge management, and partner and donor coordination was commendable. However, clearer oversight responsibilities and outlining policy and planning targets during the design stage would enhance government support and policy level results regarding government coordination of build back better and involving lead by both the planning and emergency departments in future emergencies as well as operationalizing or institutionalizing an all hazard and cyclical preparedness, emergency response and recovery framework .</p> <p>Effective communication with diverse stakeholders requires specialized knowledge and enthusiasm to address their interests and perspectives.</p> |
| Implementation | <p>An adaptable and flexible management approach is crucial for complex emergency response projects.</p> <p>The RESTORE project demonstrated the value of a comprehensive portfolio approach, problem-solving through multiple lenses, and effective collaboration between different units within UNDP.</p> <p>Efficient utilization of donor resources and rapid response strategies are vital for timely and effective actions in response to evolving situations.</p> <p>Gender concerns should be considered throughout socio-economic projects, and early identification of gender barriers is essential for addressing inequalities.</p> <p>Providing accessible training materials and resources for beneficiaries improves their engagement and maximizes project impact.</p>  |
| Content        | <p>The multifaceted content design of the project, with interlinked components, provides valuable lessons for global emergency projects.</p> <p>UNDP gained insights into the importance of preparedness and digital skills for future humanitarian work, emphasizing the need for flexibility and adaptability in the face of unforeseen challenges.</p> <p>Effective training for micro, small, and medium-sized enterprises (MSMEs) involves classifying businesses based on their various stages of development.</p>   |

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## Annex 1 ▪ General TOR for the evaluation

### Project/Programme Title:

Response towards COVID-19 Resilience (RESTORE)/Resilience Reconstruction Unit (RRU)

### Consultancy Title:

Terminal Evaluation for RESTORE project.

## BACKGROUND

Indonesia continues to face deep and multi-sectoral impacts of COVID-19. As of July 2022, the country has confirmed over 6.13 million total cases and more than 150 thousand deaths, and the country is currently strengthening the measures to anticipate the 4<sup>th</sup> pandemic wave triggered by the new variants of BA.4 and BA.5. The country's MSMEs have been disproportionately impacted and are struggling to survive. The economic shock is destroying jobs and livelihoods—with women, persons with disabilities, youth, and those working in the informal economy most heavily affected. Furthermore, Indonesia has to manage the dual objectives of protecting its economy—in particular its vulnerable MSMEs—in order to safeguard jobs, livelihoods and macro-economic stability; and preventing the further spread of COVID-19.

UNDP Indonesia is implementing the Response towards COVID-19 Resilience (RESTORE) Project in partnership with the Government of Indonesia (GoI). The project's main objective is to support the GoI in responding to its immediate needs, through improved health systems and its longer COVID-19 economic recovery through stimulus measures that are: a) Climate and environmentally sensitive, b) Gender-sensitive, and c) Inclusive, in line with the GoI's RPJMN. The project contributes to the achievement of Outcome 3 of UNSDCF/CPD 2021–2025 where institutions, communities and people actively apply and implement low carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender-sensitive. The project's outputs are also pertinent to UNDP Global Strategic Plan 2022–2025 Outcome 3 focusing on resilience built to respond to systemic uncertainty and risk.

**Table 1.** Link of project outcome and outputs to global strategy

| <b>RESTORE PROJECT DOCUMENT (OUTCOME &amp; OUTPUT)</b>  | <b>UNDP Global Strategic Plan, 2022-2025</b>   | <b>2021-2025 UNSDCF/CPD</b>  |
|---|--|--|
| Indonesia is responding to its immediate needs, through improved health systems and its longer COVID-19 economic recovery through stimulus measures that are: a) Climate and environmentally sensitive, b) Gender-sensitive, and c) Inclusive, in line with the Government's RPJMN. | OUTCOME 3: Resilience built to respond to systemic uncertainty and risk.   | OUTCOME 3: Institutions, communities and people actively apply and implement low carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender sensitive. |
| Output 1: Support for inclusive and multi-sectoral response at the sub-national level and maintaining social coherence.   | 3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at national and sub-national levels. | Output 3.3. Strengthened preparedness of institutions and communities to climate change and  |

|   |  |   |
|---|--|---|
|   |  | disasters risks, including deployment of sustainable solutions.   |
| Output 2: Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are climate and environmentally sensitive, gender-sensitive, and inclusive. | 3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at national and sub-national levels. | Output 3.3. Strengthened preparedness of institutions and communities to climate change and disasters risks, including deployment of sustainable solutions. |
| Output 3: Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.                      | 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods.                         | Output 2.1. Vulnerable groups supported to build productive capacities and to benefit from sustainable livelihoods  |

In view of achieving the above, the project implementation is targeting the delivery of 3 main outputs, namely:

1. Support for inclusive and multi-sectoral response at the sub-national level and maintaining social coherence. The output would be achieved through provision of health equipment, advocacy, policy dialogue and technical assistance in pursuing the following strategies:

- a. Strengthening Health Systems

Under the coordination of the Health Governance of Democratic Governance of Poverty Reduction Unit (DGPRU), the project supported the Ministry of Health (MoH) to effectively and timely respond to and manage the health impact of the pandemic. UNDP provided four (4) sets of Autoclaves and 31 units of High Flow Nasal Cannula (HFNCs) benefiting six (6) hospitals across the country and 1 directorate of the MoH. Gender equality is mainstreamed in the project approach.

- b. Providing an Inclusive and integrated crisis management and responses

While the government of Indonesia has established policies and regulations (*Perban BNPB/National Agency for Disaster Management Regulations No. 17/2010 and No. 5/2017*) to formulate Post-Disaster Recovery Assessment (PDNA) or *Kajian Kebutuhan Pasca Bencana* (PDNA), specific instruments to assess the COVID-19 impacts had yet to be formulated as the pandemic is unprecedented. The assessment will provide the basis for the GoI for the formulation of an evidence-based recovery plan (R3P). To address this, the project supported nine (9) sub-national governments across the country to model PDNA and R3P for COVID-19, focusing on the most vulnerable/lowest income group as the sampling. The provinces are Riau, West Java, East Java, South Kalimantan, West Nusa Tenggara, West Sulawesi, Central Sulawesi, Gorontalo and Papua. In doing so, the UNDP also collaborated with the National Agency for Disaster Management (BNPB). A lessons learnt document had been formulated at the end of the implementation.

2. Addressing the human rights and socio-economic impact of COVID-19

This output aims to generate a comprehensive assessment of socio-economic impact of COVID-19 to the Indonesians, particularly the vulnerable groups. It provides recommendations for the inclusive, evidence-based and sustainable policy formulations of the COVID-19 response and recovery. The project commissioned various research centers to conduct eight studies and assessments to support

Bappenas, Ministry of Social Affairs (MoSA), Ministry of Cooperative and Small Medium Enterprises (MoCSME), Fiscal Policy Agency (BKF) of MoF, Ministry of Village (MoV) and Ministry of Women Empowerment and Child Protection (MoWECP/KPPA). To better mobilize resources and leverage the expected results, the project also collaborated with other UN agencies, as well as external development partners, such as UNICEF, IOM and PROSPERA-DFAT.

Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are climate and environmentally sensitive, gender-sensitive, and inclusive. Strategic interventions to achieve the output are:

- a. Strengthening the Government’s fiscal stimulus strategy toward a green economic recovery

The project engaged ClimateWorks Australia (CWA) to conduct a study on designing green fiscal stimulus for resilient economic recovery in Indonesia to support the Fiscal Policy Agency (BKF) of the Ministry of Finance (MoF). The study identified four (4) sectors of agriculture, forestry, energy, and transportation as potential sectors to provide substantial multiplier impacts towards accelerating the economic recovery, enhancing employment and providing positive environmental impact.

- b. Supporting Subnational Governments to implement green economic initiatives

UNDP will assist four of the nine provinces which are currently supported under the output 1, namely West Java, Central Sulawesi, Riau, and West Nusa Tenggara (NTB), to incorporate green recovery elements into their recovery plans, as part of their build forward better strategy. The plans will also clearly address the impact of the pandemic on vulnerable groups, in particular women and persons with disabilities, building gender responsive and socially inclusive policy recommendations and interventions targeting green recovery.

- c. Support to MSMEs to participate in the inclusive green recovery

The project has developed entrepreneurship modules on “*Bisnis Lestari (Sustainable Business)*” to help MSMEs transform into inclusive and green businesses. The modules have been made available to 622 MSMEs in West Java Province. Two local incubators (community groups) were engaged as facilitators for the capacity strengthening. Subsequent training for MSMEs green recovery in the other three intervention areas to be conducted in the second semester of 2022 will build on experience from West Java and adapt to each unique context of the provinces.

- d. Empowering CSOs to support inclusive green recovery processes

Support 10 CSOs in 4 provinces on building their capacity to partner with local governments for green recovery and delivery of stimulus or other types of support to MSMEs, as well as participating in monitoring of such programs.

3. Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures. Under this output, UNDP will focus on the following activities:

- a. Assisting MSMEs to adopt COVID-19 safe practices to minimize the spread of COVID-19 among their workforce and among their customers

The project supported 1,293 MSMEs with the provision of the Occupational Safety and Health (OSH) material package consisting of anti-bacterial wipes tissue, hand wash soap pump, surgical/medical mask, hand sanitizer, face shield and disinfectant.

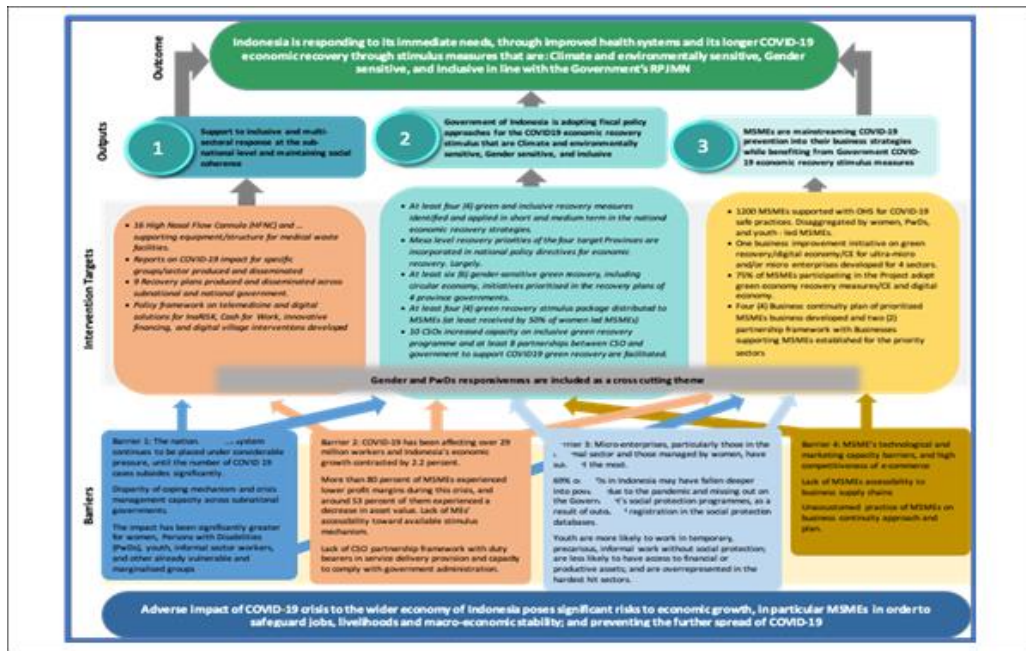
- b. Supporting MSMEs to participate in an inclusive green recovery and digital economy

From October 2021 to February 2022, UNDP engaged with PT. ASYX Indonesia as the implementing partner in the capacity building of MSMEs to participate in the green recovery and digital economy. 1,293 MSMEs registered to participate in the activity with the composition of 259 youth (20%), 32 people with disabilities (2.5%), and 729 women (56,38%) in three (3) metropolitan cities of Bandung, Jakarta and Surabaya.

- c. Supporting business associations, CSOs and other non government stakeholders to assist MSMEs to transition to an inclusive green economy

The approach of the project is collaborating with relevant associations and institutions pertinent to MSMEs' support. The 1,293 MSMEs who are beneficiaries of the program are automatically registered in APINDO UMKM Academy, which is under auspices of APINDO (Indonesia's Businesses Association). Furthermore, selected best 25 who have submitted their final assignment of Pitch Deck were invited to pitch their businesses in a showcase event of *Bisnis Lestari* Program.

**Figure 1. Project's Theory of Change**



The RESTORE project has been fully implemented since October 2021 and is expected to be completed by 31 December 2022 (14 months). Acknowledging the multidimensionality of the COVID-19 impacts in the country, the project collaborates with partners of diverse sectors and at multiple levels. At the national level, the project supports Bappenas, Ministry of Administrative and Bureaucratic Reform (KemenpanRB), Ministry of Social Affairs (MoSA), Ministry of Health (MoH), BNPB, Ministry of Cooperative and Small Medium Enterprises (MoCSME), Fiscal Policy Agency (BKF) of MoF, Ministry of Village (MoV) and Ministry of Women Empowerment and Child Protection (MoWECP/KPPA). At the sub-national level, the project provided technical assistance to nine (9) provincial governments of Riau, West Java, East Java, South Kalimantan, West Nusa Tenggara, West Sulawesi, Central Sulawesi, Gorontalo and Papua. Adhering to Leave No One Behind (LNOB) principle, the project streamlines the inclusion of vulnerable groups who are impacted severely by the pandemic into each activity of implementation. Among others, the project supports the resilient recovery of women, persons with disabilities, and youth.

## SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

### *Scope of work*

The objective of the Terminal Evaluation (TE) is to assess project performance against expectations set out in the 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 Projects (Link: [http://web.undp.org/evaluation/guideline/documents/PDF/UNDP\\_Evaluation\\_Guidelines.pdf](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)).

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.

#### *a. Findings*

- 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

#### *b. Project Implementation*

- Adaptive management (changes to the project design and project outputs during implementation)
- 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 project oversight/implementation and execution
- Risk Management, including Social and Environmental Standards

#### *c. Project Results*

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each 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, digitalisation, human rights, capacity development, South-South cooperation, knowledge management, etc., as relevant)



- Catalytic Role/Replication Effect
- Progress to impact

*d. 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 be comprehensive 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/or solutions to important problems or issues pertinent to project beneficiaries, UNDP, 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 and worst 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 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.

*Team leader's responsibilities*

- Providing overall leadership on the independent evaluation of the project based on inputs and insights from the other consultants in the evaluation team;
- Covering at least one component (Coordination) of the project evaluation;
- Supervising and coordinating the work of evaluation team members and responsible for the quality assurance of all evaluation deliverables;
- Developing the design report including the evaluation matrix and the work plan;
- Collecting information, conducting desk reviews of relevant documents and interviews with key stakeholders;
- Drafting the first comprehensive draft of the evaluation report with inputs from team members, addressing the comments from UNDP CO and relevant stakeholders to produce the 2nd draft and final evaluation report in line with UNDP evaluation quality standards; and
- Ensuring that all the evaluation team members selected to work under his/her supervision are fully briefed about the whole evaluation process, objectives, methodology framework, evaluation tools, ethical standards, and key milestones/deliverables.

## **Methodology and Approach**

*Evaluation Approach*

The Evaluation will utilize a mixed method approach, using qualitative and quantitative methods as necessary. The theory of change used to design the project will be reviewed and revised as necessary, based on stakeholder consultations to provide the basis for this evaluation. The evaluation will pay special attention to ensure equity, gender and human rights based approaches are embedded into the data collection and analysis. It will be also

guided by the United Nations Evaluation Group (UNEG) ethical guidelines for evaluation, as well as UNEG Norms and Standards.

The evaluation will be transparent, inclusive and participatory as well as gender and human rights responsive. It will seek and utilize data disaggregated by age, gender, vulnerable groups, etc. to ensure findings are gender reflective and targeted.

### *Sampling Strategy*

The team will identify suitable sampling strategies to select, interventions to scrutinize, field visits as well as stakeholders to interview. Sampled sites and stakeholders should reflect the full range of interventions under the project in terms of themes and contexts (development programming and humanitarian response) across priority geographic areas of work as well as target groups.

### *Data Collection*

Primary data will be collected at the national and sub-national levels through semi-structured interviews, focus group discussions and direct observation during field site visits as appropriate. Secondary data will be collected through desk review of existing literature (evaluations, research and assessments), annual reviews/progress reports, and other monitored data.

### *Validation Mechanisms*

The Evaluation Team will use a variety of methods to ensure the validity of the data collected including systematic triangulation of data sources and data collection. Further, the team will validate findings with key stakeholders and ensure that there are no factual or interpretive errors or missing evidence that could materially change findings.

### *Stakeholder Participation*

An inclusive approach, involving a broad range of partners and stakeholders, will be taken. The evaluation team will perform a stakeholder mapping in order to identify both the project's direct and indirect partners (i.e. partners who do not work directly with the project and yet play a key role in a relevant output area in the national context). These stakeholders may include representatives from the Government, civil society organizations, the private sector, UN organizations, other multilateral organizations, bilateral donors, and most importantly, the beneficiaries of the project.

### *Evaluation Audience*

Findings, lessons learned and recommendations of the project shall be used to assess the achievements of the project. In relation to transparency and accountability purposes, the evaluation report shall be communicated to all stakeholders including and district level partners, government, civil society organizations and donors.

### *Limitations to the methodology and constraints to the data collection process*

Certain constraints have been identified that may have implications on methodological approach and data collection process during the evaluation. These include:

- Given the complex nature of the programming and time constraints for the data collection by the evaluation team, selection of stakeholders will be undertaken, and the results will be based on interpreting the responses obtained from the selection concerned. The evaluation team will need to ensure sufficient level of representation of the diversity of stakeholders and implementation areas concerned;

- Unavailability of key government officials and other stakeholders during data collection; and
- The evaluation team will assess the limitations and conclude with a clear description of mitigating measures such as triangulation and validation in the design report.

## **Evaluation Process**

### **A. Design Phase (output: Inception Report)**

This phase will include:

- Desk review by the evaluation team of all relevant documents available for the period under assessment.
- Developing a stakeholder map – The evaluation team will prepare a map of stakeholders relevant to the evaluation and strength of relationship to project. The mapping exercise will include state, civil-society stakeholders and other development actors including, sister UN agencies and bilateral donors;
- Reconstructing the programme Theory of Change (ToC) – revisit the existing ToC that links planned activities to the intended results of the project;
- Developing the evaluation matrix – finalize the evaluation questions, identify related assumptions and indicators to be assessed, and data sources;
- Developing a data collection and analysis strategy as well as a concrete work plan for the field phase, including division of labor;
- Specifying limitations and challenges expected to conduct the evaluation and any mitigation efforts to be taken to overcome these;
- Sharing with UNDP and relevant stakeholders for review, discussion and finalization of the report addressing all comments received; and
- Clearance of the design report by UNDP CO Approval of the design report.

### **B. Field phase – (output: debriefing presentation on the preliminary results of the evaluation and testing conclusions)**

The evaluation team will collect data involving a series of individual and group interviews, focus group discussions and field visits to answer the evaluation questions identified in the design phase. 3 weeks will be allocated to do these exercises. At the end of the field phase, the evaluation team will provide the UNDP CO with a debriefing presentation on the preliminary findings of the evaluation.

### **C. Reporting phase – (Output: first draft of final report)**

During this phase, the evaluation team will continue the analytical work initiated during the field phase and prepare a first draft of the evaluation report, taking into account comments made by the UNDP CO at the field phase debriefing meeting.

The evaluation team will submit a second draft of the report addressing the comments made by UNDP and relevant stakeholders. This second draft report will form the basis for an in-country dissemination workshop, which will be attended by the UNDP Indonesia as well as all the key project stakeholders (including key national counterparts).

The final report will be drafted taking into account comments received from the participants of the workshop. The Report will be cleared by the UNDP CO.

## **Expected Outputs and deliverables**

| <b>Deliverables/Outputs</b>   | <b>Estimated number of working days and completion date</b> | <b>Review and Approvals required (indicate designation of person who will review output and confirm acceptance)</b> |
|---|---|---|
| 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.   | <b>4 days</b><br><b>22 October 2022</b>                     | Head of Quality Assurance and Results Unit (QARE) UNDP and Head of Resilience and Reconstruction Unit UNDP          |
| TE mission: stakeholder meetings, interviews, field visits to DKI Jakarta, West Java, West Nusa Tenggara, West Sulawesi, Central Sulawesi, East Java (field visit conducted by National Consultants)  | <b>21 days</b><br><b>26 November 2022</b>                   |   |
| Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission.  | <b>1 days</b><br><b>6 December 2022</b>                     |   |
| Draft TE Report: TE team submits full draft report with annexes within 3 weeks of the end of the TE mission.  | <b>9 day</b><br><b>20 December 2022</b>                     |   |
| Final TE Report and Audit Trail: TE team submits revised report, with Audit Trail detailing how all 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. | <b>3 days</b><br><b>30 December 2022</b>                    |   |

The final TE report must be in English. 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**. All deliverables will be in English.

### **Composition of Evaluators**

Four (4) independent evaluators will be assigned to conduct the TE – one International Consultant as team leader (with experience and exposure to projects and evaluations in other regions), three (3) National Consultants (two evaluators and one GESI Evaluator), from the country of the project. In the following, the roles and responsibilities of each position are specified:

- A team leader (international consultant) with overall responsibility for the evaluation process including the production of the final report. She/he will lead and coordinate the work of the evaluators and will also be responsible for the quality assurance of all evaluation deliverables. She/he will be responsible for

putting together the design/inception report, the draft final and the final evaluation reports based on inputs from the national evaluators.

- Two national evaluator specialists will provide expertise in the following areas; DKI Jakarta, West Java, East Java, West Nusa Tenggara, West Sulawesi and Central Sulawesi. Each evaluator will take part in the data collection and analysis work during the design and field phases. Each evaluator will be responsible for drafting key parts of the design report and of the draft final and final evaluation reports, including (but not limited to) sections relating to her/his area of expertise under coordination and guidance of team leader.
- One national GESI Evaluator will be responsible for ensuring the integration of Gender equality and social inclusion throughout the whole process of the evaluation. The selected consultant will work to ensure that GESI is incorporated in the TE design, data collection and validation process, analysis and report. She/he will be responsible for drafting the GESI analysis and report to be incorporated in the TE final report under the guidance of the team leader and the Country Office's gender officer. In addition, the consultant shall collect and formulate gender stories from the field to capture and present the dynamic of gender situation/context affected by the project implementation.

### **Qualification of National Evaluator**

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.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas. All the requirements are applicable for both International and National consultants, except for Level of Education and Years of Experience, which are specific for each of them.

The national evaluators will be specialists in evaluation of development projects with:

#### *Academic*

- At least a Bachelor's degree in a field related to Monitoring and Evaluation, Environmental Science, Disaster Risk Management (DRM), Economic Science, Social Science, Public Policies, Sustainable Development or other closely related field from an accredited college or university.

#### *Experience*

- Experience in relevant technical areas for at least 6 years.
- Relevant experience with results-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in Resilience Analysis, as applied to DRM, COVID-19 pandemic, climate change mitigation and/or promotion of sustainable development.
- Experience working with DRM, Green Economy, and MSMEs Development related projects in Indonesia or Southeast Asia will be considered as an asset.
- Demonstrated understanding of issues related to gender and social inclusion on sustainable development programmes or other related fields will be considered as an asset.
- Experience in conducting interviews, stakeholders' consultation, Focus group discussion.
- Demonstrable analytical skills.
- Project evaluation/review experience within the United Nations system will be considered an asset.

#### *Language*

Fluency in written English.

**The national evaluators for will be responsible for:**

- Developing TE design, work plan and strategies in her/his respective areas;
- Covering the evaluation design of one of output components of the project;
- Developing draft of her/his respective output part and covering the design of her/his geographical assignment of the inception report including evaluation matrix;
- Collecting information, conducting desk reviews of relevant documents and interviews with key stakeholders in her/his respective areas;

Note: while the selected consultant is responsible for ensuring the conduct of the data collection in her/his respective areas, it is possible to share field works with the GESI evaluator if it is considered more feasible. The field visit arrangement shall be designed to achieve the TE overall output efficiently and effectively. It shall be coordinated with Team Leader and other national evaluators and clearly reflected in the inception report to get approval from UNDP.

- Draft the her/his covered Output part and provide inputs on her/his assigned output and result-related related parts of her/his respective area of assignments of the 1st and 2nd drafts and the final evaluation report that meets all of UNDP's evaluation quality standards under close coordination of team leader; and
- Close coordination with team leader and other national evaluators to ensure the quality and timely expected deliverable.

**Institutional arrangements/reporting lines**

The principal responsibility for managing this TE resides with the Head of Quality Assurance and Results Unit (QARE) and Head of Resilience and Reconstruction Unit of UNDP.

The QARE Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the MTR team (if applicable) and will provide an updated stakeholder list with contact details (phone and email). 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.

**ToR annex B: project information package to be reviewed by TE team**

| No | Item (electronic versions preferred if available)  |
|----|--|
| 1  | UNDP Initiation Plan   |
| 2  | Final UNDP-GEF Project Document with all annexes   |
| 3  | UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)  |
| 4  | Mid-Term Review report and management response to MTR recommendations  |
| 5  | All Project Assurance Reports (PARs) or donors report  |
| 6  | Progress reports (quarterly, semi-annual or annual, with associated work plans and financial reports)  |
| 7  | Oversight mission reports  |
| 8  | Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)  |
| 9  | Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions                                      |
| 10 | Co-financing 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 |
| 11 | Audit reports  |

| No | Item (electronic versions preferred if available)  |
|----|--|
| 12 | Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)  |
| 13 | Sample of project communications materials   |
| 14 | Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants  |
| 15 | 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 |
| 16 | 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)  |
| 17 | UNDP Country Programme Document (CPD) and United Nations Sustainable Development Cooperation Framework, 2021-2025  |
| 18 | List/map of project sites, highlighting suggested visits   |
| 19 | List and contact details for project staff, key project stakeholders, including Project Board members, Project Team members, and other partners to be consulted              |
| 20 | Project deliverables that provide documentary evidence of achievement towards project outcomes   |
|    | <i>Additional documents as required</i>  |

### **ToR annex C: content of the TE report**

#### Title page

- Title of UNDP project
- TE timeframe and date of final TE report
- Region and countries included in the project
- Executing Agency, Implementing partner and other project partners
- TE Team members

#### Acknowledgements

#### Table of Contents

#### Acronyms and Abbreviations

#### Executive Summary (3-4 pages)

- Project Information Table
- Project Description (brief)
- Evaluation Ratings Table
- Concise summary of findings, conclusions and lessons learned.
- Recommendations summary table

#### Introduction (2-3 pages)

- Purpose and objective of the TE
- Scope
- Methodology
- Data Collection & Analysis
- Ethics
- Limitations to the evaluation
- Structure of the TE report

#### Project Description (3-5 pages)

- Project start and duration, including milestones.
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

- Problems that the project sought to address, threats and barriers targeted.
- Immediate and development objectives of the project
- Expected results
- Main stakeholders: summary list
- Theory of Change

#### Findings

1. Project Design/Formulation
  - 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
2. Project Implementation
  - Adaptive management (changes to the project design and project outputs during implementation)
  - Actual stakeholder participation and partnership arrangements
  - Project Finance and Co-finance
  - Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E
  - UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution, coordination, and operational issues
  - Risk Management, including Social and Environmental Standards (Safeguards)
3. Project Results and Impacts
  - Progress towards objective and expected outcomes.
  - Relevance
  - Effectiveness
  - Efficiency
  - Overall Outcome
  - Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood
  - Country ownership
  - Gender equality and women's empowerment
  - Cross-cutting Issues
  - Catalytic/Replication Effect
  - Progress to Impact
4. Main Findings, Conclusions, Recommendations & Lessons
  - Main Findings
  - Conclusions
  - Recommendations
  - Lessons Learned

#### Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary, including summary of field visits
- List of people interviewed
- List of documents reviewed
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form



- *Annexed in a separate file: TE Audit Trail*

#### **TOR annex D: evaluation criteria matrix template**

| <b>Evaluative Criteria Questions</b>   | <b>Indicators</b>  | <b>Sources</b>  | <b>Methodology</b>  |
|--|--|---|---|
| <b>Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, Provincial and national level?</b>             |  |   |   |
| <i>(include evaluative questions)</i>  | <i>(I.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i> | <i>(I.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i> | <i>(I.e. document analysis, data analysis, interviews with project staff, and interviews with stakeholders, etc.)</i> |
|  |  |   |   |
|  |  |   |   |
| <b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>   |  |   |   |
|  |  |   |   |
|  |  |   |   |
| <b>Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?</b>   |  |   |   |
|  |  |   |   |
|  |  |   |   |
| <b>Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?</b>   |  |   |   |
|  |  |   |   |
|  |  |   |   |
| <b>Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?</b>   |  |   |   |
|  |  |   |   |
|  |  |   |   |
| <b>Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?</b>                                   |  |   |   |
|  |  |   |   |
| <i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i> |  |   |   |

#### **ToR annex E: UNEG code of conduct for evaluators**

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential

for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

**ToR annex F: TE audit trail**

*The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.*

**To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)**

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

| Institution/<br>Organization | # | Para No./ comment<br>location | Comment/Feedback on the draft TE<br>report | TE team<br>response and actions<br>taken |
|------------------------------|---|-------------------------------|--|--|
|                              |   |                               |  |  |
|                              |   |                               |  |  |
|                              |   |                               |  |  |
|                              |   |                               |  |  |
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|                              |   |                               |  |  |
|                              |   |                               |  |  |
|                              |   |                               |  |  |

## Annex 2 ▪ Logical Framework

| Project Strategy   | Indicator  | Baseline Level   | End-of-project Target                | Achievement Rating <sup>[1]</sup> | Justification for Rating  |
|--|--|--|--------------------------------------|-----------------------------------|---|
| Objective:<br><b>Indonesia is responding to its immediate needs, through improved health systems and its longer COVID-19 economic recovery through stimulus measures that are: a) Climate and environmentally sensitive, b) Gender-sensitive, and c) Inclusive, in line with the Government's RPJMN.</b> | Indicator (if applicable):   |  |                                      |                                   |   |
| Outcome 1:<br><b>Support to inclusive and multi-sectoral response at sub-national level and maintaining social coherence</b>   | Indicator 1.1: Cumulative number of medical and medical waste equipment procured and distributed to the targeted facilities including provision of supporting facilities.  | 31 HFNC purchased and delivered<br>4 sets for autoclaves purchased and delivered<br>4 civil works for incinerator houses | All equipment to be handed over/BAST | HS                                | All equipment are procured and distributed  |
|  | Indicator 1.2.1: Cumulative number of socio-economic impact assessments produced and measures to address impacts are delivered, including specific measures on gender, social cohesion, and persons with disabilities. | 8 studies have been conducted<br>0 prototype of GBV movable service center   | 8 to be handed over/ BAST            | S                                 | 8 studies were conducted, BAST process is under consultation                              |
|  | Indicator 1.2.2: Prototype of movable integrated hospital-based service center for GBV victims   | 0  | 1                                    | MS                                | The facility has been procured, shipment is waiting for custom clearance                  |
|  | 1.3: Cumulative number of recovery plans developed and disseminated in 9 target provinces to support recovery programme implementation.  | 9 recovery plans were formulated   | 9 to be handed over/BAST             | S                                 | 9 recovery plans have been formulated and 3 had been promulgated. The finalization of two |

| Project Strategy   | Indicator   | Baseline Level                   | End-of-project Target    | Achievement Rating <sup>[1]</sup> | Justification for Rating  |
|--|---|----------------------------------|--------------------------|-----------------------------------|---|
|  |   |                                  |                          |                                   | plans cannot be completed.  |
|  | 1.4: number of digital platform(s) enhanced and/or developed to support essential public service delivery, social protection and recovery intervention.                               | 3 digital solutions are enhanced | 3 to be handed over/BAST | S                                 | 1 BAST for SPAN-LAPOR, 1 does not need BAST for inaRISK, 1 discussion ongoing for CfW application.  |
|  |   |                                  |                          |                                   |   |
| <b>Outcome 2: Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive</b> | Indicator 2.1: Cumulative number of green and inclusive recovery measures identified to be applied in short and medium term in the national strategies.                               | 0                                | 4                        | S                                 | Study has been conducted, further advocacy is needed to encourage the government to take the recommendations.<br><br>Ongoing<br><br>Ongoing |
|  | Indicator 2.2: Extent to which meso level recovery priorities of the cumulative 4 targeted Provinces are incorporated in national policy directives for economic recovery             | 0                                | 4                        |                                   |   |
|  | Indicator 2.3: Cumulative number of recovery plan developed and disseminated in 9 target provinces to support recovery programme implementation.                                      | 0                                | 6                        |                                   |   |
|  | Indicator 2.4: Cumulative number of green recovery stimulus package distributed to MSMEs (at least received by 50% of women led MSMEs)  | 0                                | 4                        |                                   | Ongoing   |
|  | Indicator 2.5: Cumulative number of CSOs have increased capacity on inclusive green recovery programme (and number of CSO-Government partnership to support COVID-19 green recovery). | 0                                | 10                       |                                   | Ongoing   |
| <b>Outcome 3: Indonesian MSMEs are mainstreaming COVID-19 prevention into their</b>  | Indicator 3.1: Cumulative number of MSMEs supported with OHS for COVID-19 safe practices.   | 0                                | 1200                     | HS                                | 1293 OHS packages have been distributed   |

| Project Strategy  | Indicator  | Baseline Level | End-of-project Target | Achievement Rating <sup>[1]</sup> | Justification for Rating   |
|---|--|----------------|-----------------------|-----------------------------------|--|
| <b>business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.</b> | Disaggregated by women, persons with disabilities, and youth-led MSMEs.  |                |                       |                                   | and beneficiary's data is disaggregated.   |
|   | Indicator 3.2: Cumulative number of business improvement initiative on green recovery/digital economy/CE for ultra-micro and/or micro enterprises in four targeted sectors are developed | 0              | 4                     | HS                                | 372 curated MSMEs succeeded to improve/modify their company profile or business model with GUSTI indicators  |
|   | Indicator 3.3 Percentage of the supported MSMEs participating in the Project adopt green economy recovery measures/CE and digital economy  | 0              | 75 %                  | HS                                | 372 (100%) curated MSMEs succeeded to improve/modify their company profile or business model with GUSTI indicators   |
|   | Indicator 3.4: Cumulative number of priority sectors with Business Continuity Plan developed (cumulative number of partnership framework with businesses supporting MSMEs established)   | 0              | 4                     | S                                 | 25 MSMEs had been facilitated to present their business to potential impactful investors. However, partnership framework has not yet officially established. |
|   | Development of waste management prototypes   | 0              | 4                     | s                                 | Note: no indicator in Prodoc but it is implemented as part of JSB funded project   |

### Annex 3 ▪ Social Groups Affected and Scale of Intervention (size of population)

Following is the list of social group affected by the RESTORE project and the size of population:

| Output   | Activities  | Scale of Intervention | Size of population  |
|--|---|-----------------------|---|
| Output 1: Support to inclusive and multi-sectoral response at sub-national and maintaining social coherence  | Activity 1.1. Strengthening Health Systems  | Sub national          | -   |
|  | Activity 1.2. Providing an inclusive and integrated crisis management and response  | Sub national          | -   |
|  | Activity 1.3. Provision of prototype of movable integrated hospital-based service center for GBV victims  | Sub national          | -   |
|  | Activity 1.4 Enhancement and development of digital platform(s) to support essential public service delivery, social protection, and recovery intervention. | Sub national          | -   |
| Output 2: The Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are climate and environmentally sensitive, gender-sensitive, and inclusive | Activity 2.1. Strengthening the Government's fiscal stimulus strategy toward a green economic recovery  | National              | 134 beneficiaries attended trainings of <i>Digital Village Monograph</i> :<br>63 women (47%)<br>71 men (53%)                    |
|  | Activity 2.2. Supporting Subnational Governments to Implement Green Economic Initiatives  | Sub national          | -   |
|  | Activity 2.3. Support to MSMEs to Participate in the Inclusive Green Recovery   | Sub national          | 622 MSMEs in West Java  |
|  | Activity 2.4. Empowering CSOs to support inclusive green recovery processes   | Sub national          | -   |
| Output 3: Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.                         | Activity 3.1. Assisting MSMEs to adopt COVID-19 safe practices to minimize the spread of COVID-19 among their workforce and among their customers           | Community             | 1,293 beneficiaries   |
|  | Activity 3.2. Supporting MSMEs to participate in an inclusive green recovery and digital economy  | Community             | Out of 1,473 beneficiaries,<br>75% are businesses owned by women<br>2,24% (33 businesses) are owned by People with Disabilities |

| Output | Activities   | Scale of Intervention | Size of population   |
|--------|--|-----------------------|--|
|        |  |                       | The second batch of <i>Bisnis Lestari</i> training for 180 new beneficiaries<br>140 women<br>1 participant with disabilities |
|        | Activity 3.3. Supporting Business associations, CSOs, and other non-government stakeholders to assist MSMEs in transitioning to an inclusive green economy | community             | -  |

## Annex 4 ▪ Additional methodology-related documentation

Additional methodology-related documentation include the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.

### DESK Study Products

*Table Desk Study Products*

|   | <b>Desk Study Product</b>  | <b>Focal point in team</b>   |
|---|--|--|
| 1 | Updated Project Context – Updated project context with note of what has changed during the period. Any emerging events/risk /change in political or economic content- if how had the project adapted? Saul to draft based on the original context and story of how it changed during implementation.   | Saut   |
| 2 | Policies- Legal - Review - Write and Table – Detailed table and short write up in narrative - all relevant policy and programs the project had been supporting at project beginning, highlight the noted policy gaps and include if any new policies had been put in place since project inception and what the project is now supporting. Highlight the policy gaps that emerged during this project.   | Saut – with research support by Ayu and Arifin   |
| 3 | Final Log frame Results Table Vetted with Key Evidence - Haryanti provided a final results table already – this need to be further vetted and supported by Ayu and Arifin with further key evidence ie # of training, venues, outputs, etc - Review the Final Log Frame she has provided and ensure it is color coded with evidence - Status of expected Results and indicators should also include a preliminary Evidence based Justification by the Project management unit.- See what has been provided by Haryanti to date and review. | Haryanti provided a final results table already – this need to be further augment with key evidence by Ayu and Arifin then myself and Saut |
| 4 | Matrix/List of all project knowledge products with dates and cost of production.   | Ayu  |
| 5 | Matrix/List of all project training and capacity building events/ #of a person trained dissipated by gender.   | Arifin   |



|    | <b>Desk Study Product</b>  | <b>Focal point in team</b> |
|----|--|----------------------------|
| 6  | Matrix/List of all project advocacy, communications and visibility activities. | Ayu                        |
| 7  | Preliminary Gender analysis  | Arifin                     |
| 8  | Preliminary Disabilities analysis  | Ayu                        |
| 9  | Preliminary DRR/ Poverty and Environmental, Safeguards analysis                | Saut, Arifin               |
| 10 | Preliminary Biblio/Reference for final report                                  | Ayu                        |

## Matrix Sampling

### Stakeholder Matrix

The table below captures the type of respondent and tools that will be used to interview them:

| No                         | Output   | Type of Respondent<br>(Population)                   | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----------------------------|--|--|---------------------------|-----|--------|-------------------------------|
|                            |  |  | KII                       | FGD | Survey |                               |
| <b>National Government</b> |  |  |                           |     |        |                               |
| 1                          | <b>Output 2</b><br>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery | Ministry of National Development Planning / Bappenas | X                         |     | X      | <b>9 Respondents</b>          |

| No | Output  | Type of Respondent<br>(Population) | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----|---|------------------------------------|---------------------------|-----|--------|-------------------------------|
|    |   |                                    | KII                       | FGD | Survey |                               |
|    | stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive  |                                    |                           |     |        |                               |
| 2  | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence  | Ministry of Village                | X                         |     | X      |                               |
| 3  | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><b>1.1 Beneficiary of health equipment support</b>  | Ministry of Health                 | X                         |     | X      |                               |
| 4  | <b>Output 2</b><br>Government of Indonesia is adopting fiscal policy approaches for the COVID19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive<br><b>2.2 Stakeholders of mainstreaming inclusive green economy to sub-national development planning</b> | Ministry of Home Affairs           | X                         |     | X      |                               |

| No | Output  | Type of Respondent<br>(Population)                 | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----|---|--|---------------------------|-----|--------|-------------------------------|
|    |   |  | KII                       | FGD | Survey |                               |
| 5  | <p><b>Output 1</b><br/>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.2 Providing an Inclusive and integrated crisis management and responses</b></p> <p><b>Output 2</b><br/>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive</p> <p><b>2.1 Strengthening the Government's fiscal stimulus strategy toward a green economic recovery</b></p> | Ministry of Finance-Fiscal Policy Agency           | X                         |     | X      |                               |
| 6  | <p><b>Output 1</b><br/>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.4 Beneficiary of enhancement of SPAN-LAPOR system – a public complaint handling mechanism</b></p>  | Ministry of Administrative and Bureaucratic Reform | X                         |     | X      |                               |

| No | Output  | Type of Respondent<br>(Population)                   | Tools for Data Collection |     |        | Total Number of Respondent |
|----|---|--|---------------------------|-----|--------|----------------------------|
|    |   |  | KII                       | FGD | Survey |                            |
| 7  | <p><b>Output 1</b><br/>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1. 2 Beneficiary of study on Understanding the Welfare and Livelihood of Society during COVID-19 Pandemic in Indonesia (GBV and Unpaid care)</b></p> <p><b>1.3 Beneficiary of Prototype of movable integrated hospital-based service center for GBV victims (ongoing consultation)</b></p> | Ministry of Women's Empowerment and Child Protection | X                         |     | X      |                            |
| 8  | <p><b>Output 3</b><br/>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures</p>  | Ministry of Cooperatives and SMEs                    | X                         |     | X      |                            |
| 9  | <p><b>Output 1</b><br/>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.3 Beneficiary of COVID-19 PDNA's and Recovery plans</b></p>  | National Disaster Management Agency/BNPB             | X                         |     | X      |                            |

| No                             | Output  | Type of Respondent<br>(Population) | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|--------------------------------|---|------------------------------------|---------------------------|-----|--------|-------------------------------|
|                                |   |                                    | KII                       | FGD | Survey |                               |
|                                | <b>1.4 Beneficiary of digital solution on COVID-19 self-assessment</b>  |                                    |                           |     |        |                               |
| <b>Sub-National Government</b> |   |                                    |                           |     |        |                               |
| 1                              | <p><b>Output 1</b><br/>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.3 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</b></p> <p><b>Output 2</b><br/>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive</p> <p><b>2.2 Stakeholder of mainstreaming inclusive green economy to sub-national development planning</b></p> <p><b>Output 3</b><br/>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while</p> | Provincial Government of West Java | X                         |     | X      | <b>6 Respondents</b>          |

| No | Output  | Type of Respondent<br>(Population)          | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----|---|---|---------------------------|-----|--------|-------------------------------|
|    |   |   | KII                       | FGD | Survey |                               |
|    | benefiting from Government COVID-19 economic recovery stimulus measures   |   |                           |     |        |                               |
| 2  | <p><b>Output 1</b><br/>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.3 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</b></p> <p><b>Output 3</b><br/>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures</p> | Provincial Government of East Java          | X                         |     | X      |                               |
| 3  | <p><b>Output 1</b><br/>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.3 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</b></p> <p><b>1.4 Stakeholders of enhancement of Cash for Work digital application</b></p>   | Provincial Government of West Nusa Tenggara | X                         |     | X      |                               |

| No | Output   | Type of Respondent<br>(Population)        | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----|--|---|---------------------------|-----|--------|-------------------------------|
|    |  |   | KII                       | FGD | Survey |                               |
|    | <p><b>Output 2</b></p> <p>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive</p> <p><b>2.2 Stakeholder of mainstreaming inclusive green economy to sub-national development planning</b></p> |   |                           |     |        |                               |
| 4  | <p><b>Output 1</b></p> <p>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.3 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</b></p>  | Provincial Government of West Sulawesi    | X                         |     | X      |                               |
| 5  | <p><b>Output 1</b></p> <p>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.3 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</b></p>  | Provincial Government of Central Sulawesi | X                         |     | X      |                               |

| No | Output  | Type of Respondent<br>(Population)   | Tools for Data Collection |     |        | Total Number of Respondent |
|----|---|--------------------------------------|---------------------------|-----|--------|----------------------------|
|    |   |                                      | KII                       | FGD | Survey |                            |
|    | <p><b>1.4 Stakeholders of enhancement of Cash for Work digital application</b></p> <p><b>Output 2</b></p> <p>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive</p> <p><b>2.2 Stakeholder of mainstreaming inclusive green economy to sub-national development planning</b></p>   |                                      |                           |     |        |                            |
| 6  | <p><b>Output 1</b></p> <p>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence</p> <p><b>1.3 Beneficiary of Prototype of movable integrated hospital-based service center for GBV victims (ongoing consultation)</b></p> <p><b>Output 3</b></p> <p>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures</p> | Provincial Government of DKI Jakarta | X                         |     | X      |                            |



| No                         | Output  | Type of Respondent<br>(Population) | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----------------------------|---|------------------------------------|---------------------------|-----|--------|-------------------------------|
|                            |   |                                    | KII                       | FGD | Survey |                               |
| <b>Developing Partners</b> |   |                                    |                           |     |        |                               |
| 1                          | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><b>1.3 Implementing partner of PDNA and Recovery Plan</b> | UNICEF                             |                           | X   | X      | <b>16 Respondents</b>         |
| 2                          | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><b>1.3 Implementing partner of PDNA and Recovery Plan</b> | YEU                                |                           | X   | X      |                               |
| 3                          | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><b>1.3 Implementing partner of PDNA and Recovery Plan</b> | MCS                                |                           | X   | X      |                               |

| No | Output  | Type of Respondent (Population) | Tools for Data Collection |     |        | Total Number of Respondent |
|----|---|---------------------------------|---------------------------|-----|--------|----------------------------|
|    |   |                                 | KII                       | FGD | Survey |                            |
| 4  | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><br><b>1.3 Implementing partner of PDNA and Recovery Plan</b>                   | RED-R                           |                           | X   | X      |                            |
| 5  | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><br><b>1.2. Implementing partner of study on social and economic assessment</b> | SMERU                           |                           | X   | X      |                            |
| 6  | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><br><b>1.2. Implementing partner of study on social and economic assessment</b> | JPAL                            |                           | X   | X      |                            |
| 7  | <b>Output 1</b>   | LPPEM-UI                        |                           | X   | X      |                            |

| No | Output  | Type of Respondent (Population) | Tools for Data Collection |     |        | Total Number of Respondent |
|----|---|---------------------------------|---------------------------|-----|--------|----------------------------|
|    |   |                                 | KII                       | FGD | Survey |                            |
|    | Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><b>1.2. Implementing partner of study on social and economic assessment</b>  |                                 |                           |     |        |                            |
| 8  | <b>Output 2</b><br>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive<br><b>2.1. Implementing partner of study on green fiscal stimulus</b> | Climate Work Australia          |                           | X   | X      |                            |
| 9  | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><b>1.2. Implementing partner for Bumdesa study</b>  | RISED                           |                           | X   | X      |                            |
| 10 | <b>Output 3</b><br>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while  | Waste 4 Change                  |                           | X   | X      |                            |

| No | Output   | Type of Respondent<br>(Population) | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----|--|------------------------------------|---------------------------|-----|--------|-------------------------------|
|    |  |                                    | KII                       | FGD | Survey |                               |
|    | benefiting from Government COVID-19 economic recovery stimulus measures<br><b>3.3 Implementing partner of waste management prototype in Bandung</b>  |                                    |                           |     |        |                               |
| 11 | <b>Output 3</b><br>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures<br><b>3.2, 3.3, 3.4 Implementing partner of MSMEs revitalization</b>      | PT. ASYX Indonesia                 |                           | X   | X      |                               |
| 12 | <b>Output 3</b><br>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures<br><b>3.3 Implementing partner of waste management prototype in Bogor</b> | PT. Arah                           |                           | X   | X      |                               |
| 13 | <b>Output 3</b><br>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while   | PT Cakrabuana                      |                           | X   | X      |                               |

| No | Output  | Type of Respondent<br>(Population) | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----|---|------------------------------------|---------------------------|-----|--------|-------------------------------|
|    |   |                                    | KII                       | FGD | Survey |                               |
|    | benefiting from Government COVID-19 economic recovery stimulus measures<br><b>3.3 Implementing partner of waste management prototype in Sidoarjo</b>  |                                    |                           |     |        |                               |
| 14 | <b>Output 1</b><br>Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence<br><b>1.2. Implementing partner for Bumdesa study</b>  | PRESISI                            |                           | X   | X      |                               |
| 15 | <b>Output 2</b><br>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive<br><b>2.4 Implementing partner for green economy/Circular economy capacity building for MSMEs</b> | KEM                                |                           | X   | X      |                               |
| 16 | <b>Output 2</b><br>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally  | AMF                                |                           | X   | X      |                               |

| No                   | Output  | Type of Respondent<br>(Population) | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|----------------------|---|------------------------------------|---------------------------|-----|--------|-------------------------------|
|                      |   |                                    | KII                       | FGD | Survey |                               |
|                      | sensitive, Gender-sensitive, and inclusive<br><b>2.3 Implementing partner for policy advocacy of Green Economy</b>  |                                    |                           |     |        |                               |
| <b>Beneficiaries</b> |   |                                    |                           |     |        |                               |
| 1                    | <b>Output 3</b><br>Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures                      | 1,293 MSME                         |                           |     | X      | <b>306 Respondents</b>        |
| <b>CSOs</b>          |   |                                    |                           |     |        |                               |
| 1                    | <b>Output 2</b><br>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender-sensitive, and inclusive | 10 CSOs                            |                           | X   | X      | <b>10 Respondents</b>         |

| No                          | Output  | Type of Respondent<br>(Population)   | Tools for Data Collection |     |        | Total Number of<br>Respondent |
|-----------------------------|---|--|---------------------------|-----|--------|-------------------------------|
|                             |   |  | KII                       | FGD | Survey |                               |
|                             | <b>2.5. Cumulative number of CSOs have increased capacity on inclusive green recovery programme (and number of CSO-Government partnership to support COVID-19 green recovery)</b> |  |                           |     |        |                               |
| <b>UNDP (Internal Unit)</b> |   |  |                           |     |        |                               |
| 1                           | -   | RESTORE Project Team   |                           | X   |        | <b>6 Respondents</b>          |
| 2                           | -   | QARE Unit and RR Unit  |                           | X   |        |                               |
| 3                           | -   | Other relevant units in UNDP CO, namely Health, LAPOR and SDG – DGPRU; Innovative Financing Lab; Circular Economy – Environment Unit |                           | X   |        |                               |

## Evaluation Matrix

To assess the project performance, there will be five elements that were analyzed. Below is the evaluation matrix:

| Category                                 | Evaluation Question   | Indicators  | Detail Question  |
|--|---|---|--|
| Relevance                                | To what extent has the RESTORE design and approach been to address community engagement coordination and support, both during COVID-19 and moving forward, clear, relevant, coherent, and appropriate, as well as equity, gender, and disability-inclusive? | <ul style="list-style-type: none"> <li>● Project design in line with UNDP principles</li> <li>● Project approach engaged local community</li> </ul> | <ul style="list-style-type: none"> <li>● To what extent is the project needs and priority based?</li> <li>● To what extent has the project been targeted and implemented to achieve gender equality, inclusion, and diversity principles?</li> <li>● To what extent was the design and strategies developed to engage with the local community (women, persons with disabilities, youth, most vulnerable persons i.e. remote IPs)?</li> <li>● How did the project respond to emerging priorities or events?</li> <li>● Did the project have a suitable safeguards plan?</li> </ul> |
| Coordination /Partnerships/ Dim Modality | To what extent has the early recovery response coordination and collaboration been managed efficiently, effectively, and sustainably to achieve the overall goal and objectives of the project?   | <ul style="list-style-type: none"> <li>● Relevance of partners</li> <li>● Functioning Partnership</li> <li>● Effective modality</li> </ul>          | <ul style="list-style-type: none"> <li>● Did the project team work with the most relevant partners across the outputs, at the national and subnational levels?</li> <li>● How well did the project oversight and monitoring/coordination board work and why?</li> <li>● Was the project modality and implementation strategies' effective at merging the humanitarian and development nexus?</li> </ul>  |
| Effectiveness                            | To what extent has the expected results been achieved   | <ul style="list-style-type: none"> <li>● Timelines</li> <li>● Coordinated strategies achieved</li> </ul>  | <ul style="list-style-type: none"> <li>● Did the project achieve its targets and implement all planned activities towards impact?</li> <li>● What results actually happened through</li> </ul>   |



| Category       | Evaluation Question  | Indicators  | Detail Question  |
|----------------|--|---|--|
|                |  | <ul style="list-style-type: none"> <li>● Support of project</li> </ul>  | <p>coordinated strategies and collaboration?</p> <ul style="list-style-type: none"> <li>● How did the project support all actions -including achieving affirmative action concerning gender and inclusion and especially during ongoing disaster and post disaster recovery work?</li> </ul>   |
| Efficiency     | To what extent are the project management and governance systems, as well as human and financial resources and commitments relevant, efficient, effective, sustainable, and equity-inclusive in attaining the expected outcomes? | <ul style="list-style-type: none"> <li>● Structural changes</li> <li>● Cost effectiveness</li> </ul>                                | <ul style="list-style-type: none"> <li>● Did the project actually lead to any structural changes in policies and in business in terms of the development and the humanitarian planning and recovery work – multisectoral, recovery planning, etc.?</li> <li>● Was the project cost effective, demonstrating efficient implementation and value for money - why and how?</li> <li>● How well was the project monitored by the PIU and oversight governance team?</li> </ul> |
| Sustainability | To what extent are the benefits of the RESTORE project specifically for the poorer and vulnerable populations, likely to continue?   | <ul style="list-style-type: none"> <li>● Factors of affect</li> <li>● Lesson learned</li> </ul>                                     | <ul style="list-style-type: none"> <li>● What factors will affect the sustainability of the project? Why?</li> <li>● Are there any lessons learned in terms of gender and social inclusion, other issues that could be used for similar future interventions in terms of project design, implementation, and monitoring and evaluation?</li> </ul>   |
| Impact         | What are the longer-term positive/negative, intended/unintended (side) effects of RESTORE?   | <ul style="list-style-type: none"> <li>● Main achievement</li> <li>● Impact on livelihood</li> <li>● Project improvement</li> </ul> | <ul style="list-style-type: none"> <li>● What was the main achievement and the impact level results?</li> <li>● How has the project impacted the livelihood of communities (women, persons with disabilities, and youth) in the project?</li> </ul>  |

| Category | Evaluation Question | Indicators | Detail Question   |
|----------|---------------------|------------|---|
|          |                     |            | <ul style="list-style-type: none"><li>• What can be improved to reduce the negative effect from the future project?</li></ul> |

## Evaluation Schedule

The following is the evaluation schedule:

|  |  |   |  |  |   |   |
|--|--|---|--|--|---|---|
| <b>Wed 7 Dec</b><br>Team Briefing and Developing Work Plan       | <b>Thurs 8 Dec</b><br>Work Plan and Inception Report Briefing      | <b>Fri 9 Dec</b><br>Inception Report Development  | <i>Sat 10 Dec</i>                                  | <i>Sun 11 Dec</i>                                  | <b>Mon 12 Dec</b><br>Inception Report Development           | <b>Tues 13 Dec</b><br>Inception Report Development                |
| <b>Wed 14 Dec</b><br>Inception Report Development                | <b>Thurs 15 Dec</b><br>Inception Report Development                | <b>Fri 16 Dec</b><br>Inception Report Draft Submission                                    | <i>Sat 17 Dec</i>                                  | <i>Sun 18 Dec</i>                                  | <b>Mon 19 Dec</b><br>Presentation of the inception report   | <b>Tues 20 Dec</b><br>Desk Review and Tools Development           |
| <b>Wed 21 Dec</b><br>Desk Review and Tools Development           | <b>Thurs 22 Dec</b><br>Desk Review and Tools Development           | <b>Fri 23 Dec</b><br>Inception Report Final Submission, Desk Review and Tools Development | <i>Sat 24 Dec</i>                                  | <i>Sun 25 Dec</i><br><i>Christmas and New Year</i> | <i>Mon 26 Dec</i><br><i>Christmas and New Year</i>          | <i>Tues 27 Dec</i><br><i>Christmas and New Year</i>               |
| <i>Wed 28 Dec</i><br><i>Christmas and New Year</i>               | <i>Thurs 29 Dec</i><br><i>Christmas and New Year</i>               | <i>Fri 30 Dec</i><br><i>Christmas and New Year</i>  | <i>Sat 31 Dec</i><br><i>Christmas and New Year</i> | <i>Sun 1 Jan</i><br><i>Christmas and New Year</i>  | <b>Mon 2 Jan</b><br>Online Survey with District Governments | <b>Tues 3 Jan</b><br>Online Survey with District Governments      |
| <b>Wed 4 Jan</b><br>Online Survey with Developing Partners       | <b>Thurs 5 Jan</b><br>Online Survey with CSOs                      | <b>Fri 6 Jan</b><br>Online KII  | <i>Sat 7 Jan</i>                                   | <i>Sun 8 Jan</i>                                   | <b>Mon 9 Jan</b><br>Online KII                              | <b>Tues 10 Jan</b><br>Online KII                                  |
| <b>Wed 11 Jan</b><br>Online KII                                  | <b>Thurs 12 Jan</b><br>Online KII                                  | <b>Fri 13 Jan</b><br>Online KII   | <i>Sat 14 Jan</i>                                  | <i>Sun 15 Jan</i>                                  | <b>Mon 16 Jan</b><br>Online KII                             | <b>Tues 17 Jan</b><br>Data cleaning (KII, FGD, and online survey) |
| <b>Wed 18 Jan</b><br>Data cleaning (KII, FGD, and online survey) | <b>Thurs 19 Jan</b><br>Data cleaning (KII, FGD, and online survey) | <b>Fri 20 Jan</b><br>Data cleaning (KII, FGD, and online survey)                          | <i>Sat 21 Jan</i>                                  | <i>Sun 22 Jan</i>                                  | <b>Mon 23 Jan</b><br>Data Analysis                          | <b>Tues 24 Jan</b><br>Data Analysis                               |
| <b>Wed 25 Jan</b><br>Data Analysis                               | <b>Thurs 26 Jan</b><br>Data Analysis                               | <b>Fri 27 Jan</b><br>Data Analysis  | <i>Sat 28 Jan</i>                                  | <i>Sun 29 Jan</i>                                  | <b>Mon 30 Jan</b><br>Data Analysis                          | <b>Tues 31 Jan</b><br>Data Analysis                               |
| <b>Wed 1 Feb</b><br>Data Analysis                                | <b>Thurs 2 Feb</b><br>Data Analysis                                | <b>Fri 3 Feb</b><br>Data Analysis   | <i>Sat 4 Feb</i>                                   | <i>Sun 5 Feb</i>                                   | <b>Mon 6 Feb</b><br>Preparation of draft evaluation report  | <b>Tues 7 Feb</b><br>Preparation of draft evaluation              |

|   |   |   |                   |                   |   |  |
|---|---|---|-------------------|-------------------|---|--|
|   |   |   |                   |                   |   | report   |
| <b>Wed 8 Feb</b><br>Preparation of draft evaluation report                          | <b>Thurs 9 Feb</b><br>Preparation of draft evaluation report                          | <b>Fri 10 Feb</b><br>Preparation of draft evaluation report   | <b>Sat 11 Feb</b> | <b>Sun 12 Feb</b> | <b>Mon 13 Feb</b><br>Preparation of draft evaluation report | <b>Tues 14 Feb</b><br>Preparation of draft evaluation report                         |
| <b>Wed 15 Feb</b><br>Preparation of draft evaluation report                         | <b>Thurs 16 Feb</b><br>Preparation of draft evaluation report                         | <b>Fri 17 Feb</b><br>Preparation of draft evaluation report, Submission of full report draft with annexes | <b>Sat 18 Feb</b> | <b>Sun 19 Feb</b> | <b>Mon 20 Feb</b><br>Presentation final draft               | <b>Tues 21 Feb</b><br>Consolidated UNDP and stakeholder comments to the draft report |
| <b>Wed 22 Feb</b><br>Consolidated UNDP and stakeholder comments to the draft report | <b>Thurs 23 Feb</b><br>Consolidated UNDP and stakeholder comments to the draft report | <b>Fri 24 Feb</b><br>Debriefing with UNDP   | <b>Sat 25 Feb</b> | <b>Sun 26 Feb</b> | <b>Mon 27 Feb</b><br>Evaluation Report Review               | <b>Tues 28 Feb</b><br>Submission of the final evaluation                             |

Detailed schedule for this evaluation can be seen below:

| Timeline and Work Plan                           | Specific Day | Specific Activity                             | PIC                        | Outcome   |
|--|--------------|---|----------------------------|---|
| <b>Phase 1: Desk Review and Inception Report</b> |              |   |                            |   |
| 7 - 8 Dec 2022                                   |              | Develop work plan                             | Evaluation Team            | Work plan   |
| 8 - 15 Dec 2022<br><b>Inception Report</b>       | NA           | Develop inception report                      | Evaluation Team            | Draft inception report                                    |
| 16 Dec 2022<br><b>Inception Report</b>           |              | Submit draft inception report                 | Saut Sagala<br>Ayu Krishna | Draft inception report                                    |
| 19 Dec 2022<br><b>Inception Report</b>           |              | Presentation of the inception report          | Saut Sagala<br>Ayu Krishna | Getting feedback from UNDP regarding the inception report |
| 23 Dec 2022<br><b>Inception Report</b>           |              | Submit final revision of the inception report | Saut Sagala<br>Ayu Krishna | Final draft inception report                              |

| Timeline and Work Plan   | Specific Day | Specific Activity  | PIC                        | Outcome   |
|--|--------------|--|----------------------------|---|
| <b>Phase 2 : Data Collection</b>   |              |  |                            |   |
| 19 - 23 Dec 2022<br><b>Data Collection (Desk Review)</b>   | NA           | Desk Review and Tools Development  | Evaluation Team            | Online questionnaires, KII and FGD question lists |
| 3 - 5 Jan 2023<br><b>Data Collection (Online)</b>  | 2 January    | Preparation  |                            |   |
|  | 3 January    | Online Survey with <b>district government</b>  | Saut Sagala<br>Ayu Krishna | Questionnaire result documents, recording files   |
|  | 4 January    | Online Survey with <b>developing partners</b>  | Saut Sagala<br>Ayu Krishna | Questionnaire result documents, recording files   |
|  | 5 January    | Online Survey with <b>CSOs</b>   | Saut Sagala<br>Ayu Krishna | Questionnaire result documents, recording files   |
| 6 - 26 Jan 2023<br><b>Consultations, online in-depth interviews, and focus group discussions</b> | 6 January    | (Morning) KII with the <b>Ministry of National Development Planning (Bappenas)</b><br>(Afternoon) KII with the <b>Ministry of Village</b><br>(Evening) KII with the <b>Ministry of Health</b>                          | Stephanie Hodge            | KII recording files, FGD recording files, MoM     |
|  | 9 January    | (Morning) KII with the <b>Ministry of Home Affairs</b><br>(Afternoon) KII with the <b>Ministry of Finance-Fiscal Policy Agency</b><br>(Evening) KII with the <b>Ministry of Administrative and Bureaucratic Reform</b> | Stephanie Hodge            | KII recording files, FGD recording files, MoM     |
|  | 9 January    | (Morning) FGD with <b>UNICEF, MCS, RED-R, YEU</b><br>(Afternoon) FGD with <b>JPAL, SMERU, LPEM-UI</b><br>(Evening) FGD with <b>PRESISI, RISED</b>  | Saut Sagala                | FGD recording files, MoM                          |
|  | 9 January    | (Morning) FGD with <b>PT Arah, PT Cakrabuana, Waste4Change</b><br>(Afternoon) FGD with <b>AMF, KEM, Climate Work Australia</b>   | Ayu Krishna                | FGD recording files, MoM                          |

| Timeline and Work Plan | Specific Day | Specific Activity  | PIC   | Outcome                                       |
|------------------------|--------------|--|---|---|
|                        | 10 January   | (Morning) KII with the <b>Ministry of Women's Empowerment and Child Protection</b><br>(Afternoon) KII with the <b>Ministry of Cooperatives and SMEs</b><br>(Evening) KII with <b>National Disaster Management Agency</b> | Stephanie Hodge                               | KII recording files, FGD recording files, MoM |
|                        | 10 January   | (Morning) FGD with <b>Beneficiaries in West Nusa Tenggara</b><br>(Afternoon) FGD with <b>Beneficiaries in West Sulawesi</b><br>(Evening) FGD with <b>Central Sulawesi</b>  | Saut Sagala                                   | KII recording files, FGD recording files, MoM |
|                        | 10 January   | (Morning) FGD with <b>DKI Jakarta</b><br>(Afternoon) FGD with <b>East Java</b><br>(Evening) FGD with <b>West Java</b>  | Ayu Krishna                                   | KII recording files, FGD recording files, MoM |
|                        | 11 January   | (Morning) KII with <b>Provincial Governments of Riau</b><br>(Afternoon) KII with <b>Provincial Government of West Java</b><br>(Evening) KII with <b>Provincial Governments of East Java</b>                              | Stephanie Hodge / Saut Sagala / Ayu Krishna   | KII recording files, FGD recording files, MoM |
|                        | 11 January   | (Morning) FGD with <b>CSO</b><br>(Afternoon) FGD with <b>CSO</b><br>(Evening) FGD with <b>UNDP</b>   | Saut Sagala<br>Ayu Krishna                    | KII recording files, FGD recording files, MoM |
|                        | 12 January   | (Morning) KII with <b>Provincial Government of South Kalimantan</b><br>(Afternoon) KII with <b>Provincial Governments of West Nusa Tenggara</b><br>(Evening) KII with <b>Provincial Government of West Sulawesi</b>      | Stephanie Hodge/<br>Saut Sagala / Ayu Krishna | KII recording files, FGD recording files, MoM |
|                        | 13 January   | (Morning) KII with <b>Provincial Government of West Sulawesi</b><br>(Afternoon) KII with <b>Provincial Governments of Central Sulawesi</b><br>(Evening) KII with <b>Provincial Government of Gorontalo</b>               | Stephanie Hodge/<br>Saut Sagala / Ayu Krishna | KII recording files, FGD recording files, MoM |
|                        | 16 January   | (Morning) KII with <b>Provincial</b>   | Stephanie Hodge/                              | KII recording files, FGD                      |

| Timeline and Work Plan            | Specific Day | Specific Activity  | PIC                        | Outcome  |
|-----------------------------------|--------------|--|----------------------------|--|
|                                   |              | <b>Governments of Papua</b>                                    | Saut Sagala / Ayu Krishna  | recording files, MoM   |
| <b>Phase 3: Evaluation Report</b> |              |  |                            |  |
| 16 - 20 Jan 2023                  | NA           | Data cleaning (KII, FGD, and online survey)                    | Team                       | Transcript recording   |
| 23 Jan - 4 Feb 2023               |              | Data Analysis  | Team                       | Analysis results   |
| 6 - 17 Feb 2023                   |              | Preparation of draft evaluation report                         | Team                       | Draft evaluation report  |
| 17 Feb 2023                       | 17 February  | Submission of full report draft with annexes                   | Saut Sagala<br>Ayu Krishna | Full draft of evaluation report                                      |
| 20 Feb 2023                       | 20 February  | Presentation final draft                                       | Saut Sagala<br>Ayu Krishna | PPT findings based on final draft<br>Getting feedback from UNDP Team |
| 21 - 23 Feb 2023                  | NA           | Consolidated UNDP and stakeholder comments to the draft report | UNDP,                      | -  |
| 24 Feb 2023                       | 24 February  | Debriefing with UNDP   | UNDP, Evaluation Team      | -  |
| 27 Feb 2023                       | 27 February  | Final review for evaluation report                             | Evaluation Team            | Evaluation report  |
| 28 Feb 2023                       | 28 February  | Submission of the final evaluation                             | Saut Sagala<br>Ayu Krishna | Final draft  |

## Annex 5 ▪ Performance Standards

The evaluation questions are evaluated using a justification of rating scale based on the logical framework. Each category is evaluated based on several indicators and given a justification. This terminal evaluation does not include overall project rating or rating on Project Strategy.

| Category                                       | Evaluation Question   | Indicators  | Data Collection   | Justification for Rating |
|--|---|---|---|--------------------------|
| Relevance                                      | To what extent has the RESTORE design and approach been to address community engagement coordination and support, both during COVID-19 and moving forward, clear, relevant, coherent, and appropriate, as well as equity, gender, and disability-inclusive? | <ul style="list-style-type: none"> <li>• Project design in line with UNDP principles</li> <li>• Project approach engaged local community</li> </ul> | <ul style="list-style-type: none"> <li>• KII</li> <li>• FGD</li> <li>• Online Survey</li> <li>• Desk study</li> </ul> |                          |
| Coordination/<br>Partnerships/<br>Dim Modality | To what extent has the early recovery response coordination and collaboration been managed efficiently, effectively, and sustainably to achieve the overall goal and objectives of the project?   | <ul style="list-style-type: none"> <li>• Relevance of partners</li> <li>• Functioning Partnership</li> <li>• Effective modality</li> </ul>          | <ul style="list-style-type: none"> <li>• KII</li> <li>• FGD</li> <li>• Online Survey</li> <li>• Desk study</li> </ul> |                          |
| Effectiveness                                  | To what extent has the expected results been achieved?  | <ul style="list-style-type: none"> <li>• Timelines</li> <li>• Coordinated strategies achieved</li> <li>• Support of project</li> </ul>              | <ul style="list-style-type: none"> <li>• KII</li> <li>• FGD</li> <li>• Online Survey</li> <li>• Desk study</li> </ul> |                          |
| Efficiency                                     | To what extent are the project management and governance systems, as well as human and financial resources and commitments relevant, efficient, effective, sustainable, and equity-inclusive in attaining the expected outcomes?                            | <ul style="list-style-type: none"> <li>• Structural changes</li> <li>• Cost effectiveness</li> </ul>  | <ul style="list-style-type: none"> <li>• KII</li> <li>• Online Survey</li> <li>• Desk study</li> </ul>                |                          |
| Sustainability                                 | To what extent are the benefits of the RESTORE project, specifically for the poorer and vulnerable populations, likely to continue?   | <ul style="list-style-type: none"> <li>• Factors of affect</li> <li>• Lesson learned</li> </ul>   | <ul style="list-style-type: none"> <li>• KII</li> <li>• FGD</li> <li>• Desk study</li> </ul>                          |                          |
| Impact   | What are the longer-term positive / negative, intended/unintended   | <ul style="list-style-type: none"> <li>• Main achievement</li> </ul>  | <ul style="list-style-type: none"> <li>• KII</li> </ul>   |                          |



| Category | Evaluation Question        | Indicators   | Data Collection   | Justification for Rating |
|----------|----------------------------|--|---|--------------------------|
|          | (side) effects of RESTORE? | <ul style="list-style-type: none"><li>• Impact on livelihood</li><li>• Project improvement</li></ul> | <ul style="list-style-type: none"><li>• FGD</li><li>• Online Survey</li></ul> |                          |

## Annex 6 ▪ List of actual stakeholder participation and partnership arrangements

Response Toward COVID-19 Resilience (RESTORE) Project (00126825 PIP) consist of the levels of stakeholders. It involves national government, sub-national government, UN Agency, NGO/CSO, Hospitals and Targeted Beneficiaries. The national government includes National Development Planning Agency (Bappenas), Ministry of Health (MoH), BNPB, Ministry of Finance – Fiscal Policy Agency, Ministry of Administrative and Bureaucratic Reform (KemenpanRB), Ministry of Village (MoV), Ministry of Women Empowerment and Child Protection (MoWECP, Ministry of Cooperative and Small Medium Enterprises (MoCSME), and Ministry of home affairs. The sub-national refers to the location of Riau, West Java, East Java, Greater Jakarta, South Kalimantan, West Sulawesi, Central Sulawesi, Gorontalo, Papua, West Nusa Tenggara. Moreover, it includes the partner from UNICEF, some partners from NGO/CSO, some hospitals, and targeted beneficiaries which expand more in the table below.

| Level               | Stakeholders  | Role per output   | Notes  |
|---------------------|---|---|--|
| National government | National Development Planning Agency (Bappenas)                 | <ul style="list-style-type: none"> <li>Output 2: Implementing partner of the module on circular economy</li> <li>Output 3.3 Beneficiary of the workshop on implementation progress</li> </ul>                               | In order to update the implementation progress, a workshop was conducted in Jakarta on the 1st of November 2022 at Mandarin Oriental Hotel attended by PT Arah, PT Cakrabuana, and PT Waste4Change. Government representatives from MoCSMEs, Bappenas, the Ministry of Environment, Bappeda West Java, District office of Environment also attended the meeting. The objective of the meeting was to present the implementation progress of each partner, to identify challenges and solutions, and to collect feedback from the government. |
|                     | Ministry of Health (MoH)  | <ul style="list-style-type: none"> <li>Output 1.1. Beneficiary of health equipment support</li> </ul>   | Collaboration with DGPR unit of CO.  |
|                     | BNPB  | <ul style="list-style-type: none"> <li>Output 1.2. Beneficiary of COVID-19 PDNA and Recovery plans</li> <li>Output 1.4. Beneficiary of digital solution on COVID-19 self-assessment</li> </ul>                              | Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.<br><br>Output 1.4 Collaboration with DGPR unit of CO  |
|                     | Ministry of Finance – Fiscal Policy Agency/BKF                  | <ul style="list-style-type: none"> <li>Output 1.3 Beneficiary of social-impact assessment study (Household survey)</li> <li>Output 1.3 Pre-employment card study</li> <li>Output 2.1 Green Fiscal Stimulus study</li> </ul> | Output 1.3 Household survey: SDG joint program with PUNOs<br><br>Output 2.1 in collaboration with IFL unit   |
|                     | Ministry of Administrative and Bureaucratic Reform (KemenpanRB) | <ul style="list-style-type: none"> <li>Output 1.4: Beneficiary of enhancement of SPAN-LAPOR system – a public complaint handling mechanism.</li> </ul>  | Collaboration with DGPR unit of CO.  |

| Level                   | Stakeholders  | Role per output  | Notes  |
|-------------------------|---|--|--|
|                         | Ministry of Village (MoV)                                     | <ul style="list-style-type: none"> <li>Output 1.3 Beneficiary of the relationship between village enterprise and MSMEs study (ongoing consultation)</li> <li>Output 1.4 Beneficiary of enhancement of Cash for Work digital application</li> </ul>   | Collaboration with SDG Kemendesa of DGPR Unit.   |
|                         | Ministry of Women Empowerment and Child Protection (MoWECP)   | <ul style="list-style-type: none"> <li>Output 1.2 Beneficiary of study on Understanding the Welfare and Livelihood of Society during COVID-19 Pandemic in Indonesia (GBV and Unpaid care)</li> <li>Output 1.3 Beneficiary of Prototype of a movable integrated hospital-based service center for GBV victims (ongoing consultation)</li> </ul> | Collaboration with DGPR unit.  |
|                         | Ministry of Cooperative and Small Medium Enterprises (MoCSME) | <ul style="list-style-type: none"> <li>Output 3. Beneficiary of MSMEs revitalization result</li> </ul>   | <p>Successful implementation of the <i>Bisnis Lestari</i> program at the beginning of 2022, the project launched the second batch of <i>Bisnis Lestari</i> training for 180 new beneficiaries (140 persons are women and 1 participant with disabilities) in the same target areas, namely Greater Jakarta (Jabodetabek), Greater Bandung (Bandung Raya), and Surabaya metropolitan.</p> <p>Conducted digital literacy training aiming at strengthening the capacity of participants who have graduated from the first batch of training (172 MSMEs).</p> <p>Intends to provide further support to those who from the 1<sup>st</sup> batch of the <i>Bisnis Lestari</i> program with a set of digital equipment.</p> |
|                         | Ministry of home affairs                                      | <ul style="list-style-type: none"> <li>Output 2.2 Stakeholders of mainstreaming inclusive green economy to sub-national development planning</li> </ul>  | The implementation is temporarily on hold due to the pending process of the implementing partner selection.  |
| Sub-national government | Riau province   | <ul style="list-style-type: none"> <li>Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> <li>Output 2.2 Stakeholder of mainstreaming inclusive green economy to sub-national development planning</li> </ul>   | Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.   |

| Level | Stakeholders         | Role per output  | Notes  |
|-------|----------------------|--|--|
|       |                      |  | Output 2.2 The implementation is temporarily on hold due to the pending process of the implementing partner selection.   |
|       | West Java province   | <ul style="list-style-type: none"> <li>• Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> <li>• Output 2.2 Stakeholder of mainstreaming inclusive green economy to sub-national development planning</li> <li>• Output 3. Stakeholder of MSMEs revitalization and waste management prototype</li> </ul> | <p>Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.</p> <p>Output 2.2 The implementation is temporarily on hold due to the pending process of the implementing partner selection.</p> <p>Output 3. Successful implementation of the <i>Bisnis Lestari</i> program at the beginning of 2022, the project launched the second batch of <i>Bisnis Lestari</i> training for 180 new beneficiaries (140 persons are women and 1 participant with disabilities) in the same target areas, namely Greater Jakarta (Jabodetabek), Greater Bandung (Bandung Raya), and Surabaya metropolitan.</p> <p>Conducted digital literacy training aiming at strengthening the capacity of participants who have graduated from the first batch of training (172 MSMEs).</p> <p>Intends to provide further support to those who from the 1<sup>st</sup> batch of the <i>Bisnis Lestari</i> program with a set of digital equipment.</p> |
|       | DKI Jakarta province | <ul style="list-style-type: none"> <li>• Output 1.2 Beneficiary of Prototype of a movable integrated hospital-based service center for GBV victims (ongoing consultation)</li> <li>• Output 3. Stakeholder of MSMEs revitalization and waste management prototype</li> </ul>   | <p>Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.</p> <p>Output 3. Successful implementation of the <i>Bisnis Lestari</i> program at the beginning of 2022, the project launched the second batch of <i>Bisnis Lestari</i> training for 180 new beneficiaries (140 persons are women and 1 participant with disabilities) in the same target areas, namely Greater Jakarta (Jabodetabek), Greater Bandung (Bandung Raya), and Surabaya metropolitan.</p>   |

| Level | Stakeholders       | Role per output  | Notes  |
|-------|--------------------|--|--|
|       |                    |  | <p>Conducted digital literacy training aiming at strengthening the capacity of participants who have graduated from the first batch of training (172 MSMEs)</p> <p>Intends to provide further support to those who from the 1<sup>st</sup> batch of the <i>Bisnis Lestari</i> program with a set of digital equipment.</p>   |
|       | East Java province | <ul style="list-style-type: none"> <li>● Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> <li>● Output 3. Stakeholder of MSMEs revitalization and waste management prototype</li> </ul> | <p>Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.</p> <p>Output 3. Successful implementation of the <i>Bisnis Lestari</i> program at the beginning of 2022, the project launched the second batch of <i>Bisnis Lestari</i> training for 180 new beneficiaries (140 persons are women and 1 participant with disabilities) in the same target areas, namely Greater Jakarta (Jabodetabek), Greater Bandung (Bandung Raya), and Surabaya metropolitan.</p> <p>Conducted digital literacy training aiming at strengthening the capacity of participants who have graduated from the first batch of training (172 MSMEs).</p> <p>Intends to provide further support to those who from the 1<sup>st</sup> batch of the <i>Bisnis Lestari</i> program with a set of digital equipment.</p> |
|       | South Kalimantan   | <ul style="list-style-type: none"> <li>● Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> </ul>   | <p>Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.</p>  |
|       | West Sulawesi      | <ul style="list-style-type: none"> <li>● Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> </ul>   | <p>Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.</p>  |

| Level                                   | Stakeholders       | Role per output   | Notes   |
|---|--------------------|---|---|
|   | Gorontalo Province | <ul style="list-style-type: none"> <li>Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> </ul>  | Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.  |
|   | Central Sulawesi   | <ul style="list-style-type: none"> <li>Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> <li>Output 1.4 Stakeholders of enhancement of Cash for Work digital application</li> <li>Output 2.2 Stakeholder of mainstreaming inclusive green economy to sub-national development planning</li> </ul> | <p>Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.</p> <p>Output 1.4 Collaboration with DGPR unit of CO.</p> <p>Output 2.2 The implementation is temporarily on hold due to the pending process of the implementing partner selection.</p> |
|   | West Nusa Tenggara | <ul style="list-style-type: none"> <li>Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> <li>Output 1.4 Stakeholders of enhancement of Cash for Work digital application</li> <li>Output 2.2 Stakeholder of mainstreaming inclusive green economy to sub-national development planning</li> </ul> | <p>Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.</p> <p>Output 1.4 Collaboration with DGPR unit of CO.</p> <p>Output 2.2 The implementation is temporarily on hold due to the pending process of the implementing partner selection.</p> |
|   | Papua              | <ul style="list-style-type: none"> <li>Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> </ul>  | Output 1.2 Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance.  |
| District/<br>Municipality<br>government | East Jakarta city  | <ul style="list-style-type: none"> <li>Output 3. Stakeholder of waste management prototype in Kramatjati traditional market</li> </ul>  | Forum Kolaborasi Komunitas Peduli Sampah (Fokkalis)   |
|   | Bogor city         | <ul style="list-style-type: none"> <li>Output 3. Stakeholder of waste management prototype in Ciluar traditional market</li> </ul>  | PT Arah Environmental Indonesia   |

| Level    | Stakeholders           | Role per output  | Notes   |
|----------|------------------------|--|---|
|          | Bandung city           | <ul style="list-style-type: none"> <li>Output 3. Stakeholder of waste management prototype in Gedebage traditional market</li> </ul> | PT Waste4Change   |
|          | Lombok Tengah district | <ul style="list-style-type: none"> <li>Output 1.4 Stakeholders of enhancement of Cash for Work digital application</li> </ul>        | To enhance SPAN-LAPOR that has been handed over through a BAST mechanism to the Ministry of Administrative and Bureaucratic Reform (KemenPANRB), the project is coordinating with the Ministry of Village (MoV) to discuss the handover mechanism of CfW application.   |
|          | Sigi district          | <ul style="list-style-type: none"> <li>Output 1.4 Stakeholders of enhancement of Cash for Work digital application</li> </ul>        | To enhance SPAN-LAPOR that has been handed over through a BAST mechanism to the Ministry of Administrative and Bureaucratic Reform (KemenPANRB), the project is coordinating with the Ministry of Village (MoV) to discuss the handover mechanism of CfW application.   |
| PUNO     | UNICEF                 | <ul style="list-style-type: none"> <li>Lead agency of SDG joint program</li> </ul>   | Household survey  |
| Partners | YEU                    | <ul style="list-style-type: none"> <li>Output 1.2. Implementing partner of PDNA and Recovery Plan</li> </ul>                         | Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance. |
|          | MCS                    | <ul style="list-style-type: none"> <li>Output 1.2. Implementing partner of PDNA and Recovery Plan</li> </ul>                         | Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance. |
|          | RED-R                  | <ul style="list-style-type: none"> <li>Output 1.2. Implementing partner of PDNA and Recovery Plan</li> </ul>                         | Following the senior beneficiaries meeting on 29 August 2022, the project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance. |
|          | LPEM - UI              | <ul style="list-style-type: none"> <li>Output 1.3. Implementing partner of study on social and economic assessment</li> </ul>        | Household survey and collaboration with DGPR unit.  |
|          | SMERU                  | <ul style="list-style-type: none"> <li>Output 1.3. Implementing partner of study on social and economic assessment</li> </ul>        | Household survey and collaboration with DGPR unit.  |

| Level | Stakeholders          | Role per output  | Notes   |
|-------|-----------------------|--|---|
|       | JPAL                  | <ul style="list-style-type: none"> <li>Output 1.3. Implementing partner of study on social and economic assessment</li> </ul>                    | Household survey and collaboration with DGPR unit.  |
|       | ClimateWork Australia | <ul style="list-style-type: none"> <li>Output 2.1. Implementing partner of study on green fiscal stimulus</li> </ul>                             | The project plans to conduct follow-up assessments to zoom in on the green transition in four (4) targeted provinces which are Riau, West Java, Central Sulawesi and West Nusa Tenggara. The process is on hold due to the pending process of the implementing partner selection.   |
|       | RISED                 | <ul style="list-style-type: none"> <li>Output 1.4. Implementing partner for Bumdes study</li> </ul>  | coordinating with the Ministry of Village (MoV) to discuss the handover mechanism of Cfw application.   |
|       | PRESISI               | <ul style="list-style-type: none"> <li>Output 1.4. Implementing partner for Bumdes study</li> </ul>  | coordinating with the Ministry of Village (MoV) to discuss the handover mechanism of Cfw application.   |
|       | KEM                   | <ul style="list-style-type: none"> <li>Output 2.4 Implementing partner for green economy/Circular economy capacity building for MSMEs</li> </ul> | KEM is a coalition of 46 entities interested in promoting the green economy and sustainable business in Indonesia.  |
|       | AMF                   | <ul style="list-style-type: none"> <li>Output 2.3 Implementing partner for policy advocacy of Green Economy</li> </ul>                           | Conducting capacity building on green economy and sustainable business for MSMEs, CSOs and government entities in the aforementioned four provinces. KEM is a coalition of 46 entities interested in promoting the green economy and sustainable business in Indonesia.   |
|       | PT. ASYX Indonesia    | <ul style="list-style-type: none"> <li>Output 3.1, 3.2, 3.3 Implementing partner of MSMEs revitalization</li> </ul>                              | <p>Output 3.1 Distributed 1,293 Occupational Health Safety (OHS) packages to MSMEs and their facilitators to encourage the adoption of safe business practices during the pandemic. Each package of OHS consists of anti-bacterial wipes tissue, hand wash soap pump, surgical/medical mask, hand sanitiser, face shield, and disinfectant.</p> <p>Output 3.2 Successful implementation of the <i>Bisnis Lestari</i> program at the beginning of 2022, the project launched the second batch of <i>Bisnis Lestari</i> training for 180 new beneficiaries (140 persons are women and 1 participant with disabilities) in the same target areas, namely Greater Jakarta (Jabodetabek), Greater Bandung (Bandung Raya), and Surabaya metropolitan.</p> <p>Conducted digital literacy training aiming at strengthening the capacity of participants who have graduated from the first batch of training (172 MSMEs).</p> <p>Intends to provide further support to those who from the 1<sup>st</sup> batch of the <i>Bisnis Lestari</i> program with a set of digital equipment.</p> |



| Level    | Stakeholders  | Role per output  | Notes   |
|----------|---|--|---|
|          |   |  | Output 3.3 Developed four (4) prototypes of waste management in traditional markets in the three targeted metropolitan to support the acceleration of MSMEs' onboarding on the green economy transition.  |
|          | PT Arah Environmental Indonesia                     | <ul style="list-style-type: none"> <li>Output 3.3 Implementing partner of waste management prototype in Bogor</li> </ul>         | to develop a prototype of waste management in Ciluar traditional market to support the acceleration of MSMEs' onboarding on the green economy transition. The activity has been implemented since August 2022 and is expected to be completed by January 2023.  |
|          | Waste4Change  | <ul style="list-style-type: none"> <li>Output 3.3 Implementing partner of waste management prototype in Bandung</li> </ul>       | to develop a prototype of waste management in Pasar Induk Gede Bage traditional market to support the acceleration of MSMEs' onboarding on the green economy transition. The activity has been implemented since August 2022 and is expected to be completed by January 2023.   |
|          | PT Cakrabuana                                       | <ul style="list-style-type: none"> <li>Output 3.3 Implementing partner of waste management prototype in Sidoarjo</li> </ul>      | to develop a prototype of waste management in Taman traditional market to support the acceleration of MSMEs' onboarding on the green economy transition. The activity has been implemented since August 2022 and is expected to be completed by January 2023.   |
| CSOs     | Forum Kolaborasi Komunitas Peduli Sampah (Fokkalis) | <ul style="list-style-type: none"> <li>Output 3.3. Implementing partner of Kramatjati traditional market</li> </ul>              | to develop a prototype of waste management in the Keramat Jati traditional market to support the acceleration of MSMEs' onboarding on the green economy transition. The activity has been implemented since August 2022 and is expected to be completed by January 2023.  |
| Hospital | RSUD Cengkareng                                     | <ul style="list-style-type: none"> <li>Output 1.2 Beneficiary of technical support on COVID-19 PDNA and Recovery plan</li> </ul> | The project has shared the output results of 9 PDNAs, 9 COVID-19 Recovery Plans, 7 contingency plans and 1 lesson learnt document to the National Agency for Disaster Management (BNPB). No BAST process is needed to hand over the product since the documents have been owned by the government while UNDP's role is to provide technical assistance. |
|          | RSUP M. Djamil, Padang                              | <ul style="list-style-type: none"> <li>Output 1.1 Beneficiary of health equipment support</li> </ul>                             | Collaborating with the DGPRU team completed the BAST process of 4 sets of Autoclaves supporting facilities to the Ministry of Health (MoH) on 5 September 2022. Each set of supporting facilities comprises 1 unit of Boiler and 1 set of water processing equipment of reverse osmosis, water tank and other supporting facilities.                    |
|          | RSUP dr. Soeradji, Klaten                           | <ul style="list-style-type: none"> <li>Output 1.1 Beneficiary of health equipment support</li> </ul>                             | Collaborating with the DGPRU team completed the BAST process of 4 sets of Autoclaves supporting facilities to the Ministry of Health (MoH) on 5 September 2022. Each set of supporting facilities comprises 1 unit of boiler and 1 set of water processing equipment of reverse osmosis, water tank and other supporting facilities.                    |
|          | RSUP dr. Sardjito, Yogyakarta                       | <ul style="list-style-type: none"> <li>Output 1.1 Beneficiary of health equipment support</li> </ul>                             | Collaborating with the DGPRU team completed the BAST process of 4 sets of Autoclaves supporting facilities to the Ministry of Health (MoH) on   |

| Level                | Stakeholders           | Role per output  | Notes   |
|----------------------|------------------------|--|---|
|                      |                        |  | 5 September 2022. Each set of supporting facilities comprises 1 unit of boiler and 1 set of water processing equipment of reverse osmosis, water tank and other supporting facilities.  |
|                      | RSUP Sanglah, Denpasar | <ul style="list-style-type: none"> <li>Output 1.1 Beneficiary of health equipment support</li> </ul>                   | Collaborating with the DGPRU team completed the BAST process of 4 sets of Autoclaves supporting facilities to the Ministry of Health (MoH) on 5 September 2022. Each set of supporting facilities comprises 1 unit of boiler and 1 set of water processing equipment of reverse osmosis, water tank and other supporting facilities.        |
| Target beneficiaries | 1,293 MSMEs            | <ul style="list-style-type: none"> <li>Output 3.1. Beneficiary of Occupational Health Safety (OHS) packages</li> </ul> | The project has distributed 1,293 Occupational Health Safety (OHS) packages to MSMEs and their facilitators to encourage the adoption of safe business practices during the pandemic. Each package of OHS consists of anti-bacterial wipes, a hand-wash soap pump, surgical/medical masks, hand sanitizer, a face shield, and disinfectant. |
|                      | 180 MSMEs              | <ul style="list-style-type: none"> <li>Output 3. Beneficiary of Bisnis Lestari training</li> </ul>                     | More MSMEs are being trained with Bisnis Lestari module.  |
|                      | 172 MSMEs              | <ul style="list-style-type: none"> <li>Output 2.4 beneficiary of digital literacy</li> </ul>                           | Capacity-building trainings which were done in December.  |

## Annex 7 ▪ List of individuals or groups interviewed or consulted

|                                     |  |
|-------------------------------------|--|
| <b>Online Survey</b>                | <ul style="list-style-type: none"> <li>● MSME: 216 Respondents</li> <li>● RESTORE Partners: 25 Respondents</li> <li>● Local Government: 10 Respondents</li> </ul>  |
| <b>Key Informant Interview</b>      | <ol style="list-style-type: none"> <li>1. UNICEF</li> <li>2. UNDP - Program Management Unit</li> <li>3. Public Hospital Cengkareng (RSUD Cengkareng)</li> <li>4. Ministry of Women’s Empowerment and Child Protection</li> <li>5. Ministry of Cooperatives and SMEs</li> <li>6. Ministry of Village</li> <li>7. Ministry of Finance-Fiscal Policy Agency</li> <li>8. Ministry of National Development Planning (Bappenas)</li> </ol> |
| <b>Focus Group Discussion (FGD)</b> | <b>West Nusa Tenggara-Lombok</b> <ol style="list-style-type: none"> <li>1. Provincial Disaster Management Agency of West Nusa Tenggara</li> <li>2. FITRA (CSO)</li> <li>3. WVI (CSO)</li> <li>4. LIDI Foundation (CSO)</li> <li>5. Lombok WomenPreneur Club (CSO)</li> </ol>   |

|  |  |
|--|--|
|  | <ol style="list-style-type: none"><li>6. Bandeng Beragi (MSME)</li><li>7. Belle Rattan (MSME)</li><li>8. Lombok Vanilla (MSME)</li><li>9. PT Organik Lombok Indonesia</li></ol> <p><b>West Java-Bandung</b></p> <ol style="list-style-type: none"><li>1. Regional Planning and Development Agency of West Java Province</li><li>2. Regional Disaster Management Agency of West Java Province</li><li>3. Department of Environment of West Java Province</li><li>4. Waste4Change (CSO)</li><li>5. Rawramie (MSME)</li><li>6. Tunas Qur'an (MSME)</li><li>7. Sinai (MSME)</li><li>8. KAFI (MSME)</li><li>9. Founders Talent (MSME)</li><li>10. Nauly Rindu Jajan (MSME)</li><li>11. Kalapa Lindung (MSME)</li><li>12. Maheswari Sumerdang (MSME)</li></ol> |
|--|--|

|  |  |
|--|--|
|  | <p>13. Bandros Bandung (MSME)</p> <p><b>East Java-Surabaya</b></p> <ol style="list-style-type: none"><li>1. Regional Planning and Development Agency of East Java Province</li><li>2. Regional Disaster Management Agency of East Java Province</li><li>3. Department of Cooperatives and Small and Medium Enterprises of East Java Province</li><li>4. Yayasan Sadar Hati (CSO)</li><li>5. Widya Kartika University</li><li>6. PT Cakarabuana</li></ol> |
|--|--|

## Annex 8 ▪ List of supporting documents reviewed

Below are the list of documents reviewed for this project:

| No | List of Documents   |
|----|---|
| 1  | UNDP Initiation Plan  |
| 2  | Final UNDP-Project Document with all annexes  |
| 3  | CEO Endorsement Request   |
| 4  | UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)   |
| 5  | Inception Workshop Report   |
| 6  | Mid-Term Review report and management response to MTR recommendations   |
| 7  | All Project Implementation Reports (PIRs)   |
| 8  | Progress reports (quarterly, semi-annual or annual, with associated work plans and financial reports)   |
| 9  | Oversight mission reports   |
| 10 | Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)   |
| 11 | Indicators (from PIF, CEO Endorsement, midterm and terminal stages);  |
| 12 | Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions |

|    |  |
|----|--|
| 13 | Co-financing 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 |
| 14 | Audit reports  |
| 15 | Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)  |
| 16 | Sample of project communications materials   |
| 17 | Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants  |
| 18 | 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                       |
| 19 | 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)                        |
| 20 | List of related projects/initiatives contributing to project objectives approved/started after project approval (i.e. any leveraged or “catalytic” results)  |
| 21 | 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   |
| 22 | UNDP Country Programme Document (CPD)  |
| 23 | List/map of project sites, highlighting suggested visits   |
| 24 | List and contact details for project staff, key project stakeholders, including Project Board members, Project Team members, and other partners to be consulted                                    |
| 25 | Project deliverables that provide documentary evidence of achievement towards project outcomes   |

|    |                                   |
|----|-----------------------------------|
| 26 | Omnibus Law                       |
| 27 | Series of PPKM and PEN regulation |



## Annex 9 ■ Project or programme results model or results framework

| TOC  | Substantiated Findings   |
|--|--|
| Programme complexity                           | The project was designed as part of a larger programme (UNDP Resilience and Reconstruction - RESTORE) with an upstream-downstream focus on sustainable and equitable disaster planning. It was strategically positioned for building back better involving coordination between sectors, planning and fiscal budgeting agencies, disaster and emergencies. The project aimed to provide approaches and evidence for equitable and sustainable recovery planning, bridging the humanitarian and development nexus by working with sectors and partners across those areas.  |
| High ambition for targeting and beneficiaries  | The project had an ambitious goal of targeting diverse and remote vulnerable geographical areas, conducting COVID-19 post-disaster needs assessments, and providing technical support to recovery planning. UNDP engaged directly with four of the nine sub-national governments in order to support them operationalize the concept of building back better, focusing on inclusive and green economy. The project supported a sustainability strategy involving capacity building for 10 national CSOs in line with a recent policy for CSO involvement in recovery work. It had many implementing partners across the three outputs and over 372 MSMEs as the beneficiaries of training. |
| High ambition for time frames                  | The project was an ambitious, intense, two-year project intended to be a strategic project involving cross-sector multi-actor work with a multitude of stakeholders across three outputs.  |
| Lack of fleshed-out project oversight modality | The evaluation noted that the project oversight modality was not well-defined for a project that was designed in an emergency to longer-term recovery-development project transition phase.  |

## Annex 10 ▪ Summary tables of findings

Tables displaying progress towards outputs, targets, and goals relative to established indicators.

| Category  | Evaluation Question   | Data/Findings  | Method | Output   | Target/Goal  |
|-----------|---|--|--------|----------|--|
| Relevance | To what extent has the RESTORE design and approach been to address community engagement coordination and support, both during COVID-19 and moving forward, clear, relevant, coherent, and appropriate, as well as equity, gender, and disability-inclusive? |  |        |          |  |
|           | To what extent is the project needs and priority based?   | At the beginning, there are 4 outputs from RESTORE, which are strengthen the health system, inclusive response and multisectoral, the impact of socio economy, and digital solution. | FGD    | Output 1 | Completed the BAST process of 4 sets of Autoclaves on 5 September 2022.  |
|           |   | Green economy and revitalization of MSMEs are the added outputs.   | FGD    | Output 3 | <ul style="list-style-type: none"> <li>• Bisnis Lestari program (180 beneficiaries)</li> <li>• Digital literacy training (172 MSMEs)</li> <li>• Waste management prototype in 4 traditional markets (Ciluar, Taman, Pasar Induk Gedebage, and Kramatjati)</li> </ul> |

| Category | Evaluation Question  | Data/Findings  | Method      | Output   | Target/Goal  |
|----------|--|--|-------------|----------|--|
|          | To what extent has the project been targeted and implemented to achieve gender equality, inclusion, and diversity principles?  | Accommodate women in training and project as the beneficiaries   | KII and FGD | Output 3 | The second batch of Bisnis Lestari training for 180 new beneficiaries (140 persons are women and 1 participant with disabilities). |
|          |  | The drafting process of PDNA and R3P in NTB, Papua, and central of Sulawesi are successfully conducted and the documents were also legalized by the sub-national governments through governor decree/city mayor/sub-national regulations | FGD         | Output 1 | 9 PDNAs, 9 R3Ps  |
|          |  | Involving the women and disability in each projects; verified by FITRA (an implementing partner)   | FGD         | Output 3 | The second batch of Bisnis Lestari training for 180 new beneficiaries (140 persons are women and 1 participant with disabilities). |
|          | To what extent was the design and strategies in the developed to engage with the local community (women, persons with disabilities, youth, most vulnerable persons i.e. remote | The involvement of disability in business training activity  | KII         | Output 3 | The second batch of Bisnis Lestari training for 180 new beneficiaries (140 persons are women and 1 participant with disabilities). |
|          |  | The workshop encourages the equal number of women and men involvement  | Survey      | Output 3 | The second batch of Bisnis Lestari   |

| Category   | Evaluation Question   | Data/Findings   | Method               | Output   | Target/Goal   |
|--|---|---|----------------------|----------|---|
|  | IPs)?   |   |                      |          | training for 180 new beneficiaries (140 persons are women).   |
|  |   | Gender mainstreaming (and social inclusion) is not only seen from the amount of participation and involvement of community groups, but also how to accommodate the needs of various community groups and provide access to participation for all citizens, including vulnerable groups. | Survey, KII, and FGD | Output 1 | GBV moveable prototype for the victims of GBV.  |
|  | How did the project respond to emerging priorities or events?   | The research findings/data have to consider the local characteristic, grounded, and disaggregated.  | KII and FGD          | Output 1 | 7 gender responsive studies on socio-economic impact of COVID-19 had been produced during the PIP period. |
|  | Did the project have a suitable safeguards plan?  | UNDP has already set up the ToR of RESTORE.   | Desk Study and FGD   |          | Project ToR   |
| <b>Coherence/<br/>Coordination/<br/>Partnerships/<br/>Dim Modality</b> | To what extent has the early recovery response coordination and collaboration been managed efficiently, effectively, and sustainably to achieve the overall goal and objectives of the project? |   |                      |          |   |
|  | Did the project team work with the most relevant partners   | Coordination with sub-national government to develop PDNA and R3P.  | FGD                  | Output 1 | Document of PDNA/PDNAs and R3P  |

| Category | Evaluation Question  | Data/Findings  | Method      | Output   | Target/Goal  |
|----------|--|--|-------------|----------|--|
|          | across the outputs, at the national and subnational levels?  | Coordinating with the ministry of women empowerment and child protection about the output data to be the base evidence for policy formulation. | FGD and KII | Output 1 | Inclusive national policy  |
|          |  | Coordinating with department of Pusat Pengembangan Desa to distribute BLT digitally.   | KII         | Output 1 | Digitalization and Cash for Work Project                                 |
|          |  | Coordinating with PKPM to analyze and give the recommendation to Kemenkeu related to economic, social and society resilience.                  | KII         | Output 1 | Household survey   |
|          |  | Coordinating with Biro Perencanaan to support the program of Padat Karya Tunai Desa since COVID-19.  | KII         | Output 1 | Cash for Work Project  |
|          | How well did the project oversight and monitoring/ coordination board work and why?                                  | Providing project monitoring during 2 years through the project assurance's report.  | FGD         | -        | -  |
|          |  | Monitoring through the visit platform to assess the standard fulfillment.  | FGD         | -        | -  |
|          | Was the project modality and implementation strategies' effective at merging the humanitarian and development nexus? | Sustainable investment training assistance helps MSMEs to be able to see the importance of social and environmental aspects in a business.     | FGD         | Output 3 | Green economy and circular economy through <i>Bisnis Lestari</i> program |

| Category   | Evaluation Question  | Data/Findings  | Method         | Output  | Target/Goal                                       |
|--|--|--|----------------|---|---|
| Effectiveness  | To what extent have the expected results been achieved?  |  |                |   |   |
|  | Did the project achieve its targets and implement all planned activities towards impact?   | The implementation of no one left behind to achieve the purpose of program.                                    | Survey and FGD | Output 1  | Inclusive policy                                  |
|  |  | Capacity building is still needed for adding a waste-free area (KBS) to sort waste.                            | FGD            | Output 2  | Green recovery through waste management prototype |
|  |  | The socialization for digital marketing is still lacking in attract more MSMEs to participate in this project. | FGD            | Output 3  | Digital literacy training                         |
|  | What results actually happened through coordinated strategies and collaboration?   | The communication with sub-national government is slow.  | FGD            | -   | Coordination in developing PDNA and R3P           |
|  | How did the project support all actions-including achieving affirmative action concerning gender and inclusion and especially during ongoing disaster and post-disaster recovery work? | Working collaboratively with the cross-sector and K/L for the actual issue post COVID-19.                      | KII and FGD    | -   | National policy                                   |
| Coordinating with multi-sectoral actor in doing surveys. |  | KII and FGD  | Output 1       | Household survey and study in collaboration with the Ministry of Finance (MoF), Statistics Indonesia(BPS), UNICEF, PROSPERA and |   |

| Category              | Evaluation Question   | Data/Findings  | Method             | Output   | Target/Goal                              |
|-----------------------|---|--|--------------------|----------|--|
|                       |   |  |                    |          | SMERU                                    |
|                       |   | Those involved in the planning discussion were several related OPD technicalities in handling COVID-19.                                      | Survey and FGD     | -        | -  |
| <b>Sustainability</b> | To what extent are the benefits of the RESTORE project specifically for the poorer and vulnerable populations, likely to continue?                                  |  |                    |          |  |
|                       | What factors will affect the sustainability of the project? Why?  | Mapping key actors who scale up the project to monitor the sustainability.   | KII and FGD        | -        | Scaling up RESTORE program               |
|                       |   | Communicating with national government to work collaboratively.  | KII and FGD        | Output 1 | National policy                          |
|                       |   | Maintenance the communication with government as the follow up stage to support national policy.   | KII and FGD        | Output 1 | National policy                          |
|                       |   | Building the communication with the mass media.  | KII and FGD        | -        | Promoting and scaling up RESTORE program |
|                       | Are there any lessons learned in terms of gender and social inclusion, other issues that could be used for similar future interventions in terms of project design, | The issue of GBV must handle from the above to the button since there are many obstacles; people assumed that the GBV was a sensitive issue. | Desk study and FGD | Output 1 | Policy regarding GBV issues              |
|                       |   | GBV cannot be handled only in 1-2 years period, but must be sustainable.   | FGD                | Output 1 | Policy regarding GBV issues              |
|                       |   | Giving the direct assistance have to collaborate   | KII                | -        | -  |

| Category      | Evaluation Question   | Data/Findings  | Method      | Output   | Target/Goal                        |
|---------------|---|--|-------------|----------|------------------------------------|
|               | implementation, and monitoring and evaluation?  | with the related K/L.  |             |          |                                    |
|               |   | RESTORE needs to implement at the Provincial level because there is no MEAL framework that involves civil society in green policy issues.            | KII and FGD | Output 2 | Green economy and circular economy |
|               |   | Synchronizing government activities with regency and city governments, especially industry and trade to facilitate and promote MSMEs in the regions. | Survey      | Output 3 | Support to MSMEs                   |
| <b>Impact</b> | What are the longer-term positive / negative, intended/unintended (side-) effects of RESTORE? |  |             |          |                                    |
|               | What was the main achievement and the impact level results?                                   | The module is submitted to e-learning website of Kemenkop-UKM ( <i>Edukukm</i> ) so everyone can access.   | KII         | Output 3 | MSME training module               |
|               |   | DKI Jakarta Governance has developed the guide to response the violence against women and children.  | FGD         | Output 1 | Policy to address GBV issues       |
|               |   | Cengkareng Hospital has created the SOP toward GBV and already providing the KTPA's room.  | FGD         | Output 1 | GBV movable service center         |
|               |   | Digitalization of the MSMEs and the guide of the sustainable business with the Ministry of Cooperatives and SMEs.                                    | FGD         | Output 3 | Digital literacy for MSMEs         |
|               |   | Green economy in Riau, West Java, and Central of Sulawesi.   | FGD         | Output 2 | Green economy and recovery         |



| Category          | Evaluation Question  | Data/Findings   | Method | Output   | Target/Goal                                      |
|-------------------|--|---|--------|----------|--|
|                   | How has the project impacted the livelihood of communities (women, persons with disabilities, and youth) in the project?   | Beneficiaries from the MSME sector are mostly women (more than 60%).                              | KII    | Output 3 | Inclusive training for MSMEs                     |
|                   | What can be improved to reduce the negative effect from the future project?  | The involvement of government or K/L is needed to support the output becomes the national policy. | KII    | Output 1 | National policy                                  |
|                   |  | Availability of data and the mandated stakeholder should be represented appropriately.            | Survey | Output 1 | Well-coordinated system to implement program     |
|                   |  | Coordinate more intensely with various parties to strengthen the program.                         | Survey | Output 1 | Coordination in terms of developing PDNA and R3P |
|                   |  | The target group is expanded so that the value of the benefits can be increased.                  | Survey | Output 3 | Bisnis Lestari and digital literacy for MSMEs    |
| <b>Efficiency</b> | To what extent are the project management and governance systems, as well as human and financial resources and commitments relevant, efficient, effective, sustainable, and equity-inclusive in attaining the expected outcomes? |   |        |          |  |
|                   | Was there any challenge regarding the project management and   | Having difficulties to coordinate with BPDP in West Java and Central Java.                        | KII    | Output 1 | PDNA and R3P                                     |
|                   |  | BPBD's ability to respond to disasters and  | KII    | Output 1 | Coordination in                                  |

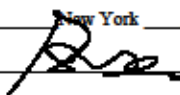
| Category | Evaluation Question                              | Data/Findings   | Method | Output   | Target/Goal                                      |
|----------|--|---|--------|----------|--|
|          | governance system?                               | COVID-19 in each region differentiate from the level of disaster.                     |        |          | terms of developing PDNA and R3P                 |
|          |  | Having less data in setting up the R3P through PDNA.                                  | FGD    | Output 1 | Coordination in terms of developing PDNA and R3P |
|          |  | Limited time to change the issue related to people's behavior.                        | FGD    | Output 2 | Waste management                                 |
|          |  | The difficulties in coordination via online.  | FGD    | Output 1 | Coordination in terms of developing PDNA and R3P |
|          |  | Sectoral-ego caused the UNDP has to made the SOI with K/L.                            | FGD    | -        | -  |
|          | How did the program manage the financial system? | Assistance to the provincial government exceeds the funds that are already allocated. | KII    | Output 2 | COVID-19 recovery                                |
|          |  | The contribution of UNICEF for RESTORE is 270,000 USD, while the UNDP 30,000 USD.     | KII    | Output 1 | Strengthening health system                      |
|          |  | The funding is limited.   | FGD    | -        | -  |

## Annex 11 ▪ Pledge of ethical conduct in evaluation signed by evaluators.

### Pledge of ethical conduct in evaluation signed by evaluators.

**Evaluators/Consultants:**

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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

|  |
|--|
| <p><b>Evaluation Consultant Agreement Form<sup>1</sup></b></p> <p><b>Agreement to abide by the Code of Conduct for Evaluation in the UN System</b></p> <p><b>Name of Consultant:</b> _____ Stephanie Hodge _____</p> <p><b>Name of Consultancy Organization (where relevant):</b> _____ Independent _____</p> <p><b>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</b></p> <p>Signed at _____ New York _____ place on _____ 10/4/2023 _____ date</p> <p>Signature: _____ </p> |
|--|

<sup>1</sup>[www.unevaluation.org/umegcodeofconduct](http://www.unevaluation.org/umegcodeofconduct)

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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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### Evaluation Consultant Agreement Form<sup>1</sup>

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

**Name of Consultant:** Saut Aritua Hasiholan Sagala

**Name of Consultancy Organization (where relevant):** Resilience Development Initiative

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Bandung on October 04, 2023

Signature: \_\_\_\_\_

<sup>1</sup>[www.unevaluation.org/uneqcodeofconduct](http://www.unevaluation.org/uneqcodeofconduct)

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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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### Evaluation Consultant Agreement Form<sup>1</sup>

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Ayu Krishna Yuliawati

Name of Consultancy Organization (where relevant): \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Bandung on October 4, 2023



Signature: \_\_\_\_\_

<sup>1</sup>[www.unevaluation.org/uneqcodeofconduct](http://www.unevaluation.org/uneqcodeofconduct)

## Pledge of ethical conduct in evaluation signed by evaluators.

### Evaluators/Consultants:

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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### Evaluation Consultant Agreement Form<sup>1</sup>

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Dzul Afifah Arifin \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_N/A\_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Jakarta, on 4 October 2023

Signature: 

<sup>1</sup>[www.unevaluation.org/uneqcodeofconduct](http://www.unevaluation.org/uneqcodeofconduct)

## UNEG Code of Conduct Form



ETHICAL GUIDELINES FOR EVALUATION

### PLEDGE OF ETHICAL CONDUCT IN EVALUATION



**UNEG**  
United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



#### INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**



#### ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



#### RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



#### BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

\_\_\_\_\_  
(Signature and Date)

## Annex 12 ▪ Matrix/List of All Project Advocacy, Communications, And Visibility Activities

| Project Strategy  | Indicator                           | Type of Knowledge Products:<br>1. Research and/ evaluation reports,<br>2. Policy briefs<br>3. Capacity development modules<br>4. Internal Project Report<br>5. Infographics<br>6. eLearning courses<br>7. Mobile Application<br>8. Video Story<br>9. Photos<br>10. Media Coverages<br>Articles<br>(newspaper/magazine,<br>Blog posts, Newsletters,<br>Press releases) | Title of Products | Link (if available)  |
|---|-------------------------------------|---|-------------------|--|
| Objective:<br><b>Indonesia is responding to its immediate needs, through improved health systems and its longer COVID-19 economic recovery through stimulus measures that are:</b><br>a) Climate and environmentally sensitive, b) Gender-sensitive, and c) Inclusive, in line with the Government's RPJMN. | Indicator (if applicable):          | Video story   | Restore Project   | <a href="https://www.youtube.com/watch?v=f49ehv1PHfM">https://www.youtube.com/watch?v=f49ehv1PHfM</a><br><a href="https://www.youtube.com/watch?v=M07yJ5NwBPk&amp;t=38s">https://www.youtube.com/watch?v=M07yJ5NwBPk&amp;t=38s</a> |
| Outcome 1:  | Indicator 1.1: Cumulative number of | N/A   | N/A               |  |



| Project Strategy  | Indicator   | Type of Knowledge Products:<br><ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products  | Link (if available)   |
|---|---|---|--|---|
| Support to inclusive and multi-sectoral response at sub-national level and maintaining social coherence | medical and medical waste equipment procured and distributed to the targeted facilities including provision of supporting facilities.     |   |  |   |
|   | Indicator 1.2.1: Cumulative number of socio-economic impact assessments produced and measures to address impacts are delivered, including | Research and/evaluation reports   | 1. Study Report “Understanding the Welfare and Livelihood of Society during COVID-19 Pandemic in Indonesia”- | <a href="#">Socio-Economic Impact of COVID-19 on Households in Indonesia   UNICEF Indonesia</a> |

| Project Strategy | Indicator  | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. <b>Research and/ evaluation reports,</b></li> <li>2. <b>Policy briefs</b></li> <li>3. <b>Capacity development modules</b></li> <li>4. <b>Internal Project Report</b></li> <li>5. <b>Infographics</b></li> <li>6. <b>eLearning courses</b></li> <li>7. <b>Mobile Application</b></li> <li>8. <b>Video Story</b></li> <li>9. <b>Photos</b></li> <li>10. <b>Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</b></li> </ol> | Title of Products  | Link (if available) |
|------------------|--|---|--|---------------------|
|                  | specific measures on gender, social cohesion, and persons with disabilities. |   | JPAL,<br>LPEM UI<br>2. Socioeconomic Impact of the COVID-19 Pandemic on Households in Indonesia: Three Rounds of Monitoring Surveys-SMERU<br>3. The Socio-Economic Impact of the Covid-19 Pandemic in Post-Disaster Areas: Rapid |                     |

| Project Strategy | Indicator | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products  | Link (if available)   |
|------------------|-----------|---|--|---|
|                  |           |   | Assessment in West Nusa Tenggara and Central Sulawesi-SMERU<br><br>4.Report: Impact of Covid-19 Pandemic on MSMEs in Indonesia<br><br>5.Final Report: Innovative Finance for Social Protection in Response to Covid-19 | <a href="#">[ENG] Impact Evaluation of Kartu Prakerja - Executive Summary_clean Tim Riset_final.docx (aliyuncs.com)</a> |

| Project Strategy | Indicator | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products  | Link (if available) |
|------------------|-----------|---|--|---------------------|
|                  |           |   | 6. Impact Evaluation of Program Kartu Prakerja as Covid-19 (Pre-employment card as COVID-19) Recovery Program-PRESISI<br><br>7. Survey and research on enhancing the role of BUMDesa in sustainable investment to support MSMEs for COVID-19 |                     |

| Project Strategy | Indicator                     | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products  | Link (if available) |
|------------------|-------------------------------|---|--|---------------------|
|                  |                               |   | 8.Socio-economic Impact of the COVID-19 Pandemic on Households in Indonesia (Second Survey: Analyzing Changes between Nov 2020 – Feb 2022) – SMERU |                     |
|                  | Indicator 1.2.2: Prototype of |   |  |                     |

| Project Strategy | Indicator   | Type of Knowledge Products:<br><ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products   | Link (if available)   |
|------------------|---|---|---|---|
|                  | movable integrated hospital-based service center for GBV victims  |   |   |   |
|                  | 1.3: Cumulative number of recovery plans developed and disseminated in 9 target provinces to support recovery programme implementation. | Planning Document<br>Learning documentation<br><br>Opinion edition  | Nine (9) Covid - 19 Rehabilitation and Reconstruction Plan (R3P)<br><br>Lesson learnt of Covid-19 Jitupasna (PDNA) and R3P in seven provinces | <a href="https://en.tempo.co/read/1599146/post-disaster-need-assessment-key-to-pandemic-recovery">https://en.tempo.co/read/1599146/post-disaster-need-assessment-key-to-pandemic-recovery</a> |

| Project Strategy | Indicator   | Type of Knowledge Products:<br><ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products                                      | Link (if available)  |
|------------------|---|---|--|--|
|                  |   |   | Post Disaster Need Assessment Key to Pandemic Recovery |  |
|                  | 1.4: number of digital platform(s) enhanced and/or developed to support essential public service delivery, social protection and recovery intervention. | N/A   | N/A  |  |
|                  |   | Mobile Applications   | 1. Sub-applications of Covid-19                        | <a href="https://bnpb.go.id">Self-Assessment &amp; Reporting Monitoring Dashboard (bnpb.go.id)</a> |

| Project Strategy | Indicator | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. <b>Research and/ evaluation reports,</b></li> <li>2. <b>Policy briefs</b></li> <li>3. <b>Capacity development modules</b></li> <li>4. <b>Internal Project Report</b></li> <li>5. <b>Infographics</b></li> <li>6. <b>eLearning courses</b></li> <li>7. <b>Mobile Application</b></li> <li>8. <b>Video Story</b></li> <li>9. <b>Photos</b></li> <li>10. <b>Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</b></li> </ol> | Title of Products   | Link (if available) |
|------------------|-----------|---|---|---------------------|
|                  |           | Video story   | self-assessment tools and Covid-19 risk Dashboard. The sub-apps are integrated into inarISK Personal App<br>2. Enhancement of SPAN-LAPOR! by adding new features of monitoring, and age and gender data |                     |



| Project Strategy   | Indicator   | Type of Knowledge Products:<br><ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products  | Link (if available) |
|--|---|---|--|---------------------|
|  |   |   | disaggregation<br>3. Enhancement of Cash for Work (CfW) application customized for Covid-19 context<br><br>Cash for Work Programme |                     |
| Outcome 2: <b>Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive,</b> | Indicator 2.1: Cumulative number of green and inclusive recovery measures identified to be applied in short | Research and/evaluation report  | 1. The final report of study on Designing green fiscal stimulus for resilient economic   |                     |

| Project Strategy                       | Indicator                                   | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages</li> </ol> <b>Articles</b><br><b>(newspaper/magazine, Blog posts, Newsletters, Press releases)</b> | Title of Products  | Link (if available) |
|--|---|--|--|---------------------|
| <b>Gender-sensitive, and inclusive</b> | and medium term in the national strategies. |  | recovery in Indonesia with the identification of agriculture, forestry, energy and transportation as potential sectors to provide substantial multiplier impacts towards accelerating the economic recovery, |                     |

| Project Strategy | Indicator | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products  | Link (if available) |
|------------------|-----------|---|--|---------------------|
|                  |           |   | enhancing employment and providing positive environmental impact.<br>2. A study on gender sensitive database towards green economy transition<br>3. Sub-national fiscal analysis and funding potential |                     |

| Project Strategy | Indicator                         | <b>Type of Knowledge Products:</b><br><b>1. Research and/</b><br><b>evaluation reports,</b><br><b>2. Policy briefs</b><br><b>3. Capacity development</b><br><b>modules</b><br><b>4. Internal Project Report</b><br><b>5. Infographics</b><br><b>6. eLearning courses</b><br><b>7. Mobile Application</b><br><b>8. Video Story</b><br><b>9. Photos</b><br><b>10. Media Coverages</b><br><b>Articles</b><br><b>(newspaper/magazine,</b><br><b>Blog posts, Newsletters,</b><br><b>Press releases)</b> | <b>Title</b><br><b>of</b><br><b>Products</b>  | <b>Link</b><br><b>(if available)</b> |
|------------------|-----------------------------------|--|---|--------------------------------------|
|                  |                                   |  | 4. Green recovery monitoring and evaluation framework   |                                      |
|                  |                                   | Capacity Development modules   | Green Recovery training modules for sub-national government<br><br>Training curriculum on sustainable business and investment |                                      |
|                  | Indicator 2.2:<br>Extent to which | N/A  | N/A   |                                      |

| Project Strategy | Indicator  | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. <b>Research and/ evaluation reports,</b></li> <li>2. <b>Policy briefs</b></li> <li>3. <b>Capacity development modules</b></li> <li>4. <b>Internal Project Report</b></li> <li>5. <b>Infographics</b></li> <li>6. <b>eLearning courses</b></li> <li>7. <b>Mobile Application</b></li> <li>8. <b>Video Story</b></li> <li>9. <b>Photos</b></li> <li>10. <b>Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</b></li> </ol> | Title of Products | Link (if available) |
|------------------|--|---|-------------------|---------------------|
|                  | meso level recovery priorities of the cumulative 4 targeted Provinces are incorporated in national policy directives for economic recovery |   |                   |                     |
|                  | Indicator 2.3: Cumulative number of recovery plan developed and disseminated in 9 target provinces to support recovery                     | N/A   | N/A               |                     |

| Project Strategy | Indicator  | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages</li> </ol> <b>Articles</b><br><b>(newspaper/magazine, Blog posts, Newsletters, Press releases)</b> | Title of Products | Link (if available)   |
|------------------|--|--|-------------------|---|
|                  | programme implementation.  |  |                   |   |
|                  | Indicator 2.4: Cumulative number of green recovery stimulus package distributed to MSMEs (at least received by 50% of women led MSMEs) | Video story  | Green Economy     | <a href="https://www.youtube.com/watch?v=XSe5N2fdkWs&amp;t=5s">https://www.youtube.com/watch?v=XSe5N2fdkWs&amp;t=5s</a> |
|                  | Indicator 2.5: Cumulative number of CSOs have increased capacity on inclusive green recovery programme (and                            | N/A  | N/A               |   |

| Project Strategy   | Indicator   | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. <b>Research and/ evaluation reports,</b></li> <li>2. <b>Policy briefs</b></li> <li>3. <b>Capacity development modules</b></li> <li>4. <b>Internal Project Report</b></li> <li>5. <b>Infographics</b></li> <li>6. <b>eLearning courses</b></li> <li>7. <b>Mobile Application</b></li> <li>8. <b>Video Story</b></li> <li>9. <b>Photos</b></li> <li>10. <b>Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</b></li> </ol> | Title of Products | Link (if available) |
|--|---|---|-------------------|---------------------|
|  | number of CSO-Government partnership to support COVID-19 green recovery).   |   |                   |                     |
| <b>Outcome 3: Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.</b> | Indicator 3.1: Cumulative number of MSMEs supported with OHS for COVID-19 safe practices. Disaggregated by women, persons with disabilities, and youth-led MSMEs. | N/A   | N/A               |                     |

| Project Strategy | Indicator  | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products                                   | Link (if available)   |
|------------------|--|---|---|---|
|                  | Indicator 3.2: Cumulative number of business improvement initiative on green recovery/digital economy/CE for ultra-micro and/or micro enterprises in four targeted sectors are developed | Training Module   | Transformasi Bisnis Lestari                         | <a href="https://tumbu.co.id/video/104/transfor-masi-bisnis-lestari-01-wujudkan-kepedulian-dengan-menjadi-bisnis-lestari">https://tumbu.co.id/video/104/transfor-masi-bisnis-lestari-01-wujudkan-kepedulian-dengan-menjadi-bisnis-lestari</a> |
|                  | Indicator 3.3 Percentage of the supported MSMEs participating in   | Video story<br><br>Blog   | Bisnis Lestari<br><br>Bisnis Lestari: Build Forward | <a href="https://www.youtube.com/watch?v=mCPNaovLeJ4">https://www.youtube.com/watch?v=mCPNaovLeJ4</a>   |



| Project Strategy | Indicator   | Type of Knowledge Products:<br><ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages Articles (newspaper/magazine, Blog posts, Newsletters, Press releases)</li> </ol> | Title of Products  | Link (if available)  |
|------------------|---|---|--|--|
|                  | the Project adopt green economy recovery measures/CE and digital economy                                  |   | Greener, More Inclusive and More Resilient<br><br>A Pathway to Sustainability: Indonesia's small business aim to be part of the solution | <a href="https://www.undp.org/indonesia/blog/bisnis-lestari-build-forward-greener-more-inclusive-and-more-resilient">https://www.undp.org/indonesia/blog/bisnis-lestari-build-forward-greener-more-inclusive-and-more-resilient</a><br><br><a href="https://www.undp.org/indonesia/blog/pathway-sustainability-indonesias-small-businesses-aim-be-part-solution">https://www.undp.org/indonesia/blog/pathway-sustainability-indonesias-small-businesses-aim-be-part-solution</a> |
|                  | Indicator 3.4: Cumulative number of priority sectors with Business Continuity Plan developed (cumulative) | N/A   | N/A  |  |

| Project Strategy | Indicator   | <b>Type of Knowledge Products:</b> <ol style="list-style-type: none"> <li>1. Research and/ evaluation reports,</li> <li>2. Policy briefs</li> <li>3. Capacity development modules</li> <li>4. Internal Project Report</li> <li>5. Infographics</li> <li>6. eLearning courses</li> <li>7. Mobile Application</li> <li>8. Video Story</li> <li>9. Photos</li> <li>10. Media Coverages</li> </ol> <b>Articles</b><br><b>(newspaper/magazine, Blog posts, Newsletters, Press releases)</b> | Title of Products          | Link<br>(if available)  |
|------------------|---|--|----------------------------|---|
|                  | number of partnership framework with businesses supporting MSMEs established) |  |                            |   |
|                  | Development of waste management prototypes                                    | Video story  | Waste Management Prototype | <a href="https://www.youtube.com/watch?v=xgFc1ydnaVo&amp;t=8s">https://www.youtube.com/watch?v=xgFc1ydnaVo&amp;t=8s</a> |

## Annex 13 Evaluation Clearance Form

### MTR/TE Report Clearance Form

**Mid-Term Review/Terminal Evaluation Report for**

Response towards COVID-19 Resilience (RESTORE), Project ID: 00126825

**Reviewed and Cleared By:**

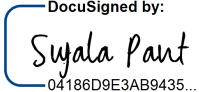
**Commissioning Unit (M&E Focal Point)**

Name: Ari Pratama (QARE Unit)

Signature:  \_\_\_\_\_ Date: 12-Oct-2023

**Deputy Resident Representative**

Name: Sujala Pant

Signature:  \_\_\_\_\_ Date: 13-Oct-2023

