"Indonesia REDD+ results-based payments (RBP) for results period 2014-2016"

Interim Evaluation

Final Report

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I. *Acknowledgements*

This evaluation report was prepared at the request of the United Nations Development Programme (UNDP) Indonesia for the evaluation of the *"Indonesia REDD+ results-based payments (RBP) for results period 2014-2016".* The report was written by the Interim Evaluation Team (IET) consisting of Mr. Nelson Gapare and Mr. Joseph Viandrito. The intended user of this report is UNDP and its stakeholders, as stated in the Terms of Reference (ToR). No other third party shall have any right to use or rely upon the report for any purpose.

This report outlines the methodology that was deployed in executing the assignment and contains the independent opinions of the IET team based on understanding of the tasks stated in the ToR. The report has, as of necessity, relied heavily on early project reports, as provided, and other documentation. The IET has prepared this report with care and diligence, and the statements in the report are given in good faith and in the belief, on reasonable grounds, that such statements are not false or misleading. However, the IET team does not guarantee or otherwise warrant the accuracy of statements or assume responsibility for errors or omissions. As this is a mid-term evaluation, nothing in the report is, or should be relied upon as, a promise by the IET team as to the future. The actual results of the project may be different from the opinion contained in this report.

This report may only be used for the purpose for which it was prepared, and its use is restricted to consideration of its entire contents.

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AE	Accredited Entity
COP	Conference of the Party
ESMP	Environmental and Social Management Plan
FAA	GCF Funded Activity Agreement
FCPF	Forest Carbon Partnership Facility
FMU	Forest Management Units
IEF	Indonesian Environment Fund
GCF	Green Climate Fund
GEF	Global Environment Facility
GGGI	Global Green Growth Institute, an international organization working with public and private sector in developing and emerging countries around the world to put green growth at the heart of economic planning.
GHG	Greenhouse gas.
GRM	Grievance and Redress Mechanism
IET	Interim Evaluation Team
IMS	Information Management Systems
IPCC	Intergovernmental Panel on Climate Change
MIS	Management Information System
MoEF	Ministry of Environment and Forestry
MOI	Means of Implementation
MRV	Measurement/Monitoring, Reporting and Verification refers to the collection of data and information at a national or sub-national level and applying calculations for estimating emission reductions or enhancement of carbon stocks based on a reference level (RL)
NDA	National Designated Authority
NDC	Nationally Determined Contribution
NIM	National Implementation Modality
PMU	Project Management Unit (in IEF)
PBPA	Performance-Based Payment Agreement
RBP	Results-based payment
REDD+	Reducing Emissions from Deforestation and Forest Degradation, and conservation and management of carbon stocks
RL/REL	Reference Level (RL) is the amount of net/gross emissions and removals from a geographical area estimated within a reference period (eqCO2); Reference Emission Level (REL) is the amount of gross emissions from a geographical area estimated within a reference time period (eqCO2).
SDG	Sustainable Development Goals
SES-REDD+	Safeguard Information System for REDD+
STRANAS	*REDD+ Strategi Nasional* (REDD+ National Strategy)
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar

V. PROJECT INFORMATION TABLE[1]

Project title: Indonesia REDD+ results-based payments (RBP) for results period 2014-2016		
Country: Indonesia	Implementing Partner (GCF Executing Entity): BLU IEF - Ministry of Finance	Execution Modality: National Implementation Modality (NIM)
UNDAF/Country Programme Outcome: **UNSDCF/CPD 2021-2025 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.** **UNDP Strategic Plan Output: SP Output 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.**		
UNDP Social and Environmental Screening Category: Moderate risk	UNDP Gender Marker: 2	
Atlas Award ID: 00129343	Atlas Project/Output ID: 00123063	
UNDP- PIMS ID number: 6455	GCF Project ID number: FP130	
LPAC meeting date: 7 May 2021		
Planned start date: 26 May 2021	Planned end date: 26 May 2025	
Expected date of posting of Mid-Term Review to ERC: 26 August 2023	Expected date of posting Terminal evaluation report to ERC: 26 November 2025	

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[1] Extracted from the project Document signed June 14th, 2021

1   EXECUTIVE SUMMARY

1. Indonesia has over 120 million hectares or 64% of its entire land area designated as forest area making it the third largest tropical forest cover in the world, after Brazil and Democratic Republic of Congo. In its enhanced Nationally Determined Contribution (NDC) submitted to the UNFCCC in 2022, Indonesia indicated a target to reduce 31.89% of GHG emission unconditionally and up to 43.2% conditionally depending on availability of international support for finance. The forestry sector is expected to contribute between 17.4% to 25.4% of the overall NDC target.

2. With this context, the GoI, with support from United Nations Development Programme (UNDP) formulated a proposal for *Indonesia REDD+ results-based payments (RBP) for results period 2014-2016.* The project, funded by the Green Climate Fund, was designed to strengthen institutional and regulatory systems for low emission planning and development and improve management of land and forest contributing to emission reductions. The project will invest in the implementation of the STRANAS, which is aligned with Indonesia's NDC under the 2015 Paris Climate Agreement.

3. The project is nationwide with a duration of 4 years from 26 May 2021 – 26 May 2025 with a total budget of US$ 103.78 million. The project is implemented through the National Implementation Modality (NIM) and is governed by a Project Board consisting of the IEF, the Ministry of Environment and Forestry, and UNDP. Output 1 is implemented through the NIM modality, while Output 2 results are financed through a "Performance-Based Payments Agreement" (PBPA) modality, with the IEF as the signatory of the PBPA. This signals Indonesia's transition from REDD+ readiness to REDD+ implementation and results-based payment regime. The PBPA aims to provide funding upon the verified achievement of an agreed measurable development result. No advance is provided, rather payments are made only upon the verified achievement of agreed results. This approach gives greater incentive to development partners to achieve results.

4. This report presents the Interim Evaluation of the project. Its overall objective is to assess implementation of the project and progress towards the achievement of the project objectives, outputs and activities as specified in the UNDP Project Document and GCF Funded Activity Agreement (FAA) and assess early signs of project success or failure with the goal of identifying the necessary changes to be made to set the project on-track to achieve its intended results. The evaluation also reviews the project's strategy and its risks to sustainability. The evaluation focuses on **project strategy, implementation and adaptive management, risks to sustainability, relevance, effectiveness, and efficiency, gender equity, country ownership of projects and programmes, innovativeness in results areas, replication and scalability, and unexpected results, both positive and negative.** An evaluation matrix with specific questions, judgement criteria and indicators for each of these aspects was developed and used throughout the different steps of the assessment.

Project Strategy and Design

5. The project design is clearly documented, is sound, and based on extensive background analysis of the national circumstances and demonstrates an innovative mix of options to deliver large financial flows to the government to incentivise commitments to REDD+ implementation in support of Indonesia´s NDC, FOLU Net Sink and the Long-Term Strategy for Low Carbon and Climate Resilience 2050. The analysis is of course a feature of GCF project proposals and in this instance, it is based on the Terms of Reference of the GCF Results-based Payment Pilot Program.

6. The project outputs are built on the achievements of REDD+ readiness investment by both the GoI and development partners over the last decade. **Output 1** is designed to strengthen institutional and

technical capacity to address the gaps in policies and regulatory measures, safeguards, gender, Feedback, Grievance and Redress Mechanism (FGRM), and stakeholder engagement in the Ministry of Environment and Forestry (MoEF or KLHK) and the Peat and Mangrove Restoration Agency (BRGM). **Output 2** *(Support to decentralized sustainable forest governance)* has two sub-components focusing on supporting the establishment and operationalization of Forest Management Units (FMUs) and expanding and enhancing the implementation of the Social Forestry Program. Output 2 is an innovative results-based payment (RBP) instrument being implemented through the Indonesian Environment Fund (IEF) as an implementing partner, working closely with MoEF and BRGM with several pre-conditions consisting of 5 prioritized key performance indicators (KPIs) with the greatest likelihood of generating results in the Performance-Based Payment Agreement (PBPA). The use of agreed KPIs and quality indicators (QIs) as well as social and environmental safeguards (SES) indicators brings integrity that is at the center of global discourse in relation to REDD+ RBPs. Compliance with KPI, QIs, and Traffic Light System based-SES indicators is done through an independent assessment. Assessors verify that the agreed activities to meet each KPI have been fulfilled prior to payment disbursement by UNDP.

Relevance

7. The project is designed in line with UNDP Country Program Document (CDP) 2016-2020 and continued its relevance through the CPD 2021-2025 and contributes to Sustainable Development Goals (SDG) 13 on climate action; SDG 15 on life on land; SDG 1 on poverty; SDG 5 on gender equality.

8. The project theory of change (ToC) and intervention is highly relevant to the intention of the GoI to ensure the land and forestry sector contribute to national economic development and implementation of an enhanced NDC submitted to the UNFCCC in 2022 as well as the expected contribution to the FOLU Net-Sink 2030 strategic objectives. The project is supporting the updating and continuous development of the architecture for REDD+, strengthening the capacity for REDD+ implementation in important thematic areas including the National Forest Monitoring System (NFMS), updating the national REDD+ Strategy (STRANAS) and Subnational REDD+ Action Plans (SRAPs), benefit sharing mechanism, Safeguard Information System for REDD+ (SIS-REDD+) and policy and regulatory reforms. The project funded activities have a significant focus on building capacity for safeguards and gender aspects because these elements form a broad foundation for the PBPA which requires an independent assessment of KPIs, QIs, and SESs. Through Output 2, the project will support the implementation of FOLU Net Sink.

9. The GoI has made it clear that Indonesia will participate in carbon markets (with both domestic and international markets under consideration). Strengthening the capacity for REDD+ implementation is being carried out through updating and preparation of the regulations and policy (MoEF Ministerial Regulation No. 21/2022 on the Regulation of the application of carbon economic value, MoEF Ministerial Regulation No. 10/2022 on the Preparation of a General Plan for Forest and Land Rehabilitation of Watersheds and Annual Plan for Forest and Land Rehabilitation, and the Head of the Peat and Mangrove Restoration Agency Degree No. 10/2022).

10. Through this evaluation, there is evidence of increasing awareness at the institutional level on the importance of ensuring REDD+ implementation is broad-based and participatory with evidence-based gender inclusion, safeguards implementation and transparent disclosure of information. The project recognizes the importance of gender equality and the involvement of vulnerable groups in decision-making processes related to forest resources. Efforts have been made to provide capacity-building opportunities for community members, particularly women, to participate actively in REDD+

implementation. Successful implementation of agreed KPIs for the PBPA would demonstrate the willingness to generate emission reduction of highest integrity and potentially command higher value.

Effectiveness and Efficiency

11. The project has been effective in achieving the intended objectives despite the delays and challenges experienced to date. The IET acknowledges the effort by IEF to operationalize the project within a short space of time following GCF approval.

12. The project setup is adequate to ensure effective implementation with a fully staffed Project Management Unit (PMU) in IEF working collaboratively with MoEF and BRGM. The project's implementation was affected by circumstantial delays resulting in a substantial budget underspent with less than 15 effective months. The project lost at least two months in the beginning after GCF effectiveness on the 26th of May 2021. Operationalization did not start until September 2021. This time lag is common with most projects and was acknowledged in the first Project Board Meeting in November 2021. The onset of the COVID-19 pandemic resulted in restrictions on movement and gathering but the PMU adapted to ensure the project activities continued. The project has therefore made considerable and commendable progress despite facing multiple challenges.

13. The project was designed with many activities with 164 sub activities and 317 budget codes with a substantial proportion of budget lines less than $40,000. For instance, for the remaining budget (2023-2024), there are nearly 70 budget codes under $20,000 (Figure 4-2) which suggests substantial administrative work and reporting across 7 Directorate generals, 21 technical directorates, and 11 working units. For a project of this size, efficiencies can be gained through consolidation and sharing project administration.

14. For the remainder of the project period, IET recommends that the PMU considers measures to closely monitor implementation through holding joint monthly project coordination meetings for technical directorates for supporting activity implementation and monitoring progress. With regards to where the PMU is placed, the option of establishing a PMU in the beneficiary institution needs to be explored with objective of reducing the administrative burden and enable stronger ownership by the respective beneficiary institutions. Under this option, thematic technical experts (forestry/MRVREDD+, safeguards, gender, project manager) could be contracted by MoEF/BRGM for day-to-day activity implementation working with other technical directorates in day-to-day operations. This approach acknowledges the core role of IEF´s which is fund management and expected to reduce the current overwhelming project management burden being experienced by the PMU. Such an arrangement is also likely to create a stronger sense of project ownership. There have been multiple adjustments to work plans and inclusion of additional activities due to the inclusion of additional Directorates within MoEF and BRGM to further accelerate project implementation. The adjustments reflected the changing circumstances in government policy including the realization peatland restoration and protection are important and need to be an integral part of REDD+ implementation.

15. The delays and adjustments reflect the challenges and complexity of a large jurisdiction such as Indonesia with 34 provinces. The adjustment of work plans and the inclusion of additional directorates represent strategic initiatives within the REDD+ framework aimed at achieving Output 2. The IET agrees that the active participation of seven DGs within MoEF has positive impacts on the project partnership, ownership, and the number of project beneficiaries as well as contributing to capacity building to support implementation of achieving the objectives FOLU Net Sink targets, which is considered the main focus of RPB implementation.

Progress towards results

16. **Under Output 1.1,** the project has made commendable progress through supporting key milestones. The GoI submitted its second forest reference emission level (FREL) to the UNFCCC. The FREL forms the basis for determining REDD+ performance and potential RBPs for the 2018-2020 period.

17. The National Registry System for Climate Change (SRN PPI) has been updated with registration guidance to facilitate the registration process of mitigation actions. There are now over 2,489 registered users and 6,793 registered REDD+ activities. The project also facilitated enhancements to the development of SRN process flows associated with the Carbon Economic Value policy. UNDP facilitated the improvement of existing REDD+ structure, including the national registry system, which is vital for the implementation of the domestic carbon market. For the Cancun Safeguards requirements, REDD+ safeguards mechanisms are being strengthened. In addition, there is a third-party assessment which enhanced IEF's governance system. Several guidelines and regulations have been supported such as fund distribution regulation and safeguards regulation. The interventions will not only ensure accountable and inclusive REDD+ implementation, but also accelerate IEF's GCF accreditation process, which will enable better country ownership in climate change mitigation and adaptation.

18. The National REDD+ Strategy (STRANAS) for the period 2021 – 2030 has been updated outlining the four main pillars which include strengthening of REDD+ architecture and institutions with an integrated approach to FREL, NFMS, SIS-REDD+, SRN, financing, and REDD+ institutions and governance. However, at the time of this report, discussions on benefit sharing mechanism were still ongoing including discussions on benefit distribution of the RBPs under Output 2.

19. The development and upgrades to the SRN are enabling integration with National GHG Inventory system Sign-Smart and SIS-REDD+. This is an illustration of the innovation pathway that the GoI is taking to manage the complexity of implementing multiple measures for NDC and national strategies for mitigation and adaptation through a simplified approach with adequate data verification including associated safeguards information. With 34 provinces, smart systems are essential and the RBP project Output 1 is enabling this continuous improvement to the systems.

20. The project has also supported the continued strengthening of the (NFMS/SIMONTANA) through improvements in the remote sensing and data analysis techniques to track land use and landcover change and associated national forest inventory (NFI). The NFMS is designed as a multi-functional system to support national forest policy decisions such as the FOLU Net Sink 2030 Plan.

21. **Under Output 1.2** the RBP project has supported the development of some important policy instruments that support the NDC implementation roadmap for both mitigation and adaptation as well as what is termed the Climate Change Resource roadmap (Means of Implementation). The project supported the formulation of the Regulation No. 21 of 2022 (Permen LHK 21/2022) concerning the Implementation of Carbon Economic Value (Perpres 98/2021).

22. The project provided support to improve the information and database system in the:

- Directorate of Conservation Area Management (PKK) for Development of Data and Information Dashboard for Conservation Area Management
- Directorate of Peat Ecosystem Damage Control (PKEG) for updating Peat Ecosystem Protection and Management Information System (SiPPEG)
- Secretariat of Directorate General Social Forestry and Environmental Partnership (PSKL) for updating Integrated Social Forestry Information System (GoKUPS)

- Directorate of Forest and Land Fire Control (PKHL) for updating information system for early detection of forest and land fire control (SiPongi+)
- Peat and Mangrove Restoration Agency (BRGM) for updating and developing Information and Documentation Management Officer (PPID) website and application.
- Directorate of Forest Management Plan Development (BRPH) for the information system on the Long-Term Forest Management Plan (RPHJP) and inventory of the Non-Timber Forest Products.
- Directorate General of Watershed Management and Forest Rehabilitation (Dirjen PDASRH) for enhancing the real-time monitoring system for flood and disaster data to support the performance accomplishments of each director general in relation to their respective programs.

23. The project is instrumental in the ongoing improvements of systems and databases necessary for the implementation of REDD+ activities in both MoEF and BRGM. There has been substantial effort to support development integrated infrastructure databases and technical capacity in thematic areas of safeguards, benefit sharing mechanisms, including measure to increase access to information and data for government and private institutions. The Directorates Generals of Social Forestry and Environmental Partnerships (Dirjen PSKL), Sustainable Forest Management (Dirjen PHL), Ecosystem Natural Resources Conservation (Dirjen KSDAE), and General of Pollution Control and Environment (Dirjen PPKL) have all received support from the project complementing the state budget which at times, is insufficient.

24. With regards to social and environmental safeguards, the IET observed clear awareness of the importance of safeguards implementation, monitoring, and transparent reporting and disclosure. As reported in the APRs, the project focused on strengthening the SIS-REDD+ at national and sub-national levels. Capacity building is being delivered through workshops, conferences, and constant dialogue as well as the development of guidance material and operating procedures. There are positive signs regarding the uptake and implementation of gender mainstreaming and stakeholder engagement although some gaps remain as expressed in the independent assessment (detailed in Section 4.6.5). SIS-REDD+ development involved broad multi-stakeholder consultation, and this was reiterated by multiple interviews. However, there are gaps such as the lack of specific references to gender within SIS-REDD+ principles, criteria, and indicators. Experts expressed the need for SIS-REDD+ and its APPS tool to adequately incorporate gender elements and acknowledge that women's utilization of natural resources and their vulnerability to changes in resource utilization often differ from men's experiences.

25. During discussions with multiple stakeholders in MoEF and BRGM, the IET received feedback on the issue of complexity around safeguards, gender, and grievance and redress mechanisms. There seems to be a perception that there are existing institutional processes, policies, laws, and regulations (PLR)that already address safeguards and gender requirements. However, although there may be PLRs in place, which were identified during project formulation and in preparation of the PBPA, they do not sufficiently address and respect the safeguards requirements and more needs to be done specifically on monitoring, quantitative data, or evidence upon which to build on in the means of verification. The often lack of quantitative data including for instance, on disaggregated data on gender then often falls short on some of the minimum requirements for the PBPA key performance indicators.

26. **Under Output 1.3,** the project is providing funding for strengthening the capacity of IEF in project management, safeguards, and fiduciary capacity to eventually achieve accreditation to the GCF. IEF REDD+ Management Information System (MIS) continues to improve with the development of the E-office system for REDD+ project. The project has supported continued engagement with development partners through meetings and forums to share knowledge and experiences from different projects support the GoI´s NDC and FOLU Net Sink. This engagement is important for coordination and collaboration to prevent duplication and overlap that may lead to confusion. Such engagement provides opportunities for mobilizing resources to scale up outputs and increase its impact. Indonesia continues

to be a prominent contributer at the international level and IEF prepared and disseminated knowledge products UNFCCC COP 27, G20 meeting and national meetings.

27. Under **Output 2**, the PBPA between UNDP and IEF was signed in October 2022 and independent assessment of results achieved was commissioned and completed in December 2022. Following the assessment UNDP made the first disbursement of USD 46 million in two tranches of USD 28 million in December 2022 and USD 18 million in January 2023). The independent verification of results and the payment are important milestones signalling the progress of the implementation of Social Forestry, Forest Management Units, Forest and Land Rehabilitation, and Forest Fire Management programmes.

28. Given that IEF was established just before the operationalization of the RBP project, it has made significant achievements, not just for the RBP project but other projects including the World Bank projects in East Kalimantan and Jambi Province, RBPs from the REDD+ bilateral agreement between Indonesia and Norway, Global Green Growth Institute technical support to IEF for GCF accreditation and the Asian Development Bank grant to support REDD+ pilot project in 4 FMUs and National Park in West Kalimantan province. IEF is also working collaboratively with GIZ and KfW on a programme for the conservation and sustainable management of forests at local, provincial, and national levels.

Project Implementation and adaptive management

29. There are adequate systems in place for project implementation with a well-set-up project management structure comprising a PMU, Project Board with UNDP oversight and reporting to the GCF. A clear Monitoring and Evaluation (M&E) Plan and a Project Results Framework were laid out in the project document. There are multiple levels of monitoring, each serving a different but complementary purpose starting with the GCF Simplified Annual Performance Report (APR) prepared by UNDP and submitted by March 1 each year. 2 APRs have been submitted to date. APRs provide detailed implementation progress, information financials, environmental and social safeguards, and gender.

30. By the end of the 2022 financial year, the reported progress was at 44% across both output 1 and 2 (Table 1-1**Error! Reference source not found.**). Implementation continues steadily but continues to experience delays and as of September 30, 2023, the budget balance is at $6million for Output 1 which is just under 60% to be spent by May 2025.

Table 1-1 Progress Summary (December 2022)

Project Output	Project Activity	Progress (%) 2022 Annual Report
Output 1 **Strengthening REDD+ coordination and implementation and overall REDD+ architecture**	1.1 Update and further develop the REDD+ architecture	**45%**
	1.2 Strengthen capacity for REDD+ implementation	**45%**
	1.3 Communication, knowledge management & adaptive management	**30%**
Output 2 **Support to decentralized sustainable forest governance**	2.1 Support the establishment and operationalization of Forest Management Units (FMUs), as well as SFM investments inside & outside FMUs	**50%**
	2.2 Expand and enhance the implementation of the Social Forestry programme	**50%**

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Table 1-2 Budget Expenditure as of 30 September 2023 for Output 1

	AWP in US$	Expenditure to date (US$)	BALANCE in US$
2021	USD 1,189,834	USD 428,564	USD 761,270
2022	USD 3,716,299	USD 2,575,396	USD 1,140,903
2023	USD 3,731,665	USD 1,367,202	USD 2,364,463
2024	USD 1,739,652	USD 0	USD 1,739,652
TOTAL	**USD 10,377,450**	**USD 4,371,162**	**USD 6,006,288**

Source: IEF

INTERIM EVALUATION RATINGS AND ACHIEVEMENT

Measure	MTR Rating[2]	Achievement Description
Project Strategy		
Progress Towards Results (S) **Output 1.1 - S** **Output 1.2 - MS** **Output 1.3 - S**	**Objective Achievement** Achievement Rating: (S)	Despite the challenges that have slowed down progress at the activity level, the progress towards project objectives is encouraging. It is a complex project with many beneficiaries and stakeholders. There is encouraging progress demonstrated so far with the updating of the STRANAS and support for the development of policy and regulatory instruments (Regulation No. 21 of 2022 (Permen LHK 21/2022) concerning the Implementation of Carbon Economic Value (Perpres 98/2021) and the support in formulating a regulation[3] on the Preparation of a General Plan for Forest and Land Rehabilitation of Watersheds and the Annual Plan for Forest and Land Rehabilitation. Likewise, the capacity building on social and environmental safeguards, a detailed Gender Action Plan, benefit sharing mechanism are a demonstration of the likelihood of the long-term impact the projects will have because of the project. The disbursement of the first payment under the PBPA is a significant milestone that signals progress toward a demonstrable modality for delivery of carbon finance. While gaps remain in safeguards implementation as indicated by the independent assessment in 2022, the processes and the modality for verifying performance lays the foundation for ensuring integrity of generated and reported emission reductions. With continued improvement, the approach is replicable in other countries. The project could achieve a highly satisfactory rating at the end if activities can be completed on time hence this mid-term rating of "Satisfactory" reflects the achievements to-date in a complex environment.
	Output 1.1 Achievement Rating: (S)	The support led to the submission of Indonesia's 2nd FREL [4] to the UNFCCC covering the years of 2021 – 2030, and it includes enhanced forest carbon stock activities in addition to deforestation and forest degradation. Along with the FREL, the project also supported the NFMS. The National Registry System for Climate Change (SRN PPI) has been updated with registration guidance to facilitate the registration process of mitigation actions. There are now over 2,489 registered users and 6,793 registered REDD+ activities. The project also

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[2] 6-point scale **to rate the project's progress towards the objective and each project outcome**: Highly Satisfactory (1-HS), Satisfactory 2-(S), Moderately Satisfactory (3-MS), Moderately Unsatisfactory (4-MU), Unsatisfactory (5-U), or Highly Unsatisfactory (6-HU). Ratings for Sustainability: 4 = Likely (L): negligible risks to sustainability; 3 = Moderately Likely (ML): moderate risks to sustainability; 2 = Moderately Unlikely (MU): significant risks to sustainability; 1 = Unlikely (U): severe risks to sustainability; Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

[3] https://drive.google.com/file/d/1LBl2yiUB_f212W-wDqGyW1x1qOCdLyVI/view?usp=share_link

[4] https://unfccc.int/sites/default/files/resource/tar2022_IDN.pdf

		facilitated enhancements to the development of SRN process flows associated with the Carbon Economic Value policy. These are all important achievements that strengthen the architecture and implementation of REDD+ in Indonesia.
	Output 1.2 Achievement Rating: (MS)	The project supported the issuance of the Regulation of the Minister of Environment and Forestry No. 21 of 2022 (Permen LHK 21/2022) concerning the Implementation of Carbon Economic Value[5] (Perpres 98/2021). Permen LHK 21/2022 regulates and elaborates three crucial matters as part of the development of Perpres 98/2021: the NDC mitigation roadmap, the NDC adaptation roadmap, and the Climate Change Resource roadmap (Means of Implementation). Assistance was provided to policy drafting, including the Ministerial Regulation of the Ministry of Environment and Forestry on the NDC and implementation roadmap. The Environmental and Social Management Plan (ESMP), SEP and GRM were also finalized but experienced delays. The Adat Community Plan has not been finalized for submission to the GCF. There were delays in the Mean of Implementation (MOI) for NDC which was supposed to be finalized in Q4 2022 but is now postponed to Q2 2023 because of the technical constraints on the procurement of consultants. The delayed MOI affected the signing of the MoEF Regulation regarding NDC, which was supposed to take place in conjunction with Permen LHK 21/2022 in Q4 2022 - the resource roadmap in the MOI is one of the substances from the regulation.
	Output 1.3 Achievement Rating: (S)	Support to IEF for improving the Management Information System (MIS) by developing the E-office system for the REDD+ project. E-office facilitates transparency, efficiency, accountability, and it accelerates the reporting process.
	Output 2.1 Rating (not rated separately)	The IET recognizes the achieved milestone of the disbursement the first payment tranche under the PBPA (USD 47 million). Output 2.1 was designed to support the establishment and operationalization of Forest Management Units (FMUs), as well as SFM investments inside and outside FMUs through funding from the PBPA. This is based on the agreed means of verification (MOV) under the PBPA and independent assessment (IA). Activities related to the MOV and IA are implemented in Output 1 and hence rated under Output 1.
	Output 2.2 (Not rated separately)	Output 2.2 was designed to expand and enhance implementation of the Social Forestry programme Similar to Output 2.1 also with PBPA funding. The MOV and IA are implemented under Output 1 activities therefore the rating is also considered under Output 1 hence not rated separately.
Design and Relevance	Rating (S)	The Project is highly relevant considering the stage of REDD+ in Indonesia. The project design took into consideration factors such as the nature of the problem being addressed by the project, provision of the most effective route towards expected/intended results, country priorities,

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		decision-making processes, and gender. There is no doubt, therefore, that it covers major areas of concern. The PBPA approach is particularly innovative as an instrument to deliver. The greater part of the design of the Project is effective. While the project's objectives and outputs are clear, practical, and feasible within the stated timeframe, there are aspects of the design that are affecting implementation and may impact the overall achievements of the project. There are too many discrete activities with small budget lines that could potentially dilute the overall impact. Instead, a consolidation of some of the activities for Output 1 could increase the impact. Activity implementation could be strengthened by optimal sequencing and understanding interdependencies with the day-to-day activities within MoEF and BRGM. This is an issue that requires attention from both MoEF and BRGM to ensure that project activities are not deprioritized against state budget-funded work. Project activities should be integrated with institutional workplans given the fact that PBPA results are measured against some indicators reliant on the implementation of activities under Output 1.
Project Implementation & Adaptive Management		
	Rating (S)	Budget expenditure has been slow and there are less than 15 effective months remaining to complete the project and still a large proportion of the budget remaining for Output 1. Project management has been highly adaptive, flexible, and responsive to changing circumstances. Early disruptions from COVID-19 were well-mitigated. Over the last 2 years, there have been changes to workplans including the insertion of additional activities in BRGM
Sustainability		
	Rating (L)	The sustainability risks are financial, socio-economic, institutional, and environmental. Of these, institutional governance may be an area of concern if there are changes to the political landscape that may lead to policy changes and the role of IEF. While there is a likelihood for sustainability, the IET is of the view that the GoI (MoEF and BRGM) as well as IEF will need to put more effort into ensuring sustained resource allocation for capacity building across SES, Gender, NFMS, and Benefit sharing mechanism implementation.

SUMMARY OF CONCLUSIONS

The project was designed in an innovative approach with a mix of options to deliver large financial flows to the government to incentives commitments REDD+ implementation in support of Indonesia´s NDC, FOLU Net Sink and the Long-Term Strategy for Low Carbon and Climate Resilience 2050. This underpins the relevance of the project. The design of the RBP project reflects an approach to address both the challenges of REDD+ implementation and the necessary innovation to build additional capacity at institutional level while complementing government commitments, investments, and regulatory reforms. The sound and extensive background analysis allowed the identification of national priorities and alignment to the GCF requirements and existing gaps.

Despite the delays experienced at the beginning including a long period of COVID-19 pandemic from March 2020 to the first quarter of 2023, there has been commendable progress in terms of achieved milestones. The focus at this point should be to formulate measures to accelerate budget utilization At the time of preparing this report, almost USD 6.1 million was yet to be disbursed with less than 15 effective months remaining until the end of the project. The recommendations for this component are targeted at resolving the financial utilization and consolidating activities and revising the remaining workplans for 2024.

The PMU (IEF) should discuss with the MoEF and BRGM to reprioritize activities and revise workplans. The PMU should discuss reprioritization MoEF, BRGM and consultation with the Board and UNDP. The objective should be to rank each of the remaining activities in order of relevance and urgency during the remaining project time. The IET views Activities 1.2.9 to 1.2.16 related to safeguards capacity building planned for implementation in 2024 as important and should be prioritized. The Directorate of Inventory and Monitoring of Forest Resources has prepared a Roadmap for NFMS improvement at both national and provincial level and requires additional funding for Activities 1.1.2 to 1.1.4. For each of the activities identified in the NFMS Roadmap, timelines should be determined and identify options for re-allocating some of the remaining budget towards NFMS activities. Further discussions should be held in relation to activities supporting policy formulation (1.2.1 to 1.2.6) to determine relevance and timeframe given that conclusion for policy discussions can be uncertain.

Directorates are under-staffed and obliged to utilize the state budget and this takes precedence over project budget. Project activities are not adequately synchronized or fully integrated with directorate workplans. Budget expenditure has been problematic, caused by inadequate sequencing of project activities with other internal workplans in MoEF and BRGM. There seems to be a tendency in General Directorates and technical units to deprioritize project activities in favor of ensuring the state budget is fully expended.

The PMU should discuss with MoEF and BRGM measures to ensure projects are integrated and sequenced with Directorate workplans. It should be recognized that project activities and budgets are complementary to the state budget and will result in significant financial benefits under the PBPA. With adequate sequencing and integrated planning accommodating project activities in institutional workplans, project activities can be implemented on time. To address the issue of staffing shortage, considerations could be made to hire project consultants to be imbedded in MoEF/BRGM as extra resources for project activity implementation.

There is an added emphasis on SES, Gender, and GRM with this project due to the nature of the design relating to Output 2 and REDD+ safeguards requirements under the Cancun agreement as well as the GCF SES pre-conditions for RBPs. There is also an acknowledgement of the complexity around safeguards, gender, and grievance and redress mechanisms. Existing institutional processes, policies, laws, and regulations do not sufficiently address and respect the safeguards requirements and more needs to be done specifically on monitoring, quantitative data, or evidence upon which to build on in the means of verification for PBPA. The

often lack of quantitative data including for instance, on disaggregated data on gender then often falls short on some of the minimum requirements for the PBPA key performance.

The project must therefore consider increasing funding to support capacity building for social and environmental safeguards, gender and GRM. The budget currently allocated for implementation of the Gender Action Plan is modest ($85,000 for 2023 and 2024) should be increased. This budget is insufficient to address the issues raised in the independent assessment in 2022. Budget allocation should consider support to MoEF`s Gender Task Force. The implementation of SIS-REDD+ is also essential and requires more capacity building at sub-national level in the form of training of trainers and establishing robust data collection and monitoring such that additional funding is necessary. The amount of funding should be determined through discussions between the PMU, BRGM and MoEF.

The choice of the implementation modality with Output 1 through NIM and Output 2 through the PBPA is innovative. However, given the barriers and challenges faced in implementing Output 1, it is perhaps worth considering other options. For Output 1, some stakeholders also questioned and commented that perhaps having a PMU in MoEF/BRGM might be more effective in ensuring project activities are integrated into institutional workplans. Output 2 is well suited to be overseen by IEF as a fund manager on the understanding that fund management is its core business rather than project management.

For the remainder of the project period, for Output 1, the IEF must considers measures to closely monitor implementation, for instance, through holding joint monthly project coordination meetings for technical directorates to support activity implementation and closely monitor progress. IEF should also explore establishing a PMU in the beneficiary institution with objective of reducing the administrative burden and enabling stronger ownership by MoEF and BRGM. Under this option, thematic technical experts (forestry/MRVREDD+, safeguards, gender, project manager) could be contracted by MoEF/BRGM for day-to-day activity implementation working with other technical directorates in day-to-day operations. This approach acknowledges the core role of IEF´s which is fund management and expected to reduce the current project management burden being experienced by the PMU.

With regards to project progress towards results, project activities will eventually be completed but not within the remaining timeframe given that there is less than 15 months before the end of the project. Consolidation of the large number of low budget activities is necessary including reprioritization. Once consolidation reprioritization is considered, a request for an extension can then be considered if necessary. A request for an extension should therefore be justified under the following conditions:

I. Reprioritization and replanning demonstrate that an extension is necessary.

II. A revised annual work plan for 2024 is prepared with agreed sequencing and of activities with state budget-funded activities.

III. Mitigation measures to ensure no further slippages occur.

It should be noted that all extensions incur costs and the GCF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GCF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GCF resources).

RECOMMENDATIONS SUMMARY TABLE

Aspect	Recommendation and justification	Suggested Responsibility
A. Budget Utilization **At the time of preparing this report the outstanding budget for Output 1 was $6.1 million (it may be lower on submission of this report due to further progress)** 60% of the budget is yet to be utilized with less than 15 effective months remaining to the end of the project. The recommendations for this component are targeted at resolving the financial utilization and consolidating activities. This means revising the remaining workplans for 2024	**RECOMMENDATION 1: Activity reprioritization, and consolidation.** • The PMU (IEF) should discuss activity reprioritization with MoEF, BRGM in consultation with the Project Board and UNDP. The objective should be to rank each of the remaining activities in order of relevance and urgency during the remaining project time. The IET views Activities 1.2.9 to 1.2.16 related to safeguards capacity building planned for implementation in 2024 as important and should be prioritized. The Directorate of Inventory and Monitoring of Forest Resources has prepared a Roadmap for NFMS improvement at both national and provincial level and requires additional funding for Activities 1.1.2 to 1.1.4. For each of the activities identified in the NFMS Roadmap, timelines should be determined and identify options for re-allocating some of the remaining budget towards NFMS activities. Further discussions should be held in relation to activities supporting policies formulation (1.2.1 to 1.2.6) to determine relevance and timeframe given that conclusion for policy discussions can be uncertain	**IEF** **MoEF** **BRGM** **UNDP**
B. Activity Sequencing and alignment to institutional workplans	**RECOMMENDATION 2: Alignment and sequencing of project activities with business-as-usual** • The PMU should discuss with MoEF and BRGM to establish measures to ensure project activities are integrated and sequenced with Directorate workplans. It should be recognized that project activities and budgets are complementary to the state budget and will result in significant financial benefits under the PBPA. With adequate sequencing and integrated planning accommodating project activities in institutional workplans, project activities can be implemented on time. To address the issue of staffing shortage, considerations could be made to hire project consultants to be imbedded in MoEF/BRGM as extra resources for project activity implementation.	**MoEF, BRGM,** **IEF**

C. Gender Action Plan, SEP and GRM	**RECOMMENDATION 3: Prioritize and provide adequate resources for the Gender Action Plan, SEP and GRM** • The project must increase funding to support capacity building for social and environmental safeguards, gender and GRM. The budget currently allocated for implementation of the Gender Action Plan is modest ($85,000 for 2023 and 2024) it should be increased. This budget is insufficient to address the issues raised in the independent assessment. Budget allocation to support MoEF`s Gender Task Force should be considered. The implementation of SIS-REDD+ is also essential and requires more capacity building at sub-national level in the form of training of trainers and establishing robust data collection and monitoring such that additional funding is necessary. The amount of funding should be determined through discussions between the PMU, BRGM and MoEF.	**IEF, MoEF, MRGM, Project Board and UNDP**
D. Project Management	**RECOMMENDATION 4: Board representation and PMU deployment** **Compliance with FAA.** As stated in the signed Project Document, and as mandated under the Funded Activity Agreement, considerations need to be made regarding the inclusion of a CSO representative on the Project Board. **PMU Deployment:** For the remainder of the project period, IET recommends that the PMU considers measures to closely monitor implementation through holding joint monthly project coordination meetings for technical directorates for supporting activity implementation and monitoring progress. With regards to where the PMU is placed, the option of establishing a PMU in the beneficiary institution need to explore with the objective of reducing the administrative burden on IEF and enabling stronger ownership by the respective beneficiary institutions. Under this option, thematic technical experts (forestry/MRVREDD+, safeguards, gender, project manager) could be contracted by MoEF/BRGM for day-to-day activity implementation working with other technical directorates in day-to-day operations. This approach acknowledges the core role of IEF´s which is fund management and expected to reduce the current burden being experienced by the PMU.	IEF, MoEF, BRGM UNDP
E. Conditional Request for extension	**RECOMMENDATION 5: A request for extension taking note of the following as per project document)** • A request for an extension should be considered once all reprioritization and replanning have been completed and demonstrate that an extension is necessary. The request for	Project Board (with input from IEF, MoEF, BRGM, UNDP) (joint discussion)

	an extension should be justified under the following conditions. IV. Reprioritization and replanning demonstrate the need for an extension. V. A revised annual work plan for 2024 is prepared with agreed sequencing and of activities with state budget-funded activities. Note: The NCE-VF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GCF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GCF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GCF resources.	

2 INTRODUCTION

2.1 PURPOSE OF THE INTERIM EVALUATION AND OBJECTIVES

31. As per the Terms of Reference (ToR), the purpose of this interim evaluation is to assess implementation of the project and progress towards the achievement of the project objectives, outputs and activities as specified in the UNDP Project Document and GCF Funded Activity Agreement (FAA), and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results.

2.2 INTERIM EVALUATION SCOPE AND METHODOLOGY

32. The scope of the interim evaluation is the project activities as outlined in the project document approved and signed on the 14th of June 2021 between UNDP and the Indonesia Environment Fund (under the Ministry of Finance) as the implementing partner.

33. The evaluation methodology was outlined in an inception report which defined the scope, the mission timeline, the field mission plan, and the identification of stakeholders to be interviewed. The report was shared with UNDP and IEF and received some feedback before proceeding to the next stage. This evaluation is based on a participatory approach incorporating project document review, face-to-face interviews, focus group discussions as well as video calls with stakeholders and project staff in remote locations in accordance with the UNDP guidelines on mid-term reviews (UNDP, 2014) as well as general criteria of UNDP evaluations and GCF guidelines. The IET utilised the GCF Independent Evaluation Unit TOR (GCF/B.06/06) and GCF Evaluation Policy, along with guidance provided by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC). The project progress rating is based on 6-point scale to rate the project's progress towards the objective and project implementation and adaptive management ranging from highly satisfactory (1), satisfactory (2), moderately satisfactory (3), moderately unsatisfactory (4), unsatisfactory (5), or highly unsatisfactory (6). Ratings for sustainability are based on a 4-point scale ranging from Likely (4) which means negligible risks to sustainability; moderately Likely (3) which means moderate risks to sustainability; moderately unlikely (2) representing significant risks to sustainability; and Unlikely (1) signaling severe risks to sustainability. In some instance the evaluation may be unable to assess the expected incidence and magnitude of risks to sustainability.

34. Following a desk review of project documents, the IET undertook a country mission during which meetings and discussions were held with UNDP country team, IEF, staff from MoEF and Peat and Mangrove Restoration Agency (BRGM) and a site visit to Bogor and Mount Gede Pangrango National Park. With assistance from the IEF PMU and UNDP team, the IET held face-to-face meetings and discussions with all relevant directorates responsible for project activity implementation and activities. Each directorate presented an outline of the activities, progress and budget status followed by a series of questions related to project relevance, design, sustainability, safeguards, and gender. Annex II was used for systematically collating data relevant to each output and sub-activity.

35. At the end of the field mission, a round of short discussions with expert witnesses was performed to assess the scope of the emerging results, conclusions, and recommendations.

2.3 STRUCTURE OF THE EVALUATION REPORT

36. This report is structured according to the table of contents that is given in Annex B of the interim evaluation ToR, starting with an Introduction chapter, followed by Project description, Findings and ending with a chapter on Conclusions and Recommendations, plus annexes.

3   PROJECT DESCRIPTION AND BACKGROUND CONTEXT

3.1   DEVELOPMENT CONTEXT AND PROBLEMS THAT THE PROJECT SEEKS TO ADDRESS

37. The project was designed to strengthen institutional and regulatory systems for low emission planning and development and improve management of land and forest contributing to emission reductions. Indonesia has over 120 million hectares or 64% of its entire land area designated as forest area making it the third largest tropical forest cover in the world, after Brazil and Democratic Republic of Congo

38. The project was formulated to contribute to the achievement of the NDC and STRANAS objectives of reducing GHG emissions from the forest sector while aligning with the Indonesia Mid-Term National Development Plan 2019-2024 contributing to sustainable development and poverty alleviation. In its first NDC submitted to the UNFCCC in 2016, Indonesia indicated a target to reduce 29% of GHG emissions unconditionally and up to 41% conditionally depending on the availability of international support for finance. The forestry sector is expected to contribute between 17.2% to 23% of the overall NDC target. The first NDC submission to the UNFCCC explicitly mentioned that "*REDD+ will be an important component of the NDC target from the land use sector*". In its enhanced NDC submitted to the UNFCCC in 2022, Indonesia indicated an increased target to reduce 31.89% of GHG emission unconditionally and up to 43.2% conditionally depending on availability of international support for finance. The forestry sector is expected to contribute between 17.4% to 25.4% of the overall NDC target. Hence strengthening REDD+ institutional capacity and infrastructure is an important priority for the GoI. Mainstreaming REDD+ into national policies will create the enabling conditions for implementation at sub-national levels to support the achievement of Indonesia's emission reduction target as well as access positive incentives through REDD+ results-based payments.

39. Given the emphasis on the role of REDD+ in the NDC, the RBP project contributes to strengthening the capacity for landscape-scale and ecosystem management at sub-national jurisdictions and increasing broader participation of stakeholders including civil society organizations, local communities, and the most vulnerable groups, especially adat communities (*Masyarakat Hukum Adat)*, women, as well as the private sector, including small and medium enterprises.

40. The project also contributes to SDG 13 on climate action; SDG 15 on life on land; SDG 1 on poverty; SDG 5 on gender equality. The project was formulated mid-way through the implementation of the UNDP Country Program Document (CDP) 2016-2020 and implementation started during CPD 2021-2025. Hence as stated in the project results framework, the project was designed to contribute to UNDP country Outcomes 3[6] of both documents.

3.2   PROJECT DESCRIPTION AND STRATEGY: OBJECTIVE, OUTCOMES AND RESULTS

41. REDD+ implementation and achieving results requires well-established institutional structures, technical capacity and well-coordinated interventions because of the multiple drivers and underlying causes of deforestation and forest degradation. Moreso with the onset of performance-based mechanisms, generating tradeable emission reductions requires processes that demonstrate high levels of integrity, robust and transparent monitoring reporting systems that are underpinned by high levels of stakeholder engagement, equitable benefit sharing systems, social and environment safeguards and

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[6] UNPDF/CPD 2016-2020 Outcome 3. By 2020, Indonesia is sustainably managing its natural resources, on land and at sea, with an increased resilience to the effects of climate change, disasters and UNSDCF/CPD 2021-2025 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 and other shocks.

grievance and redress mechanism. To establish these elements, policy and regulatory reforms may be necessary and with adequate upfront investment.

42. With this project, the GoI seeks to establish "Strengthened institutional and regulatory systems for low emission planning and development" and "Improved management of land and forest contributing to emissions reductions". This is to be achieved by ensuring institutions responsible for supporting the transition from REDD+ Readiness into implementation have adequate operational capacity under optimal enabling policy conditions. **Output 1** *(Strengthened REDD+ coordination and implementation and overall REDD+ architecture)* has three major sub-components intended to continue updating and further developing the architecture of REDD+ focusing on improving the National Forest Monitoring and reporting systems, updating, and strengthening the National REDD+ Strategy (STRANAS), implementation and capacity building of social and environmental safeguards and benefit sharing mechanism. **Output 2** *(Support to decentralized sustainable forest governance)* has two sub-components focusing on supporting the establishment and operationalization of Forest Management Units (FMUs) and expanding and enhancing the implementation of the Social Forestry Program. At the time of preparing this report, IEF and the MoEF were preparing for the disbursement of the first payment under the PBPA under Output 2 with discussions focusing on benefit sharing mechanism and eligibility criteria.

3.3 PROJECT IMPLEMENTATION ARRANGEMENTS

43. The project is governed by a Project Board with representation from MoEF, Ministry of Finance and UNDP operating under IEF corporate governance setting. The National Project Director and the PMU are responsible for project implementation through providing technical support to the implementing units in MoEF and Peat and Mangrove Restoration Agency.

44. The PMU appropriately comprises of a National Project Director overseeing a team of thematic technical experts in REDD+ architecture, forestry, social and environmental safeguards, gender, knowledge management, procurement, and finance.

45. UNDP performs the independent quality assurance role and supports the Project Board and PMU by carrying out objective and independent project oversight and monitoring functions through the UNDP Country Office, regional, and headquarters levels. According to the ProDoc, civil society is supposed to be represented on the Board, but this has not happened yet although it was acknowledged in the 2021 Board meeting minutes. The Board is encouraged to consider addressing this outstanding issue during its next meeting (refer to Figure 3-1).

Figure 3-1 Project management arrangement (National level)
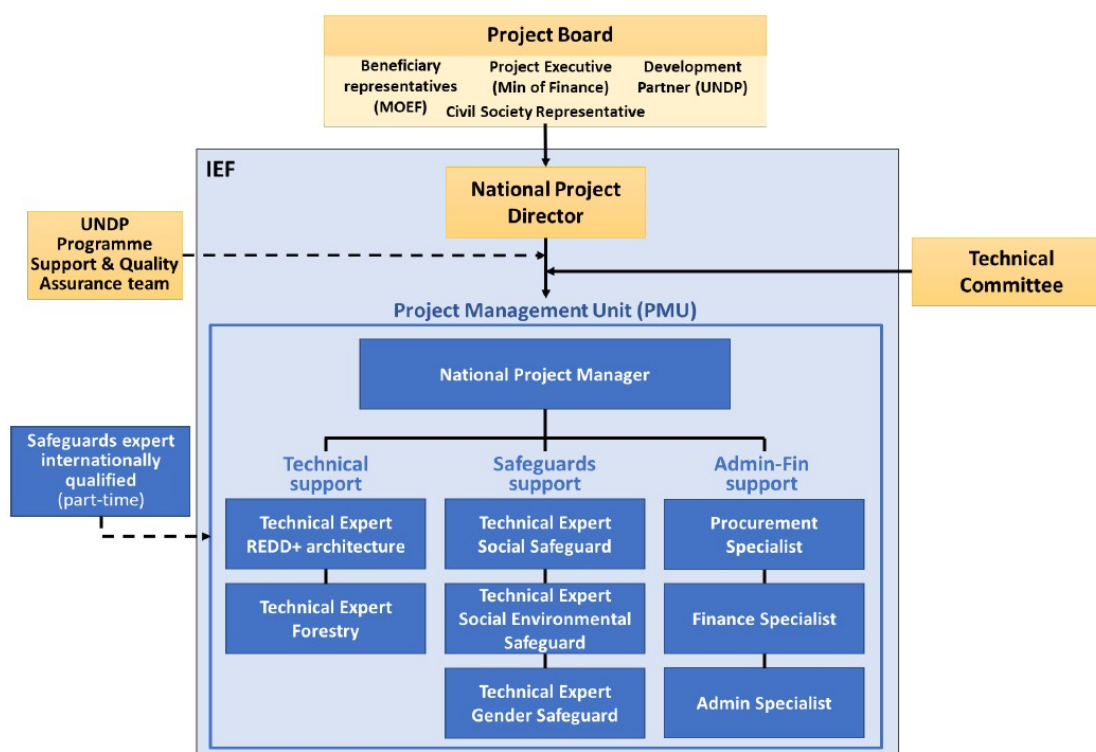
3.4 MAIN STAKEHOLDERS

46. The implementation of this programme is characterized by an exceptionally large number of stakeholders. The substantial number of stakeholders reflects the complexity of the government of Indonesia's decentralised administration system which has 34 provinces with all deeply involved in REDD+. There are three-line ministries involved in the implementation of the project and these include MoEF, the Peat and Mangrove Restoration Agency (BRGM), and the Ministry of Finance, with IEF as the implementing partner with implementation oversight by UNDP as the accredited entity under GCF. There are 7 Directorate General, 21 Technical Directorates and 11 working units that are responsible for implementing project activities.

4 FINDINGS

47. This section of the report provides detailed analysis of the project achievements, challenges and areas that require adjustments in line with evaluation criteria of relevance effective and efficiency. The findings are based on the questions derived from the evaluation criteria outlined in the ToR and Annex II of this report.

4.1 PROJECT STRATEGY

> **Main Evaluation Question 1**: How relevant and appropriate are the project design and activities to address the needs and priorities of the GoI? (Overall quality of project outcomes, relevance)

4.1.1 Project Design

48. The project design is sound and based on extensive background analysis of the national circumstances and demonstrates an innovative mix of options to deliver large financial flows to the government to incentivize commitments to REDD+ implementation in support of Indonesia´s NDC, FOLU Net Sink and the Long-Term Strategy for Low Carbon and Climate Resilience 2050 (LTS-LCCR). Output 1 builds on the achievements of REDD+ readiness investment by both the GoI and development partners. Output 1 is designed to build institutional and technical capacity to address the gaps in policies and regulatory measures, safeguards, gender, Feedback, Grievance and Redress Mechanism (FGRM), and stakeholder engagement. To a significant extent, the project strategy points to the critical need to strengthen the institutional and policy framework for the implementation of robust safeguards and monitoring and reporting systems in achievement of emission reductions that underpin the PBPA under Output 2.

49. Output 2 uses a new and innovative instrument (UNDP´s Performance Based Payments) being implemented through IEF as an implementing partner, working closely with MoEF and BRGM with several pre-conditions consisting of 5 prioritized key performance indicators (KPIs) with the greatest likelihood of generating results in the first year of the PBPA. Each of these KPIs is comprised of a set of Quality Indicators (QIs) as well as social and environmental safeguards indicators (refer to Table 1 of the PBPA). Compliance with KPIs, QIs, and Traffic Light System based-SES indicators is done through an independent assessment. Assessors verify that the agreed activities to meet each KPI have been fulfilled prior to payment disbursement. This is a strategic and commendable approach that addresses perceptions about greenwashing as well as concerns about safeguarding vulnerable groups.

50. Upon achievement of the result(s), IEF submits substantive independent assessment and other reports required in the agreement to trigger payments. Having such a capacity is essential for the implementation of Output 2, which is designed to disburse finance to beneficiaries as incentives for the implementation priority measures under the NDC and FOLU Net Sink.

51. The project was also designed in response to the GCF request for proposals (RFP) terms of reference[7] for accessing the funds from the GCF RBP pilot established at the fourteenth meeting of the GCF Board. The proposal submitted to the GCF was comprehensive and formulated with broad consultation and guidance from the Ministry of Finance and MoEF. GCF proposals require an

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[7] https://www.greenclimate.fund/sites/default/files/document/terms-reference-pilot-programme-redd-results-based-payments.pdf

extensive assessment, and the proposal covered all aspects of the RFP including preparation and disclosure of SESP, ESMF, Gender Assessment and Action Plan (GAAP), Stakeholder Engagement Plan, ESMP, and stakeholder consultations. A full list of analytical documents is provided in the GCF proposal (Section H).

52. Section E.3 of the GCF proposal template requires a comprehensive description of gender considerations hence the overall design needed to be gender responsive. The proposal adequately provided a comprehensive description of measures taken to integrate gender equality and the protection of women's rights in national institutions, laws, and policies. Specific to REDD+, gender considerations are imbedded in STRANAS, however, the substantive pre-project analysis exposed gaps in data collection, monitoring, and reporting in the overall safeguards' framework. SIS-REDD+ did not contain any reference to gender in its principles, criteria, or indicators hence the project design has specific activities to address these gaps with a desire to ensure no discrimination against women or girls through meaningful and equitable participation of both women and men. At the implementation level, the project has prepared an updated Gender Action Plan following an independent assessment which identified the need to continuously improve quantitative data collection.

53. Given the objective of the GCF pilot program (to operationalize REDD+ RBPs and gather experience to further improve the procedural and technical elements of RBPs using GCF resources in the learning stage), the successful completion of the project would provide important lessons on innovative and effective options to expedite financial flows to the government under REDD+.

54. The design of the project is also particularly responsive to the critical importance of social and environmental safeguards. However, stakeholders expressed the complexities of safeguards particularly in relation to harmonizing national policies and regulations, Cancun safeguards and UNDP safeguards.

55. During discussions with stakeholders, the IET found that the there was a positive view regarding the importance of social and environmental safeguards but there is also some reservation on how to effectively implement the planned safeguard measures that would lead to robust data collection, monitoring, and reporting. While no specific recommendations were provided by interviewees, the IET observed that long term technical capacity is essential for sustaining safeguards information systems at both national and sub-national level. Sustained resource allocation for safeguards implementation, monitoring and reporting will be necessary.

4.1.2   Funded Activities and Theory of Change (ToC)

56.

57. Table 4-1 summarizes funded activities with almost 56 percent of Output 1 allocated for building capacity for REDD+ implementation. This is well aligned to the ToC and project objectives, the KPIs set out for the PBPA.

Table 4-1 Summary of Funded Activities

GCF Output	GCF Activities	Indicative GCF amount
Output 1. Strengthening REDD+ coordination and implementation and overall REDD+ architecture	1.1 Update and further develop the architecture for REDD+	3,687,537
	1.2 Capacity for REDD+ implementation	5,221,149

	1.3 Communication, knowledge management & adaptive management	491,764
	Indicative total Output 1	**9,400,450**
Output 2. Support to decentralized sustainable forest governance	2.1 Support the establishment and operationalization of Forest Management Units (FMUs), as well as SFM investments inside & outside FMUs	46,701,900
	2.2 Expand and enhance implementation of the Social Forestry programme	46,701,900
	Indicative total Output 2	**93,403,800**
Project Management	3.1 Project management	977, 000
	Indicative total PMC	977,000
	Total (USD)	**103,781,250**

58. These funded activities are directly relevant the NDC and FOLU Net Sink priorities considered relevant to reducing emissions from forestry and land use including:

- The moratorium on issuance of new concessions in primary forests and peatlands,

- Forest Management Units (FMUs) (*Kesatuan Pengelolaan Hutan*– KPH).

- Tenure Conflict Resolution and Social Forestry Programme.

- Peatland and mangrove restoration.

- Land and forest restoration targets in national planning

59. A project logic and intervention and theory of change were reconstructed in preparing this report and are presented below in Figure 4-1. Extensive analytical work and consultations were carried out at the early stages of the project to identify activities to be funded. The project activities were selected based on alignment with national strategic policies and the Investment Framework for REDD+ (MoEF, 2021). The two outputs are drawn from the strategic pillars defined in STRANAS which is being implemented in the context of the NDC and FOLU Net-Sink[8] guided by PERPRES No. 98/2021 on Carbon Pricing Ministerial Regulation No. 70/2017 on REDD+. Given the level of contribution expected from the forestry and land sector, strong institutional framework and capacity, adequate monitoring, reporting, and verification systems are essential at both national and subnational levels.

60. The ToC was constructed on the basis that strong national institutions, well established architecture for REDD+, and adequate enabling conditions in the form clear policies and measures would lead to achievement of REDD+ objectives. This aligns with the global discussions regarding the transition to REDD+ implementation and RBPs as well as objectives of the GCF RBP pilot program.

61. The project is expected to contribute to achieving the 9.2% emissions reduction target at the national level from the full implementation of the social forestry program and to enhance sustainable forest management, for which operationalization of FMUs is expected to be a key measure, including in relation to afforestation and reforestation. Funded activities under Output 1 focus on continuing the development of the REDD+ architecture and improving the capacity for REDD+ implementation.

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[8] https://www.menlhk.go.id/program/folu-net-sink/

Figure 4-1 Intervention logic
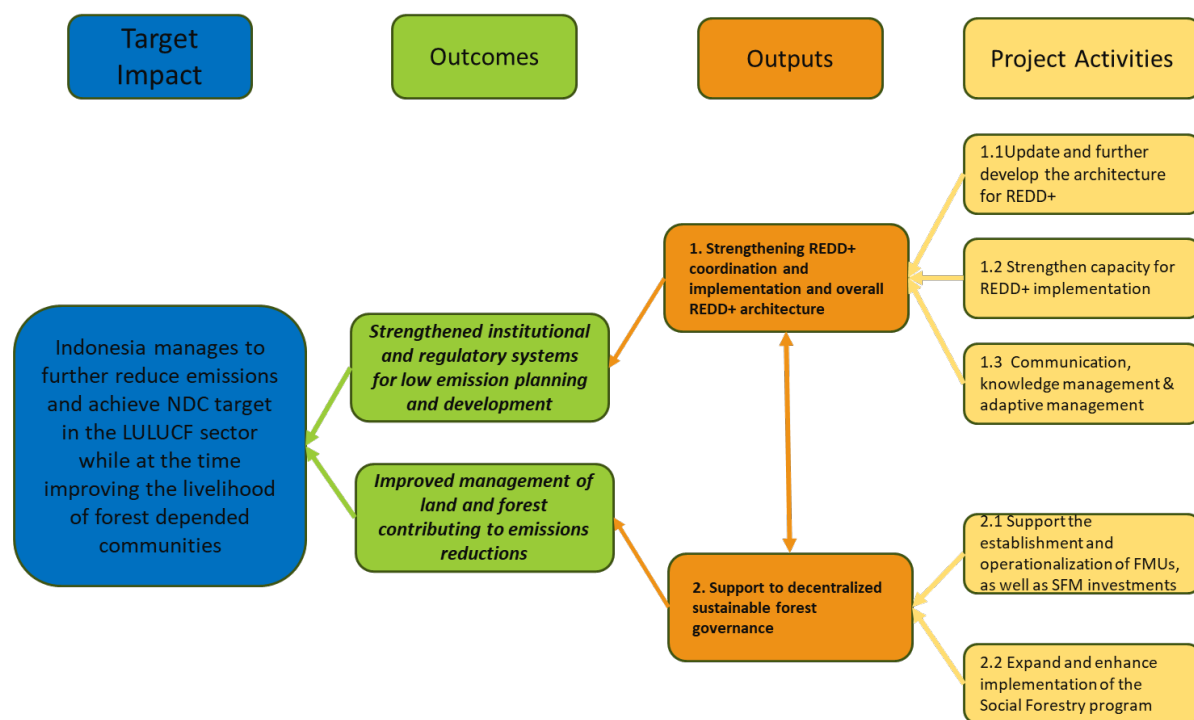
4.2 RELEVANCE

Evaluation Questions

- To what extent does the ToC and intervention logic are still relevant or need adjustment? (i.e., aligned and is there a clear link between activities, expected results, and targets?)
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach? Was the context, problem, needs and priorities well analyzed and reviewed during project initiation?
- Are the planned project objectives, outputs, and activities relevant and realistic to the situation on the ground?

62. The ToC and intervention logic remain relevant as the GoI has reiterated the role of REDD+ in the updated NDC submitted to the UNFCCC in 2022 as well as the expected contribution to the FOLU Net-Sink 2030 strategic objectives. Reporting to the UNFCCC will require state-of the art NFMS and continuous updating of the FREL (Activities 1.1.1 and 1.1.2). At the sub-national level, implementation of Subnational REDD+ Action Plans (SRAPs) needs adequate technical capacity and clear guidelines on aspects such as benefit sharing and safeguards hence the support being provided to provinces through policy reforms and development of SIS-REDD+ is relevant. The IET was informed that SRAPs remain an important part of STRANAS. However, in both the 2021 and 2022 Project Annual reports, there is no information on the progress of SRAPs.

63. The GoI has made it clear that Indonesia will participate in carbon markets (with both domestic and international markets under consideration). The funded activities including the dialogue and

agreement on KPIs, QIs and SES for the PBPA, the GAAP, the Independent Assessment provide the GoI with a broad knowledge base of key barriers and opportunities to place Indonesia in a strategic position regarding participation in carbon markets as well as implementation of carbon pricing instruments. Successful implementation of agreed KPIs for the PBPA would demonstrate the willingness to generate emission reduction of highest integrity and potentially command higher value.

64. The project addresses critical policy issues at the center of global discussions regarding the integrity of country emission reduction claims and strategies stated in national strategies such as STRANAS, FOLU Net Sink 2030, and NDC. Indonesia will provide important lesson to validate the objective of the GCF pilot programme for REDD+ RBPs.

65. Predictable finance is essential to sustain climate mitigation and adaptation supported by adequate data and information systems to support evidence-based policy reforms. Participation of stakeholders must be enabled through frequent dialogue observing gender and incentivizing stakeholders to participate. The KPI, QI, and SES indicators are the means to address issues and gaps relating to gender equality and empowerment of women which are topical issues in REDD+ implementation.

4.3 EFFECTIVENESS

Evaluation Questions

- Are the outputs and activities being achieved in a timely manner? Is this achievement supportive of the ToC and pathways identified? How is the project ToC used in helping the project achieve results/ How is the ToC applied through the project?

- Are the planned inputs and strategies identified realistic, appropriate, and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?

66. The implementation of the project has been affected by circumstantial delays. The project lost at least two months in the beginning after GCF effectiveness on the 26th of May 2021. Operationalization did not start until September 2021. This delay was acknowledged in the first Project Meeting in November 2021 particularly the low rate of funds disbursement. Further time was lost by the onset of the COVID-19 pandemic leading to additional delays due to restrictions on movement and gathering. Some delays have been a result of challenges with the recruitment of consultants.

67. The PMU had to make several adjustments including accommodating additional activities due to the inclusion of additional Directorates within MoEF and BRGM to further accelerate project implementation. The adjustments reflected the changing circumstances in government policy including the realization that peatland restoration and protection are important and need to be an integral part of a REDD+ implementation.

68. However, despite the delays, the project activities are still being achieved in a manner consistent with the ToC including emerging government priorities. The delays and adjustments reflect the challenges and complexity of a large jurisdiction such as Indonesia with 34 provinces. An issue of concern as stated under the design section is the large number of activities. Some activities such as the large number of training workshops and conferences could be consolidated.

69. The budget allocated for activities is adequate, but it is proving challenging to reach the required level of budget utilization to complete the project on time. The sequencing of activities perhaps needed to be coordinated more closely with other routine work in each Directorate recognizing that certain Output 1 activities are instrumental in ensuring that some SES indicators associated with KPIs which require verification under the PBPA (Output 2).

4.4 EFFICIENCY

Evaluation Questions

> To what extent did the project's M&E data and mechanism(s) contribute to achieving project results? Are the project's governance mechanisms functioning efficiently? To what extent did the design of the project help or hinder achieving its own goals? Were there clear baselines indicators and/or benchmark for performance measurements? How were these used in project management? To what extent and how the project applies adaptive management? What, if any, alternative strategies would have been more effective in achieving the project objectives?

70. The project has made considerable progress but has faced challenges to maintain the necessary rate of implementation that will ensure the project is completed on time. There are several factors that have compromised efficiency.

71. The project was designed with many activities with 164 sub activities and 317 budget codes with a considerable proportion of budget lines less than $40,000. For instance, for the remaining budget (2023-2024), there are nearly 70 budget codes under $20,000 (Figure 4-2) which suggests substantial administrative work and reporting across 7 Directorate generals, 21 technical directorates, and 11 working units. For a project of this size, IEF can gain efficiencies through consolidation and sharing the administration. On the other hand, value for money can be increased by using lower-cost administration resources. Initially PMU staff were responsible for the day-to-day project administration. Some adjustments were made through recruitment of additional administration staff to support the technical experts.

Figure 4-2 Summary of Budget code value range
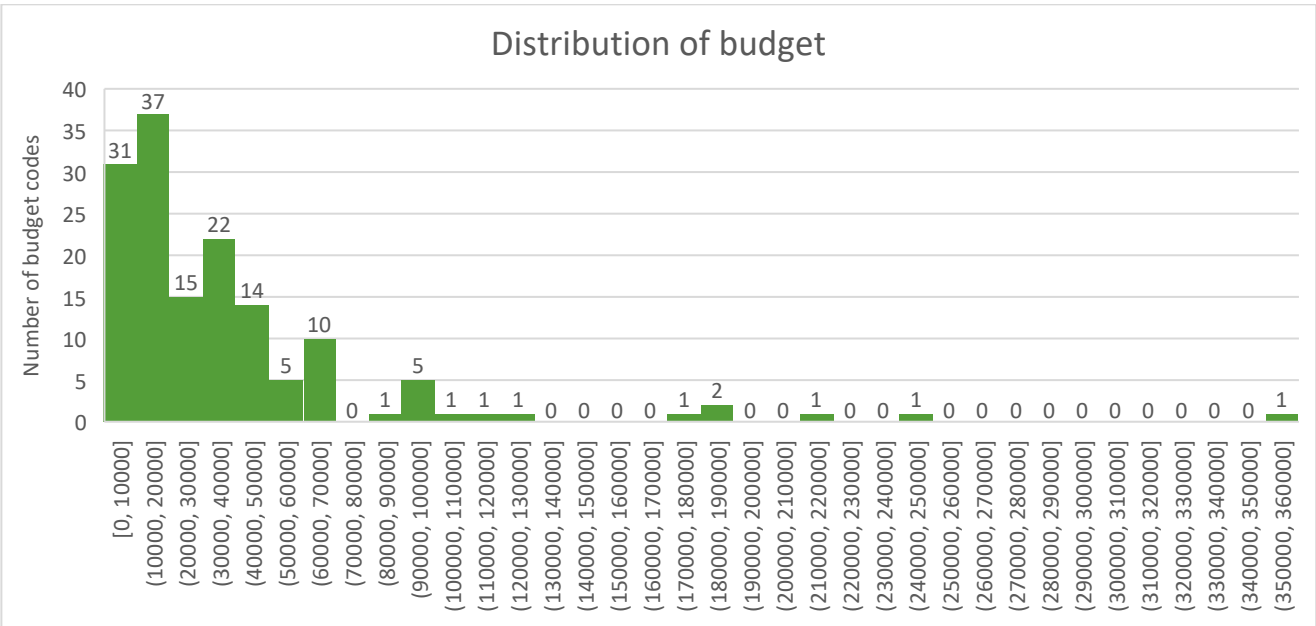
72. At the inception of the project, IEF was in the initial stages of operationalization and reported to have been severely understaffed at and could not liaise very well with the numerous directorates in MoEF and BRGM. This compromised efficient delivery of activities as there was probably a process of learning by doing. These challenges are reflected in the minutes of the three Board meetings held to date. As of December 2022, budget utilization for Output 1 was at 26% and at the time of this report the budget utilization is just under 50%.

73. There are areas where some efficiencies could be achieved in project implementation. The PMU technical staff currently take full responsibility for overseeing activity implementation including all detailed financial administration and supporting planning of activities at sub-national level. This increases the administrative burden. Considerations could be made for future projects to pass on or share such responsibilities with relevant implementing directorates.

74. The IET also notes that the funds disbursement process between UNDP requires that by the end of each quarter, at least 80% of the budget for that quarter must have been utilized otherwise the balance has to be returned to UNDP. This is a UNDP procedural requirement, which if not adhered to would lead to inefficiencies. IEF has had to return funds twice to date.

4.5 PROGRESS TOWARDS RESULTS

- What and how much progress has been made towards achieving the overall outputs and activities of the project (including contributing factors and constraints)? How realistic are the risks and assumptions of the project?

4.5.1 Progress towards outputs and activity analysis

75. This section describes and summarizes the achievements and progress at the activity level with progress summarized in Table 4-2.

76. **Under Output 1.1,** despite the challenges and delays, the project has made commendable progress towards the achievement of initial objectives. With support from the project, Indonesia submitted its second forest reference emission level (FREL) to the UNFCCC. The submission of the FREL is an important step as it is the basis for determining REDD+ performance and potential RBPs for the 2018-2020 period.

77. The project contributed to the development and provision of technical SRN registration guidance to facilitate the registration process of mitigation actions in the National Registry System for Climate Change (SRN PPI). These guidelines enabled simplification of the process and there is a marked increase in the number of registered users to 2,489 and the number of registered REDD+ activities has reached 6,793. The utility of the SRN has further improved with the inclusion of a section to collect data on Mitigation Action Plans (DRAM) and Mitigation Action Achievement Reports (LCAM) as well as mitigation actions on Land Based Non-REDD+ activities. The project also facilitated enhancements to the development of SRN process flows associated with the Carbon Economic Value policy.

78. The project successfully prepared a Stakeholder Engagement Plan (SEP) and Grievance Redress Mechanism (GRM) through public consultations with the MoEF, non-governmental organisations, and community group representatives. The ESMP and SEP-GRM were submitted to the GCF in the third quarter of 2022. The GRM has been directly integrated with the complaints mechanism at the National level through the National Public Service Complaint Management System - People's Online Aspiration and Complaints Service.

79. The project supported the updating of STRANAS for the period 2021 – 2030 outlining the four main pillars which include strengthening REDD+ architecture and institutions with an integrated approach to FREL, NFMS, SIS-REDD+, SRN, financing, and REDD+ institutions and governance. There is increasing clarity in the framework for the implementation and management of REDD+ activities at national and subnational levels as well as stakeholder engagement and benefit-sharing mechanisms. However, at the time of this report, discussions on benefit sharing mechanism were still ongoing including discussions on benefit distribution of the RBPs under Output 2.

80. The development and upgrades to the SRN are enabling integration with the National GHG Inventory system Sign-Smart and SIS-REDD+. This is an illustration of the innovation pathway that the GoI is taking to manage the complexity of implementing multiple measures for NDC and national strategies for mitigation and adaptation through a simplified approach with adequate data verification including associated safeguards information. With 34 provinces, smart systems are essential and the RBP project Output 1 is enabling this continuous improvement of the systems.

81. The project has also supported the continued strengthening of the (NFMS/SIMONTANA) through improvements in the remote sensing and data analysis techniques to track land use and landcover change and associated national forest inventory (NFI). The NFMS is designed as a multi-functional system to support national forest policy decisions such as the FOLU Net Sink 2030 Plan.

82. **Under Output 1.2** the RBP project has supported the development of some important policy instruments that support the NDC implementation roadmap for both mitigation and adaptation as well as what is termed the Climate Change Resource Roadmap or Means of Implementation. The project supported the formulation of Regulation No. 21 of 2022 (Permen LHK 21/2022) concerning the Implementation of Carbon Economic Value (Perpres 98/2021).

83. The project provided support to improve the information and database system in the:

- Directorate of Conservation Area Management (PKK) for Development of Data and Information Dashboard for Conservation Area Management
- Directorate of Peat Ecosystem Damage Control (PKEG) for updating Peat Ecosystem Protection and Management Information System (SiPPEG)
- Secretariat of Directorate General Social Forestry and Environmental Partnership (PSKL) for updating Integrated Social Forestry Information System (GoKUPS)
- Directorate of Forest and Land Fire Control (PKHL) for updating information system for early detection of forest and land fire control (SiPongi+)
- Peat and Mangrove Restoration Agency (BRGM) for updating and developing Information and Documentation Management Officer (PPID) website and application.

84. The project is instrumental in the ongoing improvements of systems and databases necessary for the implementation of REDD+ activities in both MoEF and BRGM. There has been substantial effort to support development integrated infrastructure databases and technical capacity in thematic areas of safeguards, benefit sharing mechanisms, including measure to increase access to information and data for government and private institutions. The Directorates Generals of Social Forestry and Environmental Partnerships (Dirjen PSKL), Sustainable Forest Management (Dirjen PHL), Ecosystem Natural Resources Conservation (Dirjen KSDAE), and General of Pollution Control and Environment (Dirjen PPKL) have all received support from the project complementing the state budget which at times, is insufficient.

85. With regards to social and environmental safeguards, the IET observed clear awareness of the importance of safeguards implementation, monitoring and transparent reporting, and disclosure. As

reported in the APRs, the project focused on strengthening the SIS-REDD+ at national and sub-national levels as well as developing SEP-GRM. Capacity building is being delivered through workshops, conferences, and constant dialogue as well as the development of guidance material and operating procedures. There are positive signs regarding the uptake and implementation of gender mainstreaming and stakeholder engagement.

86. Some aspects require further attention. As noted in the SEP-GRM, this project involves Indigenous Peoples in most of the locations, with each site required to demonstrate a meaningful and gender equitable consultation process with local indigenous peoples, identification of their interests and potential impacts, and their preferred mode of involvement in project activities. It is noted that mitigation of impacts specific to indigenous peoples is included in the Adat Community Plan and the Gender Action Plan. These action plans contain targets requiring continuous capacity and funding support for long-term meaningful engagement for the remaining project timeline and beyond. Such capacity is necessary to ensure effective monitoring and reporting with credible quantitative data.

87. SIS-REDD+ development involved broad multi-stakeholder consultation, and this was reiterated by multiple interviewees. Gender experts expressed the need for SIS-REDD+ and its APPS tool to adequately incorporate gender elements and acknowledge that women's utilization of natural resources and their vulnerability to changes in resource utilization often differ from men's experiences.

88. During discussions with staff in MoEF and BRGM, the IET received feedback on the issue of complexity around safeguards, gender, and grievance and redress mechanisms. There seems to be a perception that there are existing institutional processes, policies, laws, and regulations (PLR) that already address safeguards and gender requirements. However, although there may be PLRs in place, which were in fact identified during project formulation and in preparation of the PBPA, they do not sufficiently address and respect the safeguards requirements and more needs to be done specifically on monitoring, quantitative data, or evidence upon which to build on in the means of verification for the PBPA. The often lack of quantitative data including for instance, on disaggregated data on gender then often falls short on some of the minimum requirements for the PBPA key performance indicators.

89. **Under Output 1.3,** the project is also providing funding for strengthening the capacity of IEF in project management, safeguards, and fiduciary capacity to eventually achieve accreditation to the GCF. IEF REDD+ Management Information System (MIS) continues to improve with the development of the E-office system for the REDD+ project.

90. Concerning **Output 2**, the project is supporting a substantial body of work relevant to PBPA. The PBPA between UNDP and IEF was signed in October 2022. An independent assessment of results achieved as part of the PBPA under Output 2 was commissioned and completed in December 2022, and as a result, UNDP effected the first disbursement of USD 47 million to the IEF in two instalments (USD 28 million in December 2022 and USD 19 million in January 2023). The independent verification of results and the payment are important milestones signalling the progress of the implementation of Social Forestry, Forest Management Units, Forest and Land Rehabilitation, and Forest Fire Management programmes. A bonus payment of USD 2 million was made to the IEF for its fulfilment in meeting some of the key gender-related SES indicators, following the provisions of the PBPA where it is established that the fulfilment of some key gender-related social and environmental indicators can trigger bonus payments.

91. Table 4-2 provides detailed status of the progress towards results. While most of the reported information is up to date, for this evaluation there are some activities that have not been update or reported. For example, the status of SRAPs is not reported nor mentioned in both the 2021 and 2022

although the IET was informed that SRAPs are an integral part of the STRANAS. This also applies to the ESMP which was submitted to the GCF in August 2022. The PMU is therefore encouraged to ensure that the progress matrix is fully updated as well as ensuring there is clear understanding of which documents require UNDP approval.

Table 4-2 Progress Towards Results Matrix

Output statement	Baselines Value type	Indicators	Mid-Term Targets	End of the project target	Status: On-track/ off-track / complete	Mid-Term Status	Achievement Rating	Means of verifications and comment to substantiate the selected response
Output 1.	*First FREL submitted to UNFCCC*	*1.1.1 Update and improve the national FREL*	*Second FREL Document prepared*	*Second FREL ready to be submitted to UNFCCC*	*Complete*	2nd FREL Document has been submitted to UNFCCC		*2nd FREL (click the link to access document)* *Submission Proof of 2nd FREL document from MoEF*
	Initial Systems developed	*1.1.2 Update and improve National Forest Monitoring and national reporting Systems (e.g., SIMONTANA, GHG inventory, SIMONELA, SIGN SMART, SRN)*	*1. Systems developed or enhanced and disseminated (disaggregated by system)* *2. Capacity building carried out in 50% of the targeted provinces/region (disaggregated by system)*	*1. System disseminated and operational (disaggregated by system)* *2. Capacity building carried out in 100% of the targeted provinces (disaggregated by system)*	*On-track*	SIMONTANA website has been developed. In progress to be disseminated		*Updated SIMONTANA/NFMS* *Updated SRN website*
	National REDD+ Strategy (STRANAS) published in 2012; 11 Subnational REDD+ Action Plans (SRAP) in priority REDD+ Provinces, partly outdated; Draft REDD+ benefit sharing plans Plan	*1.1.3 National and subnational REDD+ Implementation Strategies and related plans developed, updated &/or strengthened*	*1. STRANAS 2021-2030 and SRAPs for targeted provinces finalized.* *2. REDD+ benefit sharing plans plan, governance and Distribution system developed*	*1. STRANAS and SRAPs endorsed* *2. REDD+ benefit sharing plans plan, governance and distribution system are operational*	*On-track*	STRANAS Document has been developed, in progress to be translated into Indonesian Language version. REDD+ BSP on development		*- STRANAS 2021-2030* *- REDD+ benefit sharing plans plan/Output 2 Investment Plan*
	SIS-REDD+ legalized in 2017	*1.1.4 Strengthen the Safeguards Information Systems at national and subnational level*	*1. SIS-REDD+ website is updated and a guide to operate the website is developed.*	*1. SIS-REDD+ and SRN are integrated and optimized for REDD+ actions.* *2. Safeguards*	*On-track*	SIS-REDD+ website has been developed and integrated into SRN.		*- SIS-REDD+ integrated at SRN website*

Output statement	Baselines Value type	Indicators	Mid-Term Targets	End of the project target	Status: On-track/ off-track / complete	Mid-Term Status	Achievement Rating	Means of verifications and comment to substantiate the selected response
			2. SIS-REDD+ sub-administrative is prepared	Implementation at sub-national levels is reported on SIS-REDD+.		Sub-administrative under preparation		
	REDD+ Technical Annex in 2018	1.1.5 Support reporting to the UNFCCC	REDD+ Technical Annex developed	REDD+ Technical Annex to the BUR submitted to UNFCCC	Completed	REDD+ Technical Annex has been developed		*Submission Proof of Technical Annex Review document from MoEF*
	No REDD+ Task Force	1.1.6 Strengthen REDD+ Task Force at National Level	Ministerial meeting, Technical and Steering Committees in place and operational	Ministerial meeting, Technical and Steering Committees in place and operational	On-track	On-track		*- Minutes of Meeting*
	Initial draft (Carbon Economic Value) and Regulations (REDD+, FREL, SIS REDD+, Forest Moratorium)	1.2.1 Enhance key REDD+ regulations and policies (e.g., FREL, SIS-REDD+, Forest Moratorium, Carbon Economic Value, STRANAS, REDD+ MRV)	Regulation or policy updated and endorsed (disaggregated)	Regulation or policy updated and endorsed (disaggregated)	On-track	Regulation regarding Carbon Economic Value has been decreed, PermenLHK no 21 of 2022		*- Ministerial Decree Nilai Ekonomi Karbon*
	No GCF accreditation	1.2.2 Strengthen IEF capacity to qualify as GCF National Accredited Entity	Requirements and gaps to be a GCF National Accredited Entity are identified	IEF submits application to be a GCF National Accredited Entity	On-track	Consultant for developing GCF AE documents is being procured. *- Gap analysis study by Fiscal Policy Agency*		
	No system in IEF to manage Beneficiaries and intermediaries as required in IEF regulations on REDD+ Fund Distribution	1.2.3 Strengthen IEF capacity as REDD+ Fund Manager	1. Information system and databases to support REDD+ fund distribution developed. 2. Technical Team to evaluate proposals in line with IEF regulations established.	1. Information system and databases to support REDD+ fund distribution operational. 2. Technical Team to evaluate proposals in line with IEF regulations operational.	On-track	E-office developed, and upgrades continue to be implemented*1. Management Information System IEF (e-office)*		

Output statement	Baselines Value type	Indicators	Mid-Term Targets	End of the project target	Status: On-track/ off-track / complete	Mid-Term Status	Achievement Rating	Means of verifications and comment to substantiate the selected response
			3. Monitoring and evaluation system for intermediaries developed. 4. At least 25% of priority beneficiaries and intermediaries have their proposal development, implementation and/or reporting capacity strengthened. 5. Project specific Grievance Redress Mechanism is established, operational and at least 1 annual report is produced.	3. Monitoring and evaluation system for intermediaries operational. 4. At least 50% of priority beneficiaries and intermediaries have their proposal development, implementation and reporting capacity strengthened. 5. Project specific Grievance Redress Mechanism is operational and at least 3 annual reports are produced.		2. Report on proposal evaluation 3. Report on Monev *4. Minutes of meeting of capacity building for beneficiaries and/or intermediaries* *5. Ministry of Finance's GRM Standard Operational Procedure*		
	MOEF Performance and Accountability Report in 2020	*1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2*	*Common indicators:* *1. Coordination body for safeguards implementation and monitoring established for each priority programme and meetings held at least 6 times on a quarterly basis (disaggregated).* *2. Automatized App-based Monitoring and reporting system (i) developed (FMUs; community organizations or watershed management partners) or (ii) strengthened (SF; SINAV; mangrove rehabilitation; fire control) for enhanced activity &*	*Common indicators:* *1. Coordination meetings for safeguards implementation and monitoring held at least 12 times on a quarterly basis (disaggregated).* *2. Enhanced monitoring and reporting system covering safeguards requirements operational and semi-annual reports generated (disaggregated).*	*On-track*	Safeguards information systems framework has been developed for SIS-REDD+ SIS-REDD+ updated to handle complaints and to capture the implementation/data at the sub-national level. 2. Capacity building of SRN at the sub-national level (including strengthening of element of the		*- Minutes of Meeting*

Output statement	Baselines Value type	Indicators	Mid-Term Targets	End of the project target	Status: On-track/ off-track / complete	Mid-Term Status	Achievement Rating	Means of verifications and comment to substantiate the selected response
			safeguards reporting (disaggregated). *3. At least 50% of targeted key staff and facilitators have their capacity strengthened:* *SF: field foresters (incl. social forestry facilitators, Indigenous Forest facilitators and tenurial conflict mediators) on safeguards and M&E implementation; FMU Production/Protection and KK/BKSDA (KSDAE) staff: supervision, forest fire control and complaints handling.* *Programme-specific indicators:* *Social Forestry:* *4. At least 4 revised PIAPS have been completed based on a 6-monthly revision stipulated by MOEF.* *FMU Production/Protection:* *5. At least 50% of targeted KUPS have their capacity strengthened to improve their economic enterprises.* *Forest and land fire control:*	*3. Targeted key staff and facilitators have their capacity strengthened:* *SF: At least 75% of field foresters (incl. Social forestry* *facilitators, Indigenous Forest facilitators and tenurial conflict mediators) on safeguards and M&E* *implementation; and 75% of Social forestry facilitators, Indigenous Forest facilitators and tenurial conflict mediators.* *FMU Production/Protection and KK/BKSDA (KSDAE) staff:* *At least 100% of targeted FMU staff have their capacity strengthened on supervision, forest fire control and complaints handling.* *Programme-specific indicators:* *Social Forestry:*		Architecture of REDD+). 3. Ministry of Environment and Forestry Decree of the REDD+ National Strategy. NFMS enhancement in emissions factor and activity data .		

Output statement	Baselines Value type	Indicators	Mid-Term Targets	End of the project target	Status: On-track/ off-track / complete	Mid-Term Status	Achievement Rating	Means of verifications and comment to substantiate the selected response
			6. One study on the costs of preventing and suppressing forest and land fires per hectare conducted. 7. At least 50% of targeted communities have their capacity strengthened on forest and land fire control. Forest and Land rehabilitation: 8. The National critical land map has been reviewed and updated to inform Forest and Land Rehabilitation policy. 9. Watershed Action Plan is mainstreamed into RKPD.	4. At least 7 revised PIAPS have been completed based on a 6-monthly revision stipulated by MOEF. FMU Production/Protection: 5. At least 100% of targeted KUPS have their capacity strengthened to improve their economic enterprises. Forest and land fire control: 6. Study on the costs of preventing and suppressing forest and land fires per hectare is disseminated. 7. At least 100% of targeted communities have their capacity strengthened on forest and land fire control. Forest and Land rehabilitation: 8. The National critical land map update disseminated and referenced for Forest and Land Rehabilitation policy.				

Output statement	Baselines Value type	Indicators	Mid-Term Targets	End of the project target	Status: On-track/ off-track / complete	Mid-Term Status	Achievement Rating	Means of verifications and comment to substantiate the selected response
	Draft ESMF in GCF FP	*1.2.5 Implementation of the project specific Environmental and Social Management Plan*	*Project-specific ESMP are updated, finalized, validated by stakeholders with adequate budget in place for its implementation and is in the process of implementation*	*100% of activities in ESMP implemented*	*On-track*	ESMP document has been developed (July 2022) & updated, currently has been reviewed by stakeholders, waiting to be approved by UNDP for updated version	[green]	*Draft ESMP for REDD+ Project document*
	Gender Assessment and Action Plan in FP	*1.2.6 Project-specific Gender Assessment and Action Plan updated*	*Updated project-specific GAP finalized and validated by stakeholders, with adequate budget in place for its implementation and is in the process of implementation*	*100% of activities in GAAP implemented*	*On-track*	GAP document has been developed (July 2022) & updated, currently has been reviewed by stakeholders, waiting to be approved by UNDP for updated version	[yellow]	*Draft GAP for REDD+ Project document*
	No independent Assessment validation report	*1.2.7 Independent Assessment for Performance-Based Payment in Output 2*	*At least 2 validation reports finalized for payments*	*At least 3 validation reports finalized for payments*	*On-track*	One PBP Validation reports document has been signed	[green]	*- Independent Assessment 2022 validation report*
	Management Information System is not operational	*1.3.2 Enhance IEF Reporting and Monitoring System - Spatial and Non- Spatial (link with SRN and other mechanisms including locations that have had the risk of emissions identified)*	*IEF Management Information System operational and linked to SRN managed by MOEF*	*Integrated IEF Management Information System operational*	*On-track*	MIS is currently being developed by third party	[yellow]	*- - Minutes of meetings*
	No Donor Meetings conducted	*1.3.3 Enhance IEF Donor Coordination Mechanism*	*Meetings with donors held at least 3 times on a semi-annual basis*	*Meetings with donors held at least 6 times on a semi-annual basis*	*On-track*	Donor meeting has been conducted once in 2022 and once in 2023 (2 times)	[yellow]	*- Minutes of meetings*

Output statement	Baselines Value type	Indicators	Mid-Term Targets	End of the project target	Status: On-track/ off-track / complete	Mid-Term Status	Achievement Rating	Means of verifications and comment to substantiate the selected response
	No success stories	*1.3.4 Dissemination of Programme*	*At least 2 success stories developed and disseminated*	*At least 6 success stories developed and disseminated*	*On-track*	Success stories is being developed		*- Minutes of meetings*

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

4.5.2 Remaining barriers to achieving the project objective.

92. Discussions with stakeholders indicate that there were challenges and barriers in developing PBP KPIs, especially identifying potential results produced by MoEF programs and activities. While defining KPIs and SES indicators was straight forward, the process of verifying SES indicators was not simple. Quality indicators were based on Government´s existing regulations and SOPs. SES indicators are required to establish a new set of means of verification.

93. Given the different levels of understanding about REDD+ in the MoEF, mainstreaming and coordinating REDD+ issues to the forest governance programs at the national and sub-national levels (among national and sub-national stakeholders) was challenging. The main IET observation is that there are multiple institutional, policy, and regulatory reforms that the GoI is embarking on to prioritize interventions linked to the NDC, FOLU Net Sink, mobilizing finance for implementation of the STRANAS and ensuring coherence with broader national economic development priorities. REDD+ is also multi-sectoral hence there is substantial intersectoral coordination required which may not always be clear especially at the technical level. The transition from REDD+ readiness to implementation and results-based payments introduces complex requirements. The project can therefore be credited for laying the foundation for broad understanding of the required effort in designing the PBPA which will enable financial flows to sub-national levels.

94. Project objectives are likely to be achieved but this may require additional effort and time to remove some barriers related to prioritization and sequencing of project activities with general institutional workplans. There is clear feedback that institutional state budgets must be utilized first before project activities. This is a major barrier to ensuring project activities are implemented on time but could be resolved through better activity integration and sequencing. Given that there is a large amount of funding still to be spent on activities, MoEF and BRGM have a key role and responsibility to enable integration of the project activities into business-as-usual. This will require revision of the remaining workplans for 2024 to determine whether the remaining budget and outstanding activities can be completed by May 2025.

95. As noted in Section 4.4., strengthening the PMU is necessary to ensure effective monitoring of the implementation of each activity.

4.5.3 Comprehensive assessment of COVID-19 on project implementation

96. A risk assessment was undertaken and described in the project document (Annex K: UNDP Risk Log). COVID-19 was expected to have a severe impact on the project during 2021 by limiting the assembly of people, due to lockdowns and travel restrictions, as well as potential additional costs related to security and safety. Mitigation measures included teleworking, with recent technologies such as video conferencing using multi-functional tools such as Zoom and Microsoft Team. Stakeholders were trained to fully engage in the processes virtually and develop new biosecurity protocols.

4.6 PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT

97. This section describes project management, work planning, financing, monitoring and evaluation, stakeholder engagement, reporting, and communication.

4.6.1 Management Arrangements

98. The implementation arrangements are described in Section 3.3. The Project Board is responsible for making management decisions and plays a critical role in project monitoring and evaluation and delivery of the project using evaluations for performance improvement, accountability, and learning. The Board

approves the Annual Work Plans (AWPs). Based on the AWP, the Board considers and approves the quarterly plans and approves any essential deviations from the original plans. The IE notes that the agreed and signed project document required CSO representation on the Project Board as required under Funded Activity Agreement.

4.6.2 Work Planning and Financing

99. As noted, the project is nationwide with a duration of 5 years from 26 May 2021 – 26 May 2025 with a total budget of US$ 103.78 million. Output 1 total budget is $9,400,459 and Output 2 has a total budget: $93,403,800. Output 1 is implemented through a National Implementation Modality (NIM) while Output 2 results are financed through a "Performance-Based Payments Agreement" (PBPA) modality, with the IEF as the signatory of the PBPA.

100. The project is implemented through results-based annual workplans prepared by the PMU in close collaboration and coordination with MoEF and BRGM and approved by the Project Board then submitted to UNDP for funds disbursement. However, as already noted, budget expenditure has been problematic, and the cause seems to be inadequate sequencing of project activities with other internal workplans in MoEF and BRGM. There seems to be a tendency in General Directorates and technical units to deprioritize project activities in favor of ensuring the state budget is fully expended. This is understandable given the risk of losing unused state budget allocation. However, as project activities budgets are complementary to the state budget, with adequate sequencing and planning, project activities can be implemented on time. Table 4-3 shows the year-on-year budget expenditure with significant underspending in 2021, 2022 and 2023 seems to be underspending as well.

Table 4-3: Project annual expenditure and budget balance as of 30 September 2023 for Output 1

	AWP in US$	Expenditure to date (US$)	BALANCE in US$
2021	USD 1,189,834	USD 428,564	USD 761,270
2022	USD 3,716,299	USD 2,575,396	USD 1,140,903
2023	USD 3,731,665	USD 1,367,202	USD 2,364,463
2024	USD 1,739,652	USD 0	USD 1,739,652
TOTAL	**USD 10,377,450**	**USD 4,371,162**	**USD 6,006,288**

4.6.3 Project-level Monitoring and Evaluation Systems

101. The ProDoc contains a Monitoring and Evaluation (M&E) Plan and a Project Results Framework outlining country outcomes included in the UNDAF/Country Programme Document, information contribution to SDGs, GCF paradigm shift objectives, fund level indicators, project outcomes, and activities. There are multiple levels of monitoring, each serving a different but complementary purpose. Firstly, there are the GCF monitoring and reporting requirements which are fulfilled through the GCF Simplified Annual Performance Report (APR) prepared by UNDP and submitted by UNDP globally to GCF March 1 each year. 2 APRs have been submitted to date. APRs provide detailed implementation progress, information financials and environmental and social safeguards and gender.

102. The second level monitoring is the Project Assurance Reporting (PARs) submitted to UNDP by IEF. PARs are detailed and provide cumulative information on project progress. A third level is the oversight by the Project Board which has convened three times since the beginning of the project, once in 2021 and twice in 2022. The IET believes there is adequate monitoring and evaluation in place to ensure quality project delivery for Output 1. For Output 2, the terms of the PBPA are well designed with the KPIs, QIs

and SES indicators which are the basis for payment disbursement upon completion of independent assessment.

4.6.4 Stakeholder Engagement

103. IEF plays a central role in stakeholder engagement because there are several large projects that support and contribute to the implementation of REDD+ in Indonesia. IEF is playing a central role in the implementation of programs funded by the World Bank in East Kalimantan and Jambi Province, RBPs from the REDD+ bilateral agreement between Indonesia and Norway, Global Green Growth Institute technical support to IEF for GCF accreditation and the Asian Development Bank grant to support REDD+ pilot project in 4 FMUs and National Park in West Kalimantan province. IEF is also working collaboratively with GIZ and KfW on a programme for the conservation and sustainable management of forests at the local, provincial, and national levels.

104. In general, stakeholder engagement in the implementation of this RBP project has continued from the formulation of STRANAS through an inclusive and transparent manner with relatively advanced public information disclosure platforms in the form of websites and publications in Bahasa and English. The ESMF provides an initial strategy, method, and schedule for sharing information and consulting with stakeholders also articulated in a Stakeholder Engagement Plan presented as part of the proposal to the GCF.

105. As a largely capacity-building project, Output 1 capacity-building activities are largely delivered through conferences and workshops attended by staff from relevant MoEF Directorate General and general directorates.

106. In 2021, project activities conducted involved 452 participants: 34% female (152 participants) and 66% male (300 participants). They represented government officials (national and sub-national), academics, private sectors, and representatives of women organizations. In 2022, the project involved 15,567 participants (37.96% female) on consultation processes and as active participants of the activities (workshop, trainings,). Participants included representatives from national and subnational governments, academia, the private sector, and women's organizations.

4.6.5 Social and Environmental Safeguards

107. There is an added emphasis on SES with this project due to the nature of the design relating to Output 2 and REDD+ safeguards requirements under the Cancun agreement as well as the GCF SES pre-conditions for RBPs. At the time of submitting the project proposal to the GCF, the Social and Environmental Screening Procedure (SESP) adequately outlined identifying and managing social and environmental risks in the context of the RBP project. The project has been supporting capacity building for social and environmental safeguards with no changes in the moderate risk categorization in the SESP. As part of the PBPA, a detailed risk assessment was conducted as part of a year-long process to develop specific social and environmental indicators to monitor and track progress and compliance. The risk assessment results presented in the ESMP were key to informing the choice of investments needed under Output 1, to help achieve what was expected under Output 2, particularly regarding some safeguards and gender indicators. The ESMP with an annex on Stakeholder Engagement Plan and Grievance Redress Mechanism (SEP-GRM), as well as an updated GAP were completed and submitted to GCF in August and November 2022 respectively, fulfilling specific FAA covenants.

108. Addressing concerns raised by the Independent Assessment regarding SES indicators for each of the KPIs will increase the opportunity and attractiveness for Indonesia to attract further finance to implement its NDC and the overall goal of achieving the objectives of the FOLU Net Sink (especially

those scoring lower (RED) in the traffic light system e.g., SESs 2.7b, 3.6). Moving forward, addressing these concerns is likely to require less effort as the fundamental framework has already been established under the PBPA verification and assessment of KPIs. The IET acknowledges feedback from some stakeholders that the PBPA verification and assessment framework will need further refinement in future including the need for additional KPIs, QIs, and SES indicators. Further refinement can only strengthen the integrity that is already emerging.

4.6.6   Reporting

109. There are multiple levels of reporting, each using different reporting tools. The PMU has the day-to-day responsibility for managing the project, budget management, quarterly, six-monthly, and annual to UNDP. It is a clear and transparent process that is overseen by the Project Board. Similarly, the PMU is also responsible for supporting and monitoring implementation. As outlined in the design section, the translation from design to implementation can be challenging and there is evidence (slow budget depletion for instance) hence there is a need for the PMU especially, to pay attention to quarterly reports to ensure project risks are properly articulated. While the level of adaptive management reporting is reasonable and acceptable, it however suffices to highlight that there has been significant variability in budget expenditure since there is still over 50% of the budget still to be utilized with much less time remaining.

110. IEF established a customized project implementation and monitoring system (E-Office) with an intuitive interface to allow General Directorates to request funds and upload reports and expenditure documents for each activity.

111. The annual GCF APR covers the reporting period January to December and is completed for each year of project implementation with input from the IEF Project Manager, the UNDP Country Office, and Regional Technical Advisor. The APR is shared with the project board.

112. APRs contain sections with detailed information and data implementation of social and environmental safeguards and gender elements.   This specific attention to the SES and gender in the APR reflects the ToR and GCF's priorities which must be met by all Accredited Entities.

4.7   SUSTAINABILITY

113. At this midpoint the project promises long-term sustainability if the current momentum and commitment by the GoI is sustained. Output 1 has enabled the government to enhance the institutional capacity and infrastructure for REDD+ implementation underpinned by the desire to access climate finance to implement NDC commitments. The GoI is willing to sustain the benefits from the investment through the RBP project and of course other similar projects (World Bank and Norwegian supported) and has demonstrated its commitment through 2022 NDC revised target to reduce 31.89% of GHG emission unconditionally and up to 43.2% conditionally depending on availability of international support for finance. The forestry sector is expected to contribute between 17.4% to 25.4% of the overall NDC.

114. The government is making policy reforms including the establishment of new institutions such as IEF to harmonize efforts in mobilizing financial resources for implementing new strategies such as FOLU Net Sink and strengthening implementation of STRANAS again provides confidence and show of commitment to sustaining the results from the investments through the RBP project. The GoI has also stated a commitment to mainstream REDD+ into national policies and implementation at subnational levels to support the achievement of its emission reduction target as well as access positive incentives through REDD+ results-based payments. The activities financed through this project strengthen these commitments by building capacity and policies to ensure emission reductions generated have integrity

based on genuine adherence to high standards of social and environmental safeguards, gender considerations, and equitable but incentive-based benefit-sharing frameworks.

115. The achievements of this project and its eventual impact will come from how the project activities are implemented. This refers to how well the project promotes national ownership, connects efforts from capacity-building activities to policy reforms and contributes to national level policy formulation and improvement. The current set of KPIs related to SES indicators for the PBPA are an excellent foundation for Indonesia to demonstrate high levels of transparency in the implementation of REDD+ in line with GCF/UNDP/Cancun   safeguards requirements. There is an opportunity to further improve and strengthen these KPIs, QIs and SES indicators beyond just meeting the requirements for the PBPA. For instance, given the GoI´s push towards carbon pricing instruments, the approach used under the PBPA can inform the formulation of regulatory instruments relevant to the implementation of carbon instruments. This will require sustained investment and resource allocation for SES, NFMS, SIS-REDD+, Benefit sharing mechanism and other monitoring systems to enable generation high quality quantitative data as means of verification.

116. The IET was informed that the GoI is in the process of developing an eligibility criteria and approach to disbursing performance-based payments. Some experts expressed the hope that RBPs are used to sustain results achieved to date, maintain the REDD+ infrastructure and ensure data-driven and transparent implementation of REDD+. There is further emphasis on continuous investment in SES, NFMS, and institutional capacity to avoid any potential loss of technical capacity in the future. The project provides the GoI with significant opportunity to set a high standard of indicators beyond the PBPA.

117. The support to IEF is important and contributes to the GoI´s objective of establishing a coordinated approach to mobilizing national and international environmental and climate finance in Indonesia. The planned accreditation to GCF will be an important achievement.

118. The ProDoc identified ten risks, and several are closely linked to the future sustainability of the project outcomes and outputs. The risks identified were categorized as operational, political, social, environmental, financial, and strategic. While most of the risks were classified as moderate likelihood or probability and impact, there are two risks that would have a substantial impact if they were to materialize. The first is that there would be a significant negative impact (level 5)[9], if Indonesia is unable to present a sufficient volume of eligible results to enable full disbursement of the GCF proceeds, due to lack of progress or issues in meeting safeguards requirements. The second is that there would be a high impact on finance mobilization and sustainability if the GoI M&E systems cannot enable adequate reporting on activities, results, and meet safeguards requirements (especially in the context of limited mobility due to the COVID-19 pandemic). The impacts of COVID-19 were adequately mitigated and are no longer a risk and unlikely to have any impact on the overall project output sustainability. However, both reputational and financial risk still exist in relation to adequacy of M&E systems and implementation and reporting of safeguards measures in the context of the PBPA QIs and SES indicators. For the evaluation, Table 4-4 summarizes the status of risks to sustainability for consideration for the remainder of the project life.

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[9] **Risk Level**: Low (L), Moderate (M), Substantial (S), or High (H). Based on UNDP ERM Risk Matrix

Table 4-4: Assessment of Risks to Project Sustainability

Financial risks to sustainability:	Description
Likelihood of financial and economic resources not being available once the GCF assistance ends	• The risk to financial sustainability has drastically reduced given that the project has reached midway point and made observable progress in implementing Output 1 and more importantly, achieved an important milestone of meeting the requirements of the PBPA for the release of the first payment under Output 2. Secondly, IEF operationalization and continuous capacity development as the institution to manage climate finance inflows provides a high degree of confidence. Thirdly, Indonesia´s high emission reduction potential along with the state budget commitment are encouraging signs to sustain the capacity being built through this project. The advanced process to seek IEF accreditation to the GCF further strengthens the position for financial sustainability. However, as already stated in this report, addressing concerns raised by the Independent Assessment regarding SES indicators for each of the KPIs will increase the opportunity and attractiveness for Indonesia in mobilizing further finance to implement its NDC and the overall goal of achieving the objectives of the FOLU Net Sink. Moving forward, addressing these concerns is likely to require less effort as the fundamental framework has already been established under the PBPA verification and assessment of KPIs.
Socio-economic risks to sustainability	
• **Social or political risks that may jeopardize the sustainability of project outcomes**. • **Insufficient project ownership (including ownership by MoEF and BRGM and other key stakeholders) to allow for the project outcomes/benefits to be sustained)**. • **Insufficient community / stakeholder awareness in support of the long-term objectives** • **Benefit sharing approach not incentivizing performance**	• The COVID-19 pandemic was identified as a risk largely because government priorities would have focused resources towards measures to reduce spread and loss of life. However, adequate mitigation measures were adopted which included teleworking, online meetings and training and capacity building to enable stakeholders to fully engage in the processes virtually and COVID-19 is no longer a risk. • Changes in post-election political environment may impact the positive policies evolving in the implementation of REDD+ as well as the Social forestry and FMU programs, and related investments, potentially resulting in inconsistency with the objectives of sustainable forest management. Changes in political priorities could also affect implementation of policies and strategies such as FOLU Net Sink and proposed measures to implement NDC interventions. Flow-on impacts could include inadequate monitoring and reporting as identified in the project document during the remainder of the project and beyond. • The project requires full commitment from all the participating units in MoEF and BRGM in a sustained way. As pointed out in this report, spending of the state budget is prioritized over project budget in some instances. This has affected the utilization of project budget risking project timeline overrun. As recommended, planning and sequencing project activities and budget alongside state funded activities will reduce perception of insufficient institutional ownership which might affect the long-term sustainability of project outputs. • The IET observed high levels of project awareness in MoEF and BRGM and this is important in increasing buy-in into the overall objectives of the project. However, the benefit sharing framework and subsequent disbursement of RBP currently under consideration presents both an opportunity but also a form of risk. It´s necessary to ensure provinces are clearly aware of the RBP disbursement criteria and underlying long-term objectives. It is also necessary to create awareness that RBPs are based on meeting agreed KPIs, QIs, and SES indicators to avoid any potential misconceptions and balance the notion of equitability versus performance. This means that the benefit sharing mechanism for the RBP must consider incentivizing those that contribute to reducing emissions in a meaningful way as a principle. As expected, considerations as to how RBPs will be disbursed is of major interest among the 34 provinces hence the eligibility criteria will need to consider the risk of negative perceptions among those provinces that may be excluded. It will be necessary to create a broader understanding of the overall objective that the RBP are only part of the overall package of resource mobilization for NDC and FOLU Net Sink investments. • As indicated earlier on, lessons are being documented through quarterly reports, APR/PIRs, scientific publication, and online dissemination. Such means of sharing lessons ensures that appropriate parties learn from the project, and they can potentially replicate and/or scale it in the future.
Institutional Framework and Governance risks to sustainability	
• **Legal frameworks, policies, governance structures and processes posing risks that may jeopardize sustainability of project benefits**.	• The institutional framework and implementation arrangements provide adequate assurance to minimize risks to sustainability. The two risks related to the operationalization of IEF and what was termed as "crowding of IEF by multiple sources of RBPs" have in fact materialized as opportunities as IEF looks to become a key institution in the overall national strategy for NDC and FOLU Net Sink implementation.

• **The PMU is made up of short-term consultants contracted on an annual basis. This may affect the long-term sustainability of IEF capacity in thematic areas such as safeguards, expertise in the land/forestry sector, climate change and other thematic areas if the knowledge by PMU staff is not retained. While the IET acknowledges the ongoing evolution of the IEF, it is worth considering measures for long-term staff retention.**	• The formulation of Regulation No. 21 of 2022 (Permen LHK 21/2022) concerning the Implementation of Carbon Economic Value (Perpres 98/2021) are positive signals towards long-term commitment by the government and alleviate any concerns related to policy commitments. • An area for some consideration is the approach to the function and placement of the PMU to mitigate the risk of long-term output sustainability through mainstreaming into business as usual. This report has raised an issue regarding the unsustainable burden on the PMU due to the large number of project activities and the associated administrative burden. There is also the issue of finding ways to strengthen ownership with MoEF and BRGM possibly through an internalized PMU.
Environmental risks to sustainability	
As national level capacity building there are no environmental risks	As a national level capacity building project, there are no direct environmental risks to sustainability. However, as discussed in this report, efforts (both financial and technical capacity) need to continue strengthening implementation, monitoring, and reporting of safeguards implementation. Such efforts should include sustained commitments to operationalize sub-national SISs to ensure evidence-based and data driven reporting.

4.8 COUNTRY OWNERSHIP

119. Output 2: Scaling up of activities is already included in national planning. The Jokowi administration has prioritized the social forestry programme and FMU as part of its main programme, and it is aiming to achieve results in the next five years of the development programme. To ensure efforts are successful in achieving these ambitious targets, the Government of Indonesia has set aside a more significant allocation from the national budget. Based on budget tracking covering the period 2017–2019, the Government allocated USD 39 million of its national budget for social forestry, while for 2020–2024, the indicative national budget for social forestry increases to USD 111 million.

120. For the FMUs, the Government of Indonesia disbursed USD 288 million from 2017– 2019, both for enhancing the institutions and investment activities. The allocated budget increases significantly for the next five-year period, amounting to USD 1.4 billion. The most significant portion is allocated for forest rehabilitation related activities.

4.9 INNOVATION IN RESULTS AREAS

121. The IET agrees that Indonesia's continued investment and development of its REDD+ architecture and capacity building targeting MoEF and BRGM, and refining STRANAS has already contributed to a paradigm shift demonstrated by the evident downward trend in emissions from deforestation and forest degradation. The design of Output 2 is innovative and a potential model that could be adopted by other countries in efforts to rapidly deploy large amounts of finance to REDD+ beneficiaries. The development of KPIs, QIs and SES indicators provides the necessary basis for demonstrating integrity in generating emission reductions and reducing the risk of greenwashing perceptions. In addition, the idea of a bonus payment under the PBPA is also a creative way to incentivize performance.

122. The development and upgrades to the SRN are enabling integration with the National GHG Inventory system Sign-Smart and SIS-REDD+. This is an illustration of the innovation pathway that the GoI is taking to manage the complexity of implementing multiple measures for NDC and national strategies for mitigation and adaptation through a simplified approach with adequate data verification including

associated safeguards information. With 34 provinces, smart systems are essential and the RBP project Output 1 is enabling this continuous improvement of the systems.

4.10 Unexpected results, Both Positive and negative

123. The use of the PBPA is innovative and will result in Indonesia having a robust foundation for implementing STRANAS and generating credible emission reductions. The project has strengthened the safeguard implementation system for implementation of RBP participation in carbon markets. This is the first time it is being used and aligns to the notion of performance-based payments.

4.11 Replication and Scalability

124. The project is supporting important elements such as the national forest monitoring systems, social and environmental safeguards, capacity building and implementation including SIS, reporting to the UNFCCC. These are examples of thematic areas that need to be sustained in the future with increased participation and financial support at the subnational level. Some stakeholders pointed out the need for predictable financial resources to sustain such capacity especially in social forestry.

125. The project document states that scaling up of activities is already included in national planning with the government prioritizing the social forestry programme and FMU as part of its main programme. While not verified, the IET notes that the GoI indicated that a budget of up to USD 111 million for the period 2020–2024 for social forestry. Historically, the GoI disbursed USD 288 million from 2017– 2019 for the FMUs for enhancing the institutions and investment activities and an additional expectation to increase budget allocation up to USD 1.4 billion in the ensuing five-year period. A large proportion of this funding is allocated for forest rehabilitation-related activities. With the expected RBPs (PBP from Output 2) from this project and further support from the World Bank and Norway, the GoI could achieve emission reduction at scale. There is therefore a greater likelihood of scaling up and replication of project results if these stated commitments are realized and considered in the investment plan for the disbursement of PBPs under Output 2.

126. Additionally, PBPA model could be replicated in many other countries currently engaged in REDD+ around the world. Indeed, to build confidence that UNFCCC REDD+ results can make a significant contribution to climate mitigation efforts it is necessary for (1) developing countries to gain confidence that they can meet the requirements of the UNFCCC process in order to rapidly obtain and receive RBPs, and (2) for the international community to gain confidence in the quality of results coming through the UNFCCC process through REDD+ implementation (including the Warsaw Framework for REDD+).

4.12 Gender and Equity

127. The project has a strong theme on gender and equity, given it is a requirement for both the GCF and UNDP. UNDP has a mandatory gender quality marker. The project corresponds to the GEN2 Gender Marker defined as "*Gender equality is not the main objective of the* expected *product, but it does promote gender equality in a meaningful and consistent way… It has an assigned budget for related activities… The expected outputs and outcomes can be gender-sensitive or transformative*" (UNDP, 2019, p.5). At the time of project formulation, a Gender Analysis and Action Plan (Annex J in the ProDoc) was prepared, and the analysis recommended that the GAP must incorporate gender-sensitive actions for each of the project activities. An updated GAP has been prepared and is currently being implemented, with a clear roadmap with proposed activities for both Output 1 and Output 2, hence the overall project design contains indicators related to gender and these indicators are an integral part of the PBPA.

128. The updated GAP was developed through an intensive analysis and consultations undertaken as part of the ESMP process, which included a series of intensive focus-group discussions, interviews, and public consultations, involving experts, government officials, academia, and representatives of CSOs and development partners. It was approved by the GCF in November 2022, and since then, has been guiding the gender work under the project.

129. The finalized STRANAS, as reported and observed, incorporates gender considerations, and is viewed as demonstrating increased awareness and commitment to integrating gender equality into REDD+ policies and implementation. Additionally, the national safeguards system, SIS REDD+, has introduced a new tab for gender mainstreaming on its website, facilitating reporting and monitoring.[10]

130. Although the development of SIS-REDD+ resulted from broad multi-stakeholder consultation, it currently lacks specific references to gender within its principles, criteria, indicators, or the APPS tool. Consequently, future applications of SIS-REDD+, as well as principles, criteria, indicators, and any future articulation of social impact monitoring, should adequately incorporate gender elements. It is essential to acknowledge that women's utilization of natural resources and their vulnerability to changes in resource utilization often differ from men's experiences. As per the independent assessment report of 2022, there are gaps and different levels of understanding and capacity to implement gender-related measures, and this was evident during IET visits and discussions. The main area of misunderstanding is related to data collection and data disaggregation and inadequacies in measures to ensure consistent and equitable participation of women and other vulnerable groups.

131. The PMU provided support to BRGM in establishing the Gender Task Force and devising the Gender Mainstreaming Roadmap for 2023-2024. The IET's main observation is that the topic of gender has historically been treated as being inherent in government operating procedures and has not necessarily required the level of quantitative monitoring and reporting that is necessary under present day REDD+ implementation – especially under results-based payments. An additional observation is that the budget allocated for implementation of the Gender Action Plan is modest which is somewhat counter intuitive because the Independent Assessment identified SES indicators 2.7b and 3.6 as lacking gender disaggregated data on the number of women and men as well as no evidence of gender responsive consultations (RED as per traffic light system).

132. The updated Gender Action Plan, which is a living document, provides an important roadmap for addressing gaps with a budget of just over $450,000. It is important to recognize that the GAP is key to the KPIs of the PBPA to ensure credible and quantitative reporting against credible baseline data.

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[10] Reported in PAR_REDD-GCF_S1-2023

5 CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSIONS AND RECOMMENDATIONS

General Conclusion: The project was designed in an innovative approach with a mix of options to deliver large financial flows to the government to incentives commitments REDD+ implementation in support of Indonesia´s NDC, FOLU Net Sink and the Long-Term Strategy for Low Carbon and Climate Resilience 2050. This underpins the relevance of the project. The design of the RBP project reflects an approach to address both the challenges of REDD+ implementation and the necessary innovation to build additional capacity at institutional level while complementing government commitments, investments, and regulatory reforms. The sound and extensive background analysis allowed the identification of national priorities and alignment to the GCF requirements and existing gaps.

Conclusion 1: The project experienced delays at the beginning including a long period of COVID-19 pandemic which resulted in significant underspending in both 2021 and 2022. At the time of preparing this report, almost 60% of the budget was yet to be disbursed with less than 15 effective months remaining to the end of the project. The recommendations for this component are targeted at resolving the financial utilization and consolidating activities and revising the remaining workplans for 2024.

Recommendation 1. The PMU (IEF) should discuss with the MoEF and BRGM to reprioritize activities and revise workplans. The PMU should discuss reprioritization MoEF, BRGM and consultation with the Board and UNDP. The objective should be to rank each of the remaining activities in order of relevance and urgency during the remaining project time. The IET views Activities 1.2.9 to 1.2.16 related to safeguards capacity building planned for implementation in 2024 as important and should be prioritized. The Directorate of Inventory and Monitoring of Forest Resources has prepared a Roadmap for NFMS improvement at both national and provincial level and requires additional funding for Activities 1.1.2 to 1.1.4. For each of the activities identified in the NFMS Roadmap, timelines should be determined and identify options for re-allocating some of the remaining budget towards NFMS activities. Further discussions should be held in relation to activities supporting policy formulation (1.2.1 to 1.2.6) to determine relevance and timeframe given that conclusion for policy discussions can be uncertain.

Conclusion 2: Directorates are understaffed and obliged to utilize the state budget, and this takes precedence over the project budget. Project activities are not adequately synchronized or fully integrated with directorate workplans. Budget expenditure has been problematic, caused by inadequate sequencing of project activities with other internal workplans in MoEF and BRGM. There seems to be a tendency in General Directorates and technical units to deprioritize project activities in favor of ensuring the state budget is fully expended.

Recommendation 2: The PMU should discuss with MoEF and BRGM measures to ensure projects are integrated and sequenced with Directorate workplans. It should be recognized that project activities and budgets are complementary to the state budget and will result in significant financial benefits under the PBPA. With adequate sequencing and integrated planning accommodating project activities in institutional workplans, project activities can be implemented on time. To address the issue of staffing shortage, considerations could be made to hire project consultants to be imbedded in MoEF/BRGM as extra resources for project activity implementation.

Conclusion 3: There is an added emphasis on SES, Gender, and GRM with this project due to the nature of the design relating to Output 2 and REDD+ safeguards requirements under the Cancun agreement as well as the GCF SES pre-conditions for RBPs. There is also an acknowledgement of the complexity around safeguards, gender, and grievance and redress mechanisms. Existing institutional processes, policies, laws, and regulations do not sufficiently address and respect the safeguards requirements and more needs to be done specifically on

monitoring, quantitative data, or evidence upon which to build on in the means of verification for PBPA. The often lack of quantitative data including for instance, on disaggregated data on gender then often falls short on some of the minimum requirements for the PBPA key performance.

Recommendation 3: The project must increase funding to support capacity building for social and environmental safeguards, gender and GRM. The budget currently allocated for implementation of the Gender Action Plan is modest ($85,000 for 2023 and 2024) it should be increased. This budget is insufficient to address the issues raised in the independent assessment. Budget allocation should consider support to MoEF`s Gender Task Force. The implementation of SIS-REDD+ is also essential and requires more capacity building at sub-national level in the form of training of trainers and establishing robust data collection and monitoring such that additional funding is necessary. The amount of funding should be determined through discussions between the PMU, BRGM and MoEF.

Conclusion 4: The choice of the implementation modality with Output 1 through NIM and Output 2 through the PBPA provides important insights that differentiate a traditional grant project from what would be necessary to implement RBPs under REDD+. However, given the barriers and challenges faced in implementing Output 1, the IET questions whether it is optimal for both Output 1 and Output 2 to be implemented through IEF.

On the other hand, Output 2 is well suited to be overseen by IEF as a fund manager on the understanding that fund management is its core business rather than project management. Some stakeholders also questioned and commented that perhaps having a PMU in MoEF/BRGM might be more effective in ensuring project activities are integrated into institutional workplans. The IET believes It is too late to change the institutional arrangements at this point, but it is an important lesson that could inform future projects.

Recommendation 4: For the remainder of the project period, IET recommends that the PMU considers measures to closely monitor implementation through holding joint monthly project coordination meetings for technical directorates for supporting activity implementation and monitoring progress. With regards to where the PMU is placed, the option of establishing a PMU in the beneficiary institution needs to be explored with the objective of reducing the administrative burden and enabling stronger ownership by the respective beneficiary institutions. Under this option, thematic technical experts (forestry/MRVREDD+, safeguards, gender, project manager) could be contracted by MoEF/BRGM for day-to-day activity implementation working with other technical directorates in day-to-day operations. This approach acknowledges the core role of IEF´s which is fund management and expected to reduce the current overwhelming project management burden being experienced by the PMU. Such an arrangement is also likely to create a stronger sense of project ownership.

Conclusion 5: With regards to project progress towards results, project activities will eventually be completed but not within the remaining timeframe given that there is less than 15 months before the end of the project.

Recommendations 5: Consolidation of the large number of low budget activities is necessary including reprioritization. A request for an extension should be considered once all reprioritization and replanning have been completed and demonstrate that an extension is necessary. Therefore, a request for an extension should be justified under the following conditions;

VI.   Reprioritization and replanning demonstrate that an extension is necessary.

VII.   A revised annual work plan for 2024 is prepared with agreed sequencing and of activities with state budget-funded activities.

VIII.   Mitigation measures to ensure no further slippages occur.

It should be noted that all extensions incur costs and the GCF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GCF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GCF resources).

5.2 LESSONS LEARNED

133. Noting that projects required an inception period to operationalize, the time lost between project signing (GCF effectiveness) and operationalizing could be avoided by inserting additional contingency time in project proposal to allow replanning for operationalization. This is especially important given the time lag between proposal submission and GCF approval during which circumstances on the ground may change. This is demonstrated by the fact that the project has experienced significant changes including the addition of new activities.

134. Projects with many small budget activities are difficult to manage, monitor and administer. The project has facilitated the MoEF and BRGM to implement the activities as well as supporting key policy discussions. Preparation of policy documents requires a series of meetings to facilitate reviews and discussion therefore it is essential to allow contingency during project planning.

135. At the time of project design and activity planning under Output 1, IEF had just been established hence it may not have been able to steer and support the project planning with MoEF.

5.3 RECOMMENDATIONS AND CORRECTIVE ACTIONS

Aspect	Recommendation and justification	Suggested Responsibility
A. Budget Utilization **At the time of preparing this report the outstanding budget for Output 1 was $6.1 million (it may be lower on submission of this report due to further progress)** 60% of the budget is yet to be utilized with less than 15 effective months remaining to the end of the project. The recommendations for this component are targeted at resolving	**RECOMMENDATION 1: Activity reprioritization, and consolidation.** • The PMU (IEF) should discuss activity reprioritization with MoEF, BRGM in consultation with the Project Board and UNDP. The objective should be to rank each of the remaining activities in order of relevance and urgency during the remaining project time. The IET views Activities 1.2.9 to 1.2.16 related to safeguards capacity building planned for implementation in 2024 as important and should be prioritized. The Directorate of Inventory and Monitoring of Forest Resources has prepared a Roadmap for NFMS improvement at both national and provincial level and requires additional funding for Activities 1.1.2 to 1.1.4. For each of the activities identified in the NFMS Roadmap, timelines should be determined and identify options for re-allocating some of the remaining budget towards NFMS activities. Further discussions should be held in relation to activities supporting policies formulation (1.2.1 to 1.2.6) to	**IEF** **MoEF** **BRGM** **UNDP**

the financial utilization and consolidating activities. This means revising the remaining workplans for 2024	determine relevance and timeframe given that conclusion for policy discussions can be uncertain	
B. Activity Sequencing and alignment to institutional workplans	**RECOMMENDATION 2: Alignment and sequencing of project activities with business-as-usual** • The PMU should discuss with MoEF and BRGM to establish measures to ensure project activities are integrated and sequenced with Directorate workplans. It should be recognized that project activities and budgets are complementary to the state budget and will result in significant financial benefits under the PBPA. With adequate sequencing and integrated planning accommodating project activities in institutional workplans, project activities can be implemented on time. To address the issue of staffing shortage, considerations could be made to hire project consultants to be imbedded in MoEF/BRGM as extra resources for project activity implementation.	**MoEF, BRGM,** **IEF**
C. Gender Action Plan, SEP and GRM	**RECOMMENDATION 3: Prioritize and provide adequate resources for the Gender Action Plan, SEP and GRM** • The project must increase funding to support capacity building for social and environmental safeguards, gender and GRM. The budget currently allocated for implementation of the Gender Action Plan is modest ($85,000 for 2023 and 2024) it should be increased. This budget is insufficient to address the issues raised in the independent assessment. Budget allocation to support MoEF`s Gender Task Force should be considered. The implementation of SIS-REDD+ is also essential and requires more capacity building at sub-national level in the form of training of trainers and establishing robust data collection and monitoring such that additional funding is necessary. The amount of funding should be determined through discussions between the PMU, BRGM and MoEF.	**IEF, MoEF, MRGM, Project Board and UNDP**
D. Project Management	**RECOMMENDATION 4: Board representation and PMU deployment** **Compliance with FAA.** As stated in the signed Project Document, and as mandated under the Funded Activity Agreement, considerations need to be made regarding the inclusion of a CSO representative on the Project Board. **PMU Deployment:** For the remainder of the project period, IET recommends that the PMU considers measures to closely	IEF, MoEF, BRGM UNDP

	monitor implementation through holding joint monthly project coordination meetings for technical directorates for supporting activity implementation and monitoring progress. With regards to where the PMU is placed, the option of establishing a PMU in the beneficiary institution need to explore with the objective of reducing the administrative burden on IEF and enabling stronger ownership by the respective beneficiary institutions. Under this option, thematic technical experts (forestry/MRVREDD+, safeguards, gender, project manager) could be contracted by MoEF/BRGM for day-to-day activity implementation working with other technical directorates in day-to-day operations. This approach acknowledges the core role of IEF´s which is fund management and expected to reduce the current overwhelming project management burden being experienced by the PMU.	

E. Conditional Request for extension	**RECOMMENDATION 5: A request for extension taking note of the following as per project document)**
	
	• A request for an extension should be considered once all reprioritization and replanning have been completed and demonstrate that an extension is necessary. The request for an extension should be justified under the following conditions.
	
	   i. Reprioritization and replanning demonstrate the need for an extension.
	   ii. A revised annual work plan for 2024 is prepared with agreed sequencing and of activities with state budget-funded activities.
	
	Note: The NCE-VF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GCF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GCF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GCF resources.
		Project Board (with input from IEF, MoEF, BRGM, UNDP) (joint discussion)

6   ANNEXES

Annex I: Interim Evaluation Terms of Reference (to be inserted in the final report)

Interim Evaluation Terms of Reference for UNDP-supported GCF-financed projects

Adapted for REDD+ RBPs projects.

Standard Template 1: Formatted for attachment to UNDP Procurement Website

Type of Contract: Individual Contract
Post Level: International Consultant
Duty Station: Home based
Languages Required: English, Indonesian language
Starting Date: *23 August 2023*
Duration of Contract: *30* working days (*23 August 2023 through 30 October 2023*)

1. INTRODUCTION

This is the Terms of Reference (ToR) for the Interim Evaluation (IE) of the UNDP-supported GCF-financed REDD+ Results-based Payment (RBPs) project titled FP130: Indonesia REDD+ RBP for results period 2014 – 2016 (PIMS 6455) implemented through the Indonesian Environment Fund (IEF), which is to be undertaken in 2023. The project started on the 26 May 2021 and is in its 3rd year of implementation. This ToR sets out the expectations for this Interim Evaluation.

2. PROJECT BACKGROUND INFORMATION

The project was designed to: strengthen institutional and regulatory systems for low emission planning and development and improve management of land and forest contributing to emission reductions. The project will invest in the implementation of the National REDD+ Strategy (STRANAS), which is aligned with Indonesia's Nationally Determined Contribution (NDC) under the Paris Climate Agreement. The project focuses on strengthening REDD+ coordination and implementation (Output 1). Output 2 will support decentralized sustainable forest governance by extending and enhancing the implementation of Social Forestry (SF) and Forest Management Units (FMU) which will contribute to the double objective of sustainable forest management and rehabilitation, as well as community empowerment and poverty alleviation. Concurrently, both SF and FMU are also part of the focus areas through which the moratorium seeks to improve forest governance, thereby contributing to further addressing the rate of deforestation and forest degradation and meeting REDD+ objectives. The project is nationwide, will be implemented from 26 May 2021 – 26 May 2025 and has a total budget of US$ 103.78 million. This is a National Implementation Modality (NIM) project and is governed by a Project Board consisting of the IEF, the Ministry of Environment and Forestry and UNDP.

While the achievement of Output 1 results uses the NIM modality, the Output 2 results are financed through a "Performance-Based Payments Agreement" (PBPA) modality, with the IEF as the signatory of the PBPA. The PBPA aims to provide funding upon the verified achievement of an agreed measurable development

result. No advance is provided, rather payments are made only upon the verified achievement of agreed results. This approach gives greater incentive to development partners to achieve results.

The GCF/REDD+/RBPs portfolio is a unique stream, linked to a GCF pilot programme. It is implemented by the UNDP Climate & Forests team and has simplified procedures agreed with the GCF (such as simplified APRs). This portfolio does not require a mid-term review (MTR) by the GCF, but the Climate & Forests team intends to conduct MTRs as part of sound management, and to enhance monitoring and implementation. Hence, these Terms of Reference (ToR) are proposed, building from the standard UNDP/GCF mid-term evaluation ToR, but adapting them to the nature of the GCF/REDD+/RBPs portfolio and to its simplified design and implementation approach. This ToRs template is meant to guide UNDP Country Offices, project units and the Climate & Forest team build tailored ToR for the MTR of every project, trying to focus the MTR on the critical issues and implementation needs of each specific project.

Basic project information in table format as follows:

Project title: Indonesia REDD+ results-based payments (RBP) for results period 2014-2016		
Country: Indonesia	**Implementing Partner (GCF Executing Entity):** BLU IEF -Ministry of Finance	**Execution Modality:** National Implementation Modality (NIM)
UNDAF/Country Programme Outcome: UNSDCF/CPD 2021-2025 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. **UNDP Strategic Plan Output: SP Output 2.4.1** Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.		
UNDP Social and Environmental Screening Category: Moderate risk	**UNDP Gender Marker:** 2	
Atlas Award ID: 00129343	**Atlas Project/Output ID:** 00123063	
UNDP- PIMS ID number: 6455	**GCF Project ID number:** FP130	
LPAC meeting date: 7 May 2021		
Planned start date: 26 May 2021	**Planned end date:** 26 May 2025	
Expected date of posting of Mid-Term Review to ERC: 26 August 2023	**Expected date of posting Terminal evaluation report to ERC:** 26 November 2025	

3. OBJECTIVES OF THE INTERIM EVALUATION

The IE will assess implementation of the project and progress towards the achievement of the project objectives, outputs and activities as specified in the UNDP Project Document and GCF Funded Activity Agreement (FAA) and assess early signs of project success or failure with the goal of identifying the necessary changes to be made to set the project on-track to achieve its intended results. The Interim Evaluation will also review the project's strategy and its risks to sustainability.

The IE will take into consideration assessment of the project in line with the following evaluation criteria from the GCF IEU TOR (GCF/B.06/06) and GCF Evaluation Policy, along with guidance provided by the Organisation for Economic Co-operation and Development (OECD) Development Assistance

Committee (DAC). Additional evaluation criteria can be assessed, as applicable. The IE must assess the following:

- **Implementation and adaptive management** – seek to identify challenges and propose additional measures to support more efficient and effective implementation. The following aspects of project implementation and adaptive management will be assessed: management arrangements, work planning, finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications.
- **Risks to sustainability** – seeks to assess the likelihood of continued benefits after the project ends. The assessment of sustainability at the Interim Evaluation stage considers the risks that are likely to affect the continuation of project outcomes. The IE should validate the risks identified in the Project Document, Annual Project Reports, and the ATLAS Risk Management Module and whether the risk ratings applied are appropriate and up to date.
- **Relevance, effectiveness, and efficiency** - seeks to assess the appropriateness in terms of selection, implementation and achievement of FAA and project document results framework activities and expected results (outputs, outcomes, and impacts).
- **Gender equity** – assesses the degree of gender mainstreaming, notably with regards UNDP and GCF gender policies and practices, as well as the gender provisions of the ESMP and the gender action plans.
- **Country ownership of projects and programmes** - examines the extent of the emphasis on sustainability post project through country ownership; on ensuring the responsiveness of the GCF REDD+ payments to country policies.
- **Innovativeness in results areas** - focuses on assessing innovations carried by the project, including with regards the channelling of REDD+ proceeds to stakeholders on the ground, as pertinent.
- **Replication and scalability** – the extent to which the activities can be scaled up in other locations within the country or replicated in other countries.
- **Unexpected results, both positive and negative** - identifies the challenges and the learning, both positive and negative, that can be used by all parties (governments, stakeholders, civil society, AE, GCF, and others) to inform GCF's further implementation and future performance-based payment schemes.

4. INTERIM EVALUATION APPROACH & METHODOLOGY

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

The IE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. Funding proposal submitted to the GCF, FAA, the Project Document, project reports including Annual Performance Reports to GCF, Project Assurance Report (PAR), UNDP Environmental & Social Safeguard Policy, project budget revisions, records of surveys conducted, national strategic and legal documents, stakeholder maps, and any other materials that the team considers useful for this evidence-based assessment).

The IE team is expected to follow a collaborative and participatory approach[11] ensuring close engagement with the Project Team, Implementing Partner, NDA focal point, government counterparts, the UNDP Country Office, Regional Technical Advisers, and other principal stakeholders and beneficiaries.

Engagement of stakeholders is vital to a successful IE. Stakeholder involvement should include (where possible) surveys/questionnaires, focus groups, interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Steering Committee, project stakeholders, local government, CSOs, project beneficiaries, etc. Additionally, the Interim Evaluation team is expected to conduct field missions to selected project sites (Riau and South Sulawesi Province), to be decided in consultation with the project team. Data collection (government data/records, field observation visits,

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[11] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

REDD+ national strategies, NDCs, Forest Reference Emission Level, public expenditure reporting, GIS data, etc.) will be used to validate evidence of results and assessments (including but not limited to assessment of Theory of Change, activities delivery, and results/changes occurred).

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

The final methodological approach including interview schedule, field visits and data to be used in the IE must be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders, and the IE team.

The final Interim Evaluation report should describe the full evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the assessment. The final report must also describe any limitations encountered by the Interim Evaluation team during the evaluation process, including limitations of the methodology, data collection methods, and any potential influence of limitation on how findings may be interpreted, and conclusions drawn. Limitations include, among others: language barriers, inaccessible project sites, issues with access to data or verification of data sources, issues with availability of interviewees, methodological limitations to collecting more extensive or more representative qualitative or quantitative evaluation data, deviations from planned data collection and analysis set out in the ToR and Inception Report, etc. Efforts made to mitigate the limitations should also be included in the Interim Evaluation report.

5. DETAILED SCOPE OF THE INTERIM EVALUATION

The Interim Evaluation team will assess the following categories of project progress. The following questions are intended to guide the Interim Evaluation team to deliver credible and trusted evaluations that provide assessment of progress and results achieved in relationship to the GCF REDD+ RBP proceeds , can identify learning and areas where restructuring or changes through adaptive management in project implementation are needed, and can make evidence-based clear and focused recommendations that may be required for enhancing project implementation to deliver expected results and to what extent these can be verified and attributed to REDD+ RBP use of proceeds.

i. **Project Strategy**

Project design:
- Review the project design and the underlying assumptions.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards the expected/intended results.
- Review how the project is in line with country's Nationally Determined Contributions (NDCs) as established under the UNFCCC Paris Agreement, REDD+ strategies, or low-carbon development plans consistent with the objectives of the GCF.
- Review decision-making processes during the design with due consideration to the limited timeframe to submit a GCF RBP FP: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Funded activity (as it is in section C of the Schedule 1 of the FAA) and Theory of Change:
- Undertake a critical analysis of the implementation of the Funded Activity in accordance with outputs and activities described in Annex I of the Funding Proposal to be delivered with the REDD+ RBP proceeds.

- Are the project's objectives, outputs, and activities clear, practical, and feasible within its time frame?
- Ensure broader development and gender aspects of the project are being monitored effectively.
- Evaluate the Theory of Change (ToC) proposed by the project during the inception and design phases in comparison to the approach, relevance, actions, interventions, practicality, and current context. Identify critical gaps and propose relevant adjustments.

ii. Relevance, Effectiveness and Efficiency

- Was the context, problem, needs and priorities well analysed and reviewed during project initiation?
- Are the planned project objectives, outputs, and activities relevant and realistic to the situation on the ground?
- Are the outputs and activities being achieved in a timely manner? Is this achievement supportive of the ToC and pathways identified?
- How is the project ToC used in helping the project achieve results/ How is the ToC applied through the project?
- Are the planned inputs and strategies identified realistic, appropriate, and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?
- What and how much progress has been made towards achieving the overall outputs and activities of the project (including contributing factors and constraints)?
- How realistic are the risks and assumptions of the project?
- How did the project deal with issues and risks in implementation?
- To what extent did the project's M&E data and mechanism(s) contribute to achieving project results? Are the project's governance mechanisms functioning efficiently?
- To what extent did the design of the project help or hinder achieving its own goals?
- Were there clear baselines indicators and/or benchmark for performance measurements? How were these used in project management? To what extent and how the project applies adaptive management?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?

iii. Progress Towards Results

Progress Towards Outputs and Activities:
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
- Assess the project results framework against progress made towards the end-of-project targets using the Progress Towards Results Matrix and colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each indicator; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table. Progress Towards Results Matrix (Achievement of indicators against End-of-project Targets)

Project results	Indicators	Baseline Level	Midterm Target	End-of-project Target	Midterm Level & Assessment	Achieve-ment Rating	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

In addition to the progress towards outputs and activities analysis:

- Assess whether the targets and the total number of beneficiaries of the project have been properly calculated.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
- Include a comprehensive assessment of the impact of COVID-19 on various aspects of project implementation. Assess the impact on results delivery, overall funded activity performance along with a plan of action to address these.

iv. Project Implementation and Adaptive Management

Management Arrangements:
- Review overall effectiveness of project management as outlined in the FAA/Funding proposal. Have changes been made and have these been approved by GCF? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement and adjustments needed.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by UNDP and recommend areas for improvement.

Work Planning:
- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orient work planning to focus on results?
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Financing:
- Consider the fiscal management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations because of budget revisions and assess the appropriateness and relevance of such revisions.
- Have project resources been utilized in the most economical, effective, and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)?
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Assess factors that contributed to low/high expenditure rate and impact on the project.

Coherence in climate finance delivery with other multilateral entities

- Who are the partners of the project and how strategic are they in terms of capacities and commitment for climate goals?
- Is there coherence and complementarity by the project with other actors for local climate change interventions?

- To what extent has the project complemented other on-going initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts (i.e., NDC)?
- How has the project contributed to achieving stronger and more coherent integration of shift to low emission sustainable development pathways and/or increased climate resilient sustainable development Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Discuss any quality assuring mechanisms being used (e.g., ISO standard, government accreditations, international certificates, etc.)
- Is project reporting and information generated by the project linked to national SDGs, NDC and other national reporting systems?
- Examine the fiscal management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- Is a grievance mechanism in place? If so, assess its effectiveness.

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP/ESIA, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since Board Approval (if any) to:
  - The project's overall safeguards risk categorization.
  - The identified types of risks[12] (in the SESP).
  - The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at the Funding Proposal stage (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GCF reporting requirements (i.e., how have they addressed poorly rated APRs, if applicable?)

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[12] Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

- Assess how lessons derived from the adaptive management process have been documented, shared with key partners, and internalized by partners.
- Assess the efficiency, timeliness, and adequacy of reporting requirements.

Communications:
- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

v. Sustainability
- Validate whether the risks identified in the FAA and Funding proposal, APRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:
- What is the likelihood of financial and economic resources not being available once the GCF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:
- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:
- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:
- Are there any environmental risks that may jeopardize the sustenance of project outcomes?

vi. Country Ownership
- To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners?
- How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations?
- To what extent are country level systems for project management or M&E utilized in the project?
- Is the project, as implemented, responsive to local challenges and relevant/appropriate/strategic in relation to SDG indicators, National indicators, GCF RMF/PMF indicators, AE indicators, or other goals?
- Were the modes of deliveries of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the result achieved?

vii. Gender equity

- Does the project only rely on sex-disaggregated data per population statistics?
- Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?
- Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?
- Do women as beneficiaries know their rights and/or benefits from project activities/interventions?
- How do the results for women compare to those for men?
- Is the decision-making process transparent and inclusive of both women and men?
- To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results?
- Did the project sufficiently address cross cutting issues including gender?
- How does the project incorporate gender in its governance or staffing?

viii. Innovativeness in results areas

- What are the lessons learned to enrich learning and knowledge generation in terms of how the project played in the provision of "thought leadership," "innovation," or "unlocked additional climate finance" for climate change adaptation/mitigation in the project and country context? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

ix. Unexpected results, both positive and negative

- What has been the project's ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within the AE/EE and external.
- Can any unintended or unexpected positive or negative effects be observed because of the project's interventions?
- What factors have contributed to the unintended outcomes, outputs, activities, results?
- Do any of the unintended results constitute a major change?[13]

x. Replication and Scalability

- Assess the effectiveness of exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints? Is there a need for recalibration?
- What factors of the project achievements are contingent on specific local context or enabling environment factors?
- Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?
- What are the key factors that will require attention to improve prospects of sustainability, scalability, or replication of project outcomes/outputs/results?

Conclusions, Recommendations and Lessons Learned

The Interim Evaluation team will include a section of the report setting out the evaluation's evidence-based conclusions, considering the findings. Explain whether the project will be able to achieve planned development objective, outputs, and activities by the end of implementation. Analyse whether revisions to the design, implementation, management arrangements, budget allocations, expected results or other aspects are recommended.

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary.

The Interim Evaluation team should make no more than 10 recommendations total.

The Interim Evaluation will also include a separate section with a concise and logically articulated set of lessons learned (new knowledge gained from the project, context, outcomes, even evaluation methods; failures/locst opportunities to date, what might have been done better or differently, etc.). Lessons should

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[13] See Section '9.4 Major Changes and Restructuring' in the GCF Programming Manual

be based on specific evidence presented in the report and can be used to inform design, adapt, and change plans and actions, as appropriate, and plan for scaling up.

The Interim Evaluation report's findings, conclusions, recommendations, and lessons learned need to consider gender equality and women's empowerment and other cross-cutting issues.

Ratings

The Interim Evaluation team will include its ratings of the project's results and brief descriptions of the associated achievements in an *Interim Evaluation Ratings & Achievement Summary Table* in the Executive Summary of the Interim Evaluation report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. Interim Evaluation Ratings & Achievement Summary Table for ==FP130: Indonesia REDD+ RBP for results period 2014 – 2016==

Measure	Interim Evaluation Rating[14]	Achievement Description
Project Strategy	N/A	
Progress Towards Results (outputs and activities)	Objective Achievement Rating: (rate 6 pt. scale)	
	Output 1 Achievement Rating: (rate 6 pt. scale)	
	Output 2 Achievement Rating: (rate 6 pt. scale)	
	Output 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the Interim Evaluation will be approximately *30* working days over a time of *10* weeks. The tentative Interim Evaluation timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
Desk review and Inception Report		
Document review and preparation of Interim Evaluation (IE) Inception Report; Submission of IE Inception Report (Inception Report due no later than 2 weeks before the evaluation mission)	*4 days (recommended: 2-4 days)*	*23 – 31 August 2023*
Mission and Data Collection		

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14 Ratings for Objective/Outcome Achievement and Project Implementation & Adaptive Management: 6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings; 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings; 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings; 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings; 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings; 1 = Highly Unsatisfactory (HU): severe shortcomings, Unable to Assess (U/A): available information does not allow an assessment

Ratings for Sustainability: 4 = Likely (L): negligible risks to sustainability; 3 = Moderately Likely (ML): moderate risks to sustainability; 2 = Moderately Unlikely (MU): significant risks to sustainability; 1 = Unlikely (U): severe risks to sustainability; Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

IE mission: stakeholder meetings, interviews, field visits	*10 days (recommended: 7-15 days)*	*4 – 14 September 2023*
Presentation of initial findings- before departure of the Interim Evaluation mission	*1 day*	*15 September 2023*
. Report Writing		
Preparation and submission of Draft IE Report #1 *(at least 6 ½ weeks before final report due date)*	*7 days (recommended: 5-10 days)*	*18 - 29 September 2023*
Incorporation of comments on Draft IE Report #1; Preparation and submission of Draft IE Report #2	*5 days (recommended: 5 days)*	*2 – 13 October 2023*
Incorporation of comments from Draft IE Report #2 and Finalization of IE report + completed audit trail from feedback on draft report *(note: accommodate time delay in dates for circulation and review of the draft report)*	*4 days (recommended: 3-4 days)*	*16 – 20 October 2023*

7. INTERIM EVALUATION DELIVERABLES

#	Deliverable	Description	Timing & Due Date	Responsibilities
1	**Interim Evaluation (IE) Inception Report**	Proposed evaluation methodology, work plan and structure of the Interim Evaluation report, and options for site visits	No later than 2 weeks before the evaluation mission (31 August 2023)	Interim Evaluation team submits to the Commissioning Unit and project management
2	**Presentation**	Initial Findings	End of evaluation mission (15 September 2023)	Interim Evaluation Team presents to project management and the Commissioning Unit
3	**Draft IE Report #1**	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the evaluation mission (29 September 2023)	Interim Evaluation Team sends draft to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, NDA focal point
4	**Draft IE Report #2**	Full report (using guidelines on content outlined in Annex B) with annexes		Interim Evaluation Team sends draft to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, NDA focal point
5	**Final Interim Evaluation Report* + Audit Trail**	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final report	Within 1 week of receiving UNDP comments on draft (20 October 2023)	Interim Evaluation Team sends final report Commissioning Unit
6	**Concluding Stakeholder Workshop** (optional; strongly encouraged)	Meeting to present and discuss key findings and recommendations of the evaluation report, and key actions in response to the report.	Within 1-2 weeks of completion of final Interim Evaluation report (23 October 2023)	Led by Interim Evaluation team or Project Team and Commissioning Unit

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

8. INTERIM EVALUATION ARRANGEMENTS

The principal responsibility for managing this IE resides with the Monitoring & Evaluation Focal Point of the Commissioning Unit. The Commissioning Unit for this project's IE is **UNDP Country Office, represented by Head of Quality Assurance and Results Unit (QARE) and Head of Environment Unit UNDP.** During this assignment, the Interim Evaluation team will report to the **Project Manager, Implementing Partner and UNDP Country Office** in the Commissioning Unit who will provide guidance and ensure satisfactory completion of deliverables. (*NOTE: The M&E Focal Point of the Commissioning Unit manages the IE. If there is no M&E Focal Point then senior management must appoint someone, not involved in managing the project being evaluated, to manage this IE*).

The Commissioning Unit will contract the IE team and ensure the timely provision of per diems and travel arrangements within the country. The Project Team will be responsible for liaising with the Interim Evaluation team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. Travel Arrangement
   - If possible, travel will be required to Jakarta, Indonesia; and to 2 project locations (Riau and South Sulawesi Provinces) for 6 days during the IE mission.
   - The BSAFE course must be successfully completed prior to commencement of travel. Here is the link to access this training: https://training.dss.un.org/course/category/6;
   - Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
   - Consultants are required to comply with the UN security directives set forth under: https://dss.un.org/dssweb/.
   - All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

No	Indicative Locations	Number of Travel Days & Dates
1	Jakarta	5 days (4 – 13 September 2023)
	Arrival in Jakarta	3 September 2023
	Face to face interview with National stakeholders in Jakarta	4 – 12 September 2023
2	Riau Province	14 September 2023
3	Makassar – South Sulawesi Province	14 September 2023
4	Presentation of Mission result	5 days (4 – 13 September 2023)
5	Departure from Jakarta	3 September 2023

10. TEAM COMPOSITION

A team of two *independent consultants* will conduct the IE - one team leader (with international experience and exposure to projects and evaluations) and one team expert, usually from the country of the project and/or with expertise in a relevant area. (For example, projects with mitigation themes may wish to consider a GHG emission reduction expert to verify the mitigation impact that the project has achieved; expertise on social & environmental safeguards is also valuable as this is a relevant dimension of REDD+ RBPs projects).

The Team Leader (International Consultant) will be responsible for:

1) Providing overall leadership on the independent evaluation based on inputs and insights from the other consultants in the evaluation team.
2) Covering at least one component (Coordination) of the IE
3) Supervising and coordinating the work of evaluation team members and responsible for the quality assurance of all evaluation deliverables.
4) Developing the design report including the evaluation matrix and the work plan.
5) Collecting information, conducting desk reviews of relevant documents and interviews with key stakeholders.
6) Drafting the first comprehensive draft of the evaluation report with inputs from team members, addressing the comments from UNDP and IP to produce the 2nd draft and final evaluation report in line with UNDP evaluation quality standards; and
7) 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.

Team member (National Consultant):

1) Assessing emerging trends with respect to regulatory frameworks, budget allocations, capacity building
2) Working with the Project Team in developing the IE itinerary, field visit with Project Team and direct interview with stakeholders.
3) Collecting information, conducting desk reviews of relevant documents and interviews with key stakeholders; and
4) Drafting the first comprehensive draft of the evaluation report with input from team members, addressing the comments from UNDP and IP to produce the 2nd draft and final evaluation report in line with UNDP evaluation quality standards.

The consultants cannot participate in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas:

Education
- A master's degree in Natural Resource Management, International Development, or other closely related field.

Work Experience
- Recent experience with result-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in adaptive management, as applied to climate change and REDD.
- Experience working in Asia Pacific region with specific experience in Indonesia.
- Work experience in relevant technical areas for at least 10 years.
- Demonstrated understanding of issues related to gender and climate change and REDD experience in gender sensitive evaluation and analysis.
- Excellent communication skills.
- Demonstrable analytical skills.
- Project evaluation/review experiences within United Nations system will be considered an asset.

Language
- Fluency in written and spoken English
- Fluency in the official language of the country where the project is being implemented.

11. EVALUATOR ETHICS

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

12. PAYMENT MODALITIES AND SPECIFICATIONS

20% upon satisfactory delivery and approval of the final Interim Evaluation Inception Report

50% upon satisfactory delivery of the of the first draft Interim Evaluation report

30% upon satisfactory delivery and approval of the final Interim Evaluation report by the Commissioning Unit, UNDP Climate Hub Regional Technical Advisor and UNDP Climate Hub Principal Technical Advisor +submission of completed Audit Trail

Criteria for issuing the final payment of 30%[15]:

  i) The final IE report includes all requirements outlined in the IE TOR and is in accordance with the IE guidance.

  ii) The final IE report is clearly written, logically organized, and is specific for this project (i.e., text has not been cut & pasted from other IE reports).

  iii) The Audit Trail includes responses to and justification for each comment listed.

  iv) RTA approvals are via signatures on the TE Report Clearance Form)

13. APPLICATION PROCESS[16]

Recommended Presentation of Proposal:

  a) **Letter of Confirmation of Interest and Availability** using the template[17] provided by UNDP;

  b) **CV** and a **Personal History Form** (P11 form[18]);

  c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

  d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan

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[15] The Commissioning Unit is obligated to issue payments to the IE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the IE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

[16] Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP:
https://info.undp.org/global/popp/Pages/default.aspx

[17]
https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[18] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

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

Annex II: Evaluative matrix, questionnaire / Interview Guide

Project Component	Review element	Data sources
Project Strategy		
Project Design	• Review the project design and the underlying assumptions. • Review the relevance of the project strategy and assess whether it provides the most effective route towards the expected/intended results. • Review how the project is in line with country's Nationally Determined Contributions (NDCs) as established under the UNFCCC Paris Agreement, REDD+ strategies, or low-carbon development plans consistent with the objectives of the GCF. • Review decision-making processes during the design with due consideration to the limited timeframe to submit a GCF RBP FP: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes? • Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines. • If there are major areas of concern, recommend areas for improvement.	Project document review GCF ToR document Consultations process Background context analysis Informant interviews Government counterparts. Government stakeholders including all ministries participating from coordinating bodies. Civil Society Organizations. Representatives from other bi-lateral or multi-lateral initiatives in country GCF documentation
Funded activity (as it is in section C of the Schedule 1 of the FAA) and Theory of Change	• Undertake a critical analysis of the implementation of the Funded Activity in accordance with outputs and activities described in Annex I of the Funding Proposal to be delivered with the REDD+ RBP proceeds. • Are the project's objectives, outputs, and activities clear, practical, and feasible within its time frame? • Ensure broader development and gender aspects of the project are being monitored effectively. • Evaluate the Theory of Change (ToC) proposed by the project during the inception and design phases in comparison to the approach, relevance, actions, interventions, practicality, and current context. Identify critical gaps and propose relevant adjustments	
Progress Towards Results		

Progress towards outputs and activities	• By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits. • Assess the project results framework against progress made towards the end-of-project targets using the Progress Towards Results Matrix and color code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each indicator; make recommendations from the areas marked as "Not on target to be achieved" (red).	Guidance For Conducting Midterm Reviews of UNDP-Supported projects,
Relevance, Effectiveness and Efficiency		
Management Arrangements:	• Review overall effectiveness of project management as outlined in the FAA/Funding proposal. Have changes been made and have these been approved by GCF? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement and adjustments needed. • Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement. • Review the quality of support provided by UNDP and recommend areas for improvement.	ProDoc Agreements, Stakeholder interviews
Work Planning:	• Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. • Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?	PMU, Project Board interviews, Workplans, Budgets and performance reports
Financing	• Consider the fiscal management of the project, with specific reference to the cost-effectiveness of interventions. • Review the changes to fund allocations because of budget revisions and assess the appropriateness and relevance of such revisions. • Have project resources been utilized in the most economical, effective, and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)? • Does the project have the appropriate financial controls, including reporting and planning, which allow management to make informed decisions regarding the budget and allow for timely flow of funds? • Assess factors that contributed to low/high expenditure rate and impact on the project.	Budgets, Workplans, Monitoring and performance reports, PMU interviews
Coherence in climate finance delivery with other multilateral entities	• Who are the partners of the project and how strategic are they in terms of capacities and commitment for climate goals? • Is there coherence and complementarity by the project with other actors for local climate change interventions? • To what extent has the project complemented other on-going initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts (i.e., NDC)? • How has the project contributed to achieving stronger and more coherent integration of shift to low emission sustainable development pathways and/or increased climate resilient sustainable development Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.	Development partner interviews, coordination mechanism

Project-level Monitoring and Evaluation Systems:	• Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? • Discuss any quality assuring mechanisms being used (e.g., ISO standard, government accreditations, international certificates, etc.) • Is project reporting and information generated by the project linked to national SDGs, NDC and other national reporting systems? • Examine the fiscal management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively? •	M&E framework, PMU systems, project Board ToRs. Reporting tools and budget allocation to project management, monitoring, and reporting
Stakeholder Engagement:	• Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders? • Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation? • Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? • Is a grievance mechanism in place? If so, assess its effectiveness.	Stakeholder Engagement plan and Communication strategy

Social and Environmental Standards (Safeguards)	• Validate the risks identified in the project's most current SESP/ESIA, and those risks' ratings; are any revisions needed?
	• Summarize and assess the revisions made since Board Approval (if any) to:
	   o The project's overall safeguards risk categorization.
	   o The identified types of risks[19] (in the SESP).
	   o The individual risk ratings (in the SESP).
	• Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at the Funding Proposal stage (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.
		Safeguards instruments implementation, compliance with safeguards instruments

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[19] Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

	A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.	
Reporting	• Assess how adaptive management changes have been reported by the project management and shared with the Project Board. • Assess how well the Project Team and partners undertake and fulfil GCF reporting requirements (i.e., how have they addressed poorly rated APRs, if applicable?) • Assess how lessons derived from the adaptive management process have been documented, shared with key partners, and internalized by partners. • Assess the efficiency, timeliness, and adequacy of reporting requirements.	Board decisions, APR documents, workplans, UNDP safeguards policy
Communications	• Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results? • Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?) • For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.	Communication Plan and resource allocation and knowledge management
Sustainability		
	• Validate whether the risks identified in the FAA and Funding proposal, APRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why. • In addition, assess the following risks to sustainability	APRs, Assessment of ProDoc Assumptions, discussions with PMU and
Financial risks to sustainability:	• What is the likelihood of financial and economic resources not being available once the GCF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?	Assessment of long-term government commitments, policy signals and mainstreaming of project results
Socio-economic risks to sustainability:	• Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?	Stakeholder perspectives, interviews, reports, knowledge transfer mechanism

Institutional Framework and Governance risks to sustainability:	• Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.	Assessment of resource allocation, staff, capacity building plans,
Environmental risks to sustainability:[20]	Are there any environmental risks that may jeopardize sustenance of project outcomes?	Monitoring of risk and assumptions and mitigation measures taken during project implementation Compliance Reports
vi. Country Ownership		
	• To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners? • How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations? • To what extent are country level systems for project management or M&E utilized in the project? • Is the project, as implemented, responsive to local challenges and relevant/appropriate/strategic in relation to SDG indicators, National indicators, GCF RMF/PMF indicators, AE indicators, or other goals? • Were the modes of deliveries of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the result achieved?	Assessment of government commitment through budgetary commitments, policy reforms and political buy-in
vii. Gender equity		
	• Does the project only rely on sex-disaggregated data per population statistics? • Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions? • Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries? • Do women as beneficiaries know their rights and/or benefits from project activities/interventions? • How do the results for women compare to those for men? • Is the decision-making process transparent and inclusive of both women and men? • To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results? • Did the project sufficiently address cross cutting issues including gender? • How does the project incorporate gender in its governance or staffing?	Gender Action Plan, Interviews with focus groups, monitoring reports
viii. Innovativeness in results areas		
	• What are the lessons learned to enrich learning and knowledge generation in terms of how the project played in the provision of "thought leadership," "innovation," or "unlocked additional climate finance" for climate change adaptation/mitigation in the project and country context? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.	Discussions with relevant institutions, IEF, Ministry of Finance, etc.
ix. Unexpected results, both positive and negative		

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[20] The IET will evaluate implementation of safeguards instruments (compliance) to the extent practical within the evaluation timeframe. The IET will not review the safeguards instruments as these have already been approved during project formulation

	• What has been the project's ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within the AE/EE and external. • Can any unintended or unexpected positive or negative effects be observed because of the project's interventions? • What factors have contributed to the unintended outcomes, outputs, activities, results? • Do any of the unintended results constitute a major change?[21]	IET team observations and documentation review
x. Replication and Scalability		
	• Assess the effectiveness of exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints? Is there a need for recalibration? • What factors of the project achievements are contingent on specific local context or enabling environment factors? • Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders? • What are the key factors that will require attention to improve prospects of sustainability, scalability, or replication of project outcomes/outputs/results?	

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[21] See Section '9.4 Major Changes and Restructuring' in the GCF Programming Manual

Annex III: Mission Plan and List of persons interviewed

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
Monday 4 September 09.30 – 10.30 at UNDP Office (Menara Thamrin Building Jakarta)	Hybrid (1hr)	Kin Yii (Celina) Yong	RTA			kin.yii.yong@undp.org	Bangkok, Thailand
		Marco Chiu	Global Technical Advisor on Investment and Policies – (Performance-based Payment)			marco.chiu@undp.org	Bangkok, Thailand
		Abdul Wahib Situmorang	Senior Advisor for Climate and Environmental Governance				Jakarta
		Jatu Arum Sari	Technical Coordinator				Jakarta
		Riswan Andika	Program Associate	Finance, admin, and operation			Jakarta
		Ari Yahya	Quality Assurance and Results Unit UNDP				Jakarta
		John Kirari	Quality Assurance and Results Unit UNDP				Jakarta
Monday 4 September 11.00 – 12.30 At Project Office in Jakarta	Interview (1.5hrs)	Mrs. Endah tri Kurniawaty	(National Project Director		All 1.2.2 Strengthen IEF capacity to qualify as GCF National Accredited Entity 1.2.3 Strengthen IEF capacity as REDD+ Fund Manager 1.3.1 Support a Web or App-based Knowledge Pool on REDD+ particularly for GCF Activities 1.3.2 Enhance IEF Reporting and Monitoring System - Spatial and Non- Spatial (link with SRN and other mechanisms including locations that have had the risk of emissions identified)	endah_nia@yahoo.com	Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
					1.3.3 Enhance IEF Donor Coordination Mechanism 1.3.4 Dissemination of Programme		
	Interview (1hr)	Mr. Ahadi Selvana	Operational Manager		Control & approval budget and daily activities	metan8@gmail.com	Jakarta
Monday 4 September 13.30 – 17.30 **At Project Office in Jakarta**	Interview (1hr)	Mr. Sudaryanto	National Project Manager		All	daryanto055@gmail.com	Jakarta
	Interview (1hr)	Mr. Nugroho Adi Utomo	Project Technical Support Team		All Architecture REDD+ issues	nugrohoadiutomo@gmail.com	Jakarta
	Interview (1hr)	Mr. Prasetio Wicaksono	Project Technical Support Team		All Forestry issues	prasetio.wicaksono@outlook.com	Jakarta
	Interview (1hr)	Mr. Ery Nugraha	Project Safeguards Team		1.2.5 Implementation of the project-specific Environmental and Social Management Plan (Social Safeguard issues)	nugrahaery@yahoo.com	Jakarta
	Interview (1hr)	Mr. Jakfar hary Putra			1.2.5 Implementation of the project-specific Environmental and Social Management Plan (Environmental Safeguard issues	jakfar.hary.putra@gmail.com	Jakarta
	Interview (1hr)	Mrs. Henny Irawati			1.2.6 Project-specific Gender Assessment and Action Plan updated (Gender Safeguard issues)	katarara@gmail.com	Jakarta
	Interview	Mr. Dian Pahala Silalahi	Project Admin-Finance Team		AWP, QWP, Budget Control, approval of daily expenses, & report	deesila@gmail.com	Jakarta
	Interview (30 minutes)	Mr. Eko Prasetyo	Procurement Specialist		All Procurement issues	ptyo074@gmail.com	Jakarta
	Interview (1hr)	Mr. Mumhammad Hafizh Zhafran	Knowledge Management and Communication		1.3.1 Support a Web or App-based Knowledge Pool on REDD+ particularly for GCF Activities (Communication & Knowledge products)	mhafizh.zhafran@outlook.com	Jakarta
Tuesday 5 September 10.30 – 12.00 At MoEF Office on Manggala Building Jakarta	Interview (1.5)	Mr. WAWAN Gunawan	Directorate of Resource Mobilization of Sectoral and Regional (Dit. MS2R)	1.1.7.A 1.1.7.B 1.1.7.C 1.1.7.D 1.1.7.E 1.1.7.F 1.2.4.1 1.2.4.2	1.1.3. National and subnational REDD+ Implementation Strategies and related plans developed, updated &/or strengthened 1.2.1. Enhance key REDD+ regulations and policies (e.g., FREL, SIS-REDD+, Forest Moratorium, Carbon Economic Value,	wgipb@yahoo.com	Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
					STRANAS, REDD+MRV) Enhance Regulation or Policy on Carbon Economic Value		
Tuesday 5 September afternoon (TBC)	Interview (1.5hrs)	Dian Pahala S	BMA		All		
	Interview (1hr)	Hafizh Zhafran N	**KM**				
	Interview (1hr)	Heni Irawaty	Gender Specialist				
Wednesday 6 September 09.00 – 12.00 At Grand Savero Hotel Bogor	Interview (1.hrs)	Mr. ISRAR Albar/Rully	Directorate of Forest and Land Fire Control (Dit. PKHL)	1.2.14.A 1.2.14.B 1.2.14.C 1.2.14.D 1.2.14. E	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthening the system and capacity of Safeguards, monitoring and evaluation of the Forest and Land Fire Control Program)	+628161466566	Jakarta
	Interview (1 hrs)	Mr. KOKO Wijanarko	Directorate of Adaptation of Climate Change (Dit. API)	1.1.10.D 1.1.10.E 1.1.10.F	(Development of REDD+ Non-Carbon Benefits Optimization Tools/Guidelines; Strengthening Registry System for Climate Village Program to National Registry System (SRN)	Kokowijanarko@yahoo.com	Jakarta
	Interview (1.hrs)	Mr. FRANKY Zamzani	Directorate of Mitigation of Climate Change (Dit. MPI)	1.1.5.A 1.1.5.B 1.1.6.A 1.1.6.B 1.1.8.A 1.1.8.B 1.1.8.C 1.1.8.D 1.1.8.E 1.1.8.F 1.2.2 1.2.5	1.1.3. National and subnational REDD+ Implementation Strategies and related plans developed, updated &/or strengthened (Enhance Regulation or Policy on REDD+ SIS) 1.1.4. Strengthen the Safeguards Information Systems at national and sub-national level	+6281380818630	Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
	Interview (1hr)	Mr. RADIAN Bagiyono	Secretariat of Directorate General of Climate Change (Setditjen PPI)	1.1.10.A 1.1.10.B 1.1.10.C 1.2.4.3 1.2.4.4	1.1.6. Strengthening REDD+ Task Force at National Level 1.2.1. Enhance key REDD+ regulations and policies (e.g., FREL, SIS-REDD+, Forest Moratorium, Carbon Economic Value, STRANAS, REDD+MRV) Enhance	+6282128363399	Jakarta
	Interview (1 hr.)	Mrs. Eleonora Poerwanti (NORA)	Directorate of Guidance of Forest Utilization Planning (Dit. BRPH)	1.2.10.A 1.2.10.B 1.2.10.C 1.2.10.D 1.2.10. E	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthening FMU capacity on Safeguards, Monitoring, and Evaluation)	+628129498494	Jakarta
	Interview (1 hrs)	Mr. BUDIHARTO	Directorate of Greenhouse Gas Inventory, and Monitoring, Reporting and Verification (Dit. IGRK MPV)	1.1.1.A 1.1.1.B 1.1.1.C 1.1.3 1.1.3.i.A 1.1.3.i.B 1.1.3.i.C 1.1.3.i.D 1.1.3.i.E 1.1.3.ii.A 1.1.3.ii.B 1.1.3.ii.C 1.1.3.iii.A 1.1.3.iii.B 1.1.3.iii.D 1.1.4 1.1.4.A 1.1.4.B 1.1.4.C 1.1.4.i.A 1.1.4.i.B 1.1.4.i.C 1.1.4.i.D 1.1.9 1.2.1	1.1.1. Update and improve the national FREL 1.1.2. Update and improve National Forest Monitoring and national reporting Systems (e.g., SIMONTANA, GHG inventory, SIMONELA, SIGN SMART, SRN) 1.1.5. Support reporting to the UNFCCC	+628128430088	Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
				1.2.6			
Thursday 7 September 09.00 – 12.00 In Gede Pangrango National Park	Field Visit discussions (Day 1)	Mr. Prama Wirasena (SENO) Mrs. Sri Mina (Kasubdit BPPE)	Directorate of Utilization of Conservation Area Ecosystem Services (Dit. PJLKK)	1.2.11.E 1.2.11. F	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthening the Institutional of Environmental Services Utilization (especially ecotourism group community, water services of group community)	+6281229830430 +6281380158789	Bogor
		Mrs. DEWI Sulatriningsih (Kasubdit BPPE) Mr. Kukuh Santoso	Directorate of Ecosystem Rehabilitation Management (Dit. BPPE)	1.2.11.A 1.2.11.B 1.2.11.C	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Capacity Building of officer related to Ecosystem Restoration in Conservation Area)	+6281342996899 +6287873792913	Bogor
		Mrs. MONICA Mr. Susilo	Directorate of Conservation Area Management (Dit. PKK)	1.2.11.C 1.2.11. D	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Capacity Building for KK/BKSDA Staff to Supervise, Control Forest Fires and Handling Complaints)	+6287805653599 +6285641572218	Bogor
Friday 8 September 09.00 – 15.00 Puncak Lestari-KTH	Interview (40mins)	Mrs. Nur Dwiyati (NANUNG)	Secretariat of Directorate General of Social Forestry and Environmental Partnership (Setditjen PSKL)	1.2.9.C 1.2.9.G 1.2.9.H	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2	nanungku@gmail.com	Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
Cibulao Hijau Bogor					(Strengthening the data system for monitoring and reporting activities including Safeguards through the SiNAV application)		
	Interview (40mins)	Mr. Yuli PRASETYO	Directorate of Tenurial and Adat Forest Conflict Management (Dit. PKTHA)	1.2.9.D 1.2.9. E	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthening Indigenous Forest Facilitators (especially the issuance of Recognition of HA local regulation as a requirement for SK HA); Capacity building and increasing the number of Tenurial Conflict Mediators)	+6281283108985	Jakarta
	Online questionnaire	Mr. DANANG Kuncoro	Directorate of Development of Social Forestry Business (Dit. PUPS)	1.2.9. F	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthening the business and economic products of the Environmentally Friendly Community group in Production FMUs)	+6281586565522	Jakarta
	Online questionnaire	Mr. WAHYUDI	Directorate of Preparation of Social Forestry Area (Dit. PKPS)	1.2.9. B	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (PIAPS Implementation Evaluation (6 monthly revision, stipulated by MenLHK))	+6281353782018	Jakarta
	Online questionnaire	Mr. WAHYUDI	Directorate of Preparation of Social Forestry Area (Dit. PKPS)	1.2.9. B	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2	+6281353782018	Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
					(PIAPS Implementation Evaluation (6 monthly revision, stipulated by MenLHK))		
Monday **11 September** **09.00 12.00** **MoEF Office Jakarta**	Interview (1hr)	Mr. Nur AZIS (Kabag PEHKT) Mrs. Yanti (PIC)	Secretariat of Directorate General of Watershed Management and Forest Rehabilitation (Setditjen PDASRH)	1.2.12.A 1.2.12.B 1.2.13.D 1.2.13.D	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthening reporting and monitoring of activities including Safeguards, monitoring, and evaluation)	+628122734762 +628281965294	Jakarta
	Interview (1hr)	Mr. HARI Tri Budianto (PIC) Mr. Kuncoro (PIC)	Directorate of Planning and Monitoring of Watershed Management (Dit. PPPDAS)	1.2.12.C 1.2.12.D 1.2.12.E 1.2.12. F	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthen the system and capacity of Safeguards, monitoring and evaluating the Forest and Land Rehabilitation Program)	+628129576949 +628121887989	Jakarta
	Online questionnaire	Mrs. Yan EKA Prasetyawati (PIC) Mrs Irna (Kasubdit RPDM)	Directorate of Land Water and Mangrove Rehabilitation (Dit. RPDM)	1.2.13.A 1.2.13. B	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthen the system and capacity of Safeguards, monitoring, and evaluation of the Mangrove rehabilitation program)	+6281327027083 +6281286119543	Jakarta
	Online questionnaire	Mrs. Arindy Pratiwi (Staf Setditjen	Secretariat of Directorate General of Conservation of Nature Resources and Ecosystem (Setditjen KSDAE)		1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2	+6281219879251	Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
					(Strengthening reporting and monitoring of activities including Safeguards, monitoring, and evaluation)		
Monday **11 September** **13.00 14.00** **MoEF Office Jakarta**	Interview (1hr)	Mr. JUDIN Purwanto	Directorate of Inventory and Monitoring of Forest Resources (Dit. IPSDH)	1.1.2.A 1.1.2.B 1.1.2.C 1.1.2.D 1.1.2.E 1.1.2.F 1.1.2.G 1.1.2.H 1.2.3	1.1.2. Update and improve National Forest Monitoring and national reporting Systems (e.g., SIMONTANA, GHG inventory, SIMONELA, SIGN SMART, SRN) 1.2.1. Enhance key REDD+ regulations and policies (e.g., FREL, SIS-REDD+, Forest Moratorium, Carbon Economic Value, STRANAS, REDD+MRV) Enhance Regulation or Policy on Carbon Economic Value	+6281319541442	Jakarta
Tuesday 12 September 10.00 – 11.00	Interview (1hr)	Mr. RIZA Marta Subekti	Directorate of Peatland Ecosystem Damage Management (Dit. PKEG)	1.2.12.G 1.2.12.H 1.2.12. I	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Strengthening Safeguards, monitoring, and evaluation of peat rehabilitation; Strengthening, Reporting, Monitoring of Activities)	+6281253454543	Jakarta
13 September	Online questionnaire	Mrs. LINDA Krisnawati	Directorate of Environment Partnership (Dit. KL)	1.2.9. A	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on safeguards, monitoring, and evaluation for each priority programme included in Output 2 (Training of social forestry facilitators/facilitators to gain access to licensing and preparation of post-licensing documents and institutions)	+6281353782018	Jakarta
Tuesday – Wednesday	Online questionnaire and	Mr. Teguh Prio Adisulistyo (Kapokja)	Working Group of Program and Budget (Pokja PA)	1.2.13.G 1.2.13.O 1.2.13. P	1.2.4 Strengthen the capacity of relevant Directorates, subnational entities and other relevant stakeholders on		Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
12 -13 September	Focus Group Meeting	Mr. Ibnu S. Bayu (Staf)			safeguards, monitoring, and evaluation for each priority programme included in Output 2	+6281329685051 (Ibnu) --> PIC for coordinating all BRGM Activity	
	Online questionnaire and Focus Group Meeting	Mr. Noviar (Kapokja) Mrs. Mayasih Wigati (Kasubpokja PRM)	Working Group of Peatland Restoration & Mangrove Rehabilitation Planing (Pokja PRGRM)	1.2.12. Q	(Strengthening Safeguards, monitoring, and evaluation of peat & mangrove rehabilitation; Strengthening, Reporting, Monitoring of Activities)	+6281227991993 (Mayasih)	Jakarta
	Online questionnaire and Focus Group Meeting	Mr. Didy Wurjanto	Working Group of Cooperation, Law, and Community Relations (Pokja KHHM)	1.2.12.K 1.2.12.N 1.2.13.F 1.2.13.I 1.2.13.M			Jakarta
	Online questionnaire and Focus Group Meeting	Mrs. Dian Nur Amalia (Kapokja)	Working Group of Monitoring, Evaluation and Data Development (Pokja Monev)	1.2.12.M 1.2.12.R 1.2.13.J			Jakarta
	Online questionnaire and Focus Group Meeting	Mr. Agus Yasin (Kapokja) Mrs. Ayu Sekar Rini (Staf)	Working Group of Restoration Technique (Pokja TR)	1.2.12.J		+6285260979879	Jakarta
	Online questionnaire and Focus Group Meeting	Mr. Soesilo Indrarto (Kapokja) Mrs. Deasy Efnidawesty (Kasubpokja Sumsel)	Working Group of Peatland Restoration of Sumatera Region (Pokja RG-Sumatera)	1.2.12.L 1.2.12.O		+6218213892246 (Deasy)	Jakarta
	Online questionnaire and Focus Group Meeting	Mr. Jani Tri Raharjo (Kapokja)	Working Group of Peatland Restoration of Kalimantan and Papua Region (Pokja RG-Kalimantan and Papua)			+6281225754184	Jakarta
	Online questionnaire and Focus Group Meeting	Mr. Suwignya Utama (Kapokja)	Working Group of Education and Dissemination (Pokja ES)	1.2.13.N		+6281289078204	Jakarta

Time	Date	Name	Role/Organization	Relevant Activity	Output Focus	Email and Phone No.	Location
	Online questionnaire and Focus Group Meeting	Mr. Muhammad Yusuf (Kapokja)	Working Group of Participation and Partnership (Pokja PK)	1.2.13.L		+6285288668183	Jakarta
	Online questionnaire and Focus Group Meeting	Mr. Giri Suryanta (Kapokja)	Working Group of Mangrove Restoration of Sumatera Region (Pokja RM-Sumatera)	1.2.13.H			Jakarta
	Online questionnaire and Focus Group Meeting	Mr. Agung Rusdiyatmoko (Kapokja)	Working Group of Mangrove Restoration of Kalimantan and Papua Region (Pokja RM-Kalimantan and Papua)	1.2.13.H		+6281328018031	Jakarta
Virtual	Caroline van der Sluys		International REDD+ RBP Technical Safeguards Expert (Safeguards, especially ESMP, Adat Community Plan, GRM)		All	c@vdsluys.com	Denmark
Virtual	Elizabeth Eggerts,		Gender and REDD+ Specialist (Gender)		All	elizabeth.eggerts@undp.org	Cologne, Germany
Virtual	Elspeth Halverson		Programme Management Specialist (Communications and Knowledge Management)		All	elspeth.halverson@undp.org	Geneva, Switzerland
Virtual	Jennifer Laughlin, Global		Safeguards Advisor - (Safeguards oversight)		All	jennifer.laughlin@undp.org	New York, USA

Annex IV: List of Documents Reviewed

Item #	Items (electronic versions preferred if available)	Documents status (Provided (Yes or No)
1	Indonesia REDD+ RBP Project Document	Yes
2	Project Inception Report 2022	Yes
3	Project Implementation Reports (PIR's) and the attachments	Yes
4	Annual Work Plan 2021-2023	Yes
5	Minutes of the Indonesia REDD+ RBP Project Board Meeting	Yes
6	Project Assurance Report (PAR) 2021-2023	Yes
7	Project Annual Performance Report (APR) 2021-2022	Yes
8	Project Annual Report 2021-2022	Yes
9	Project Financial Report / Combined Delivery Report (CDR)	Yes
10	Updated NDC	Yes
11	GCF Funding Proposal	Yes
12	GCF Evaluation Policy	Yes
13	ESMP	Yes
14	Gender Action Plan	Yes
15	Independent Assessment Report	Yes
16	SEP and GRM	Yes
17	FOLU Net Sink	Yes
18	PBPA	Yes

Annex V: UNEG Code of Conduct for Evaluators/Midterm Review Consultants

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.

IET Consultant Agreement Form

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

Name of Consultant 1: **Nelson Gapare (Team Leader and International Consultant)**

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 ____*Madrid*_____ _(Place)_   on _**2023**_____   _(Date)_

Signature: _____

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.

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IET Consultant Agreement Form
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Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant 2: Joseph Viandrito (National Consultant)

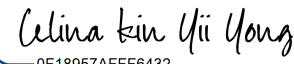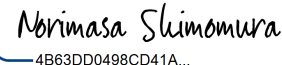Name of Consultancy Organization (where relevant): _____ _____

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

Signed at ____*Jakarta*_____ *(Place)*   on __*17 November 2023*_____   *(Date)*

Signature: ____ _____

Annex VI: Signed Interim Evaluation Report Clearance Form

Interim Evaluation Report Reviewed and Cleared By:

Commissioning Unit (Evaluation Focal Point)

Name: Ari Pratama

Signature: _____   Date: _____

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UNDP Regional Technical Advisor

Name: Kin Yii Yong

Signature: _____   Date: _____

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UNDP Resident Representative

Name: Norimasa Shimomura

Signature: _____   Date: _____

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Annex VII   UNDP-IET Report Audit Trail (Separate document)