

# UNDP Indonesia Country Office Gender Thematic Evaluation



## Evaluation Report – Deliverable 4

Date of report: December 2024 – v 2

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## PROJECT AND EVALUATION INFORMATION DETAILS

Projects	<p><b>1) Strengthening access to justice using systems-based and behavioural change approaches (A2J GBV)</b></p> <ul style="list-style-type: none"> <li>- ID: 00139855</li> <li>- Implementation modality: NIM</li> <li>- Period: 05/11/2021- 31/10/2022</li> <li>- Amount: 150,000 USD</li> <li>- Funding: Global Programme on RoL</li> <li>- Gender Marker: GEN 3</li> </ul> <p><b>2) Arafura &amp; Timor Seas Action Programme (ATSEA2)</b></p> <ul style="list-style-type: none"> <li>- ID: 00096036</li> <li>- Implementation modality: NIM</li> <li>- Period: 24/07/2019 – December 2024 (operational)</li> <li>- Amount: 19,562,761 USD</li> <li>- Funding: Global Environment Fund (GEF)</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>3) Accelerating Clean Energy Access to Reduce Inequality (ACCESS)</b></p> <ul style="list-style-type: none"> <li>- ID: 00126434</li> <li>- Implementation modality: DIM</li> <li>- Period: 01/05/2020 - 31/12/2024</li> <li>- Amount: 15,028,509 USD</li> <li>- Funding: KOICA</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>4) UN Joint Programme 'Accelerating SDGs Investments in Indonesia (ASSIST)</b></p> <ul style="list-style-type: none"> <li>- ID: 00136726</li> <li>- Implementation modality: DIM</li> <li>- Period: 01/04/2021 - 31/03/2025</li> <li>- Amount: 12,016,500 USD</li> <li>- Funding: Joint SDG Fund</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>5) Electronic Logistic Immunization Monitoring System (SMILE)</b></p> <ul style="list-style-type: none"> <li>- ID: 01001492</li> <li>- Implementation modality: DIM</li> <li>- Period: 01/01/2024 - 31/12/2026</li> <li>- Amount: 5,031,820 USD</li> <li>- Funding: New Vaccine Introduction for Gavi (Gavi-NVI)</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>6) Migration Governance for Sustainable Development (MIGRATION)</b></p> <ul style="list-style-type: none"> <li>- ID: 00140942</li> <li>- Implementation modality: NIM</li> <li>- Period: 16/12/2021 - 30/06/2024</li> <li>- Amount: 400,000 USD</li> <li>- Funding: Global Programme Rol</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>7) Religious Moderation (CONVEY)</b></p> <ul style="list-style-type: none"> <li>- ID: 00133639</li> <li>- Implementation modality: DIM</li> <li>- Period: 01/04/2021 - 31/03/2022</li> </ul>
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	<ul style="list-style-type: none"> <li>- Amount: 541,545 USD</li> <li>- Funding: Japan</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>8) Indonesia REDD+ results-based payments (RBP) (REDD+)</b></p> <ul style="list-style-type: none"> <li>- ID: 00129343</li> <li>- Implementation modality: NIM (RBP &amp; PBP)</li> <li>- Period: 26/05/2021 - 26/05/2025</li> <li>- Amount: 103,781,250 USD</li> <li>- Funding: GCF (Green Climate Fund)</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>9) Strengthening Forest Area Planning and Management in Kalimantan (KALFOR)</b></p> <ul style="list-style-type: none"> <li>- ID: 00085815</li> <li>- Implementation modality: NIM-COSS</li> <li>- Period: 22/12/2017 - 22/12/2024</li> <li>- Segregated Amounts: 9,000,000 USD (GEF) + 50,050,000 USD (Co-Financing)</li> <li>- Total Amount: 59,050,000 USD (GEF+ + Co-Financing)</li> <li>- Funding: GEF (Global Environment Fund)</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>10) Poverty-Environment Action (PEA)</b></p> <ul style="list-style-type: none"> <li>- ID: 00144599</li> <li>- Implementation modality: DIM</li> <li>- Period: 08/01/2022 - 31/12/2023</li> <li>- Amount: 132,743 USD</li> <li>- Funding: Governance Climate Change Financing (GCCF)</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>11) Post-disaster Rehabilitation and Reconstruction (PETRA)</b></p> <ul style="list-style-type: none"> <li>- ID: 00116311</li> <li>- Implementation modality: DIM</li> <li>- Period: 01/01/2019 - 31/12/2022</li> <li>- Amount: 28,441,411 USD</li> <li>- Funding: KfW</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>12) Tackling VE Threat on Human Security in East Java (GUYUB)</b></p> <ul style="list-style-type: none"> <li>- ID: 00117686</li> <li>- Implementation modality: DIM</li> <li>- Period: 15/10/2019 - 14/10/2021</li> <li>- Amount: 439,135 USD</li> <li>- Funding: UNTFHS</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>13) Global Opportunities for Long-term Development – Integrated Sound Management of mercury in Indonesia’s Artisanal and Small-scale Gold Mining (GOLD ISMIA)</b></p> <ul style="list-style-type: none"> <li>- ID: 00106659</li> <li>- Implementation modality: NIM-COSS</li> <li>- Period: 05/09/2018 - 05/09/2023</li> <li>- Segregated Amount: 6,720,000 USD (GEF) and 28,600,000 USD (Co-Financing)</li> <li>- Total Amount: 35,320,000 USD (GEF+ + Co-Financing)</li> </ul>
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	<ul style="list-style-type: none"> <li>- Funding: GEF</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>14) Combatting Illegal Wildlife Trade (CIWT)</b></p> <ul style="list-style-type: none"> <li>- ID: 00094636</li> <li>- Implementation modality: NIM</li> <li>- Period: 17/11/2017 - 16/11/2023</li> <li>- Amount: 51,937,595</li> <li>- Funding: GEF</li> <li>- Gender Marker: GEN 2</li> </ul> <p><b>15) Response Toward COVID-19 Resilience (RESTORE)</b></p> <ul style="list-style-type: none"> <li>- ID: 00126825</li> <li>- Implementation modality: DIM</li> <li>- Period: 13/10/2021 - 31/12/2022</li> <li>- Amount: 2,632,201 USD</li> <li>- Funding: JSB</li> <li>- Gender Marker: GEN2</li> </ul>	
<b>Evaluation Type</b>	Gender Thematic Evaluation	
<b>Final/Mid-term review/others</b>	Thematic Review of fifteen projects (5 ongoing and 10 closed)	
<b>Evaluation Manager</b>		
<b>Period under evaluation</b>	January 2021	July 2024
<b>Evaluators and emails</b>	Magaly Thill Lead international evaluator thillmg@yahoo.es	Irmia Fitriyah National evaluator irmia.fitriyah@hotmail.com
<b>Evaluation dates</b>	August 2024	December 2024

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## LIST OF ACRONYMS

APRI	<i>Asosiasi Penambang Rakyat Indonesia</i> (Indonesian Association for ASGM)
ASGM	Artisanal and Small-scale Gold Mining
BPPT	<i>Badan Pengkajian dan Penerapan Teknologi</i> (Agency for Assessment and Application of Technology)
BRGM	Peat and Mangrove Restoration Agency
CSO	Civil Society Organisation
DG Gakkum	Direktorat Jenderal Penegakan Hukum Lingkungan Hidup dan Kehutanan (Directorate General of Law Enforcement on Environment and Forestry)
DP3A	District Office of Women's Empowerment and Child Protection
FMU	Forest Management Unit
GEWE	Gender Equality and Women's Empowerment
GHG	Greenhouse Gas
GBV	Gender-based violence
GoI	Government of Indonesia
IEF	Indonesian Environment Fund
IOM	International Organization for Migrations
KPI	Key Performance Indicator
MEMR	Ministry of Energy and Mineral Resources)
MMAF	Ministry of Marine Affairs and Fisheries
MoEF	Ministry of Environment and Forest
MoHA	Ministry of Home Affairs
MoWECP	Ministry of Women's Empowerment and Child Protection
NAP	National Action Plan
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
PAR	Project Assurance Report
PBPA	Performance-Based Payment Agreement
P2TP2A/ UPTD-PPA	Provincial Unit of Women and Child Protection
PSEAH	Prevention of sexual abuse and harassment
PVE	Prevention of Violent Extremism
QI	Quality Indicators
RBP	Results-based payment
RPJMN	National Medium Term Development Plan
RSUD	Regional General Hospital
SES	Social and environmental safeguards
SDG	Sustainable Development Goals
ToR	Term of Reference
UNDP	United Nations Development Programme
UNOCD	United Nations Office on Drugs and Crime
UNWOMEN	United Nations for Women

## EXECUTIVE SUMMARY

**Purpose and Objective:** This Gender Thematic Evaluation (GTE) was aimed at the following objectives: (1) assess UNDP Indonesia's performance and contribution towards gender equality in areas that are critical to ensure sustained contribution to development results; (2) examine the achievements and challenges faced by UNDP Indonesia in the area of gender mainstreaming across programmatic priorities; and (3) assess the effectiveness of the gender mainstreaming work, impact, relevance, sustainability, as well as provide recommendations to strengthen gender transformative results by UNDP Indonesia.

**Scope and main areas of inquiry:** As per the ToR, it has focused on assessing the effectiveness, relevance, efficiency, and sustainability of gender results as well as impacts across 15 projects implemented during the current cycle of CPD across its four CPD outcomes. To overcome the challenge of a wide material, geographical and thematic scope of the selected portfolio, the evaluation team has developed and followed a three-tier methodology (levels 1-3), based on a human rights, gender equality and leave no one behind (LNOB) approach, ensuring that all criteria and the evaluation matrix was gender-responsive. UNDP gender framework (UNDP Gender Equality Strategy, Gender Equality and Social Inclusion Strategy of the CO) and analytical tools (gender marker and gender results effectiveness scale) were also used.

**Methodology followed:** The data collection encompassed techniques of desk review (DR), meetings with staff (MwS&IP), in-depth interviews with key informants (KIII) and direct observation (DO). The reliability of findings was ensured through triangulation of data and contrasting of sources. Projects were rated (high, medium, low) against each criterion, allowing assessment of gender mainstreaming achievements and challenges across programmatic priorities, and identification of best practices and lessons learnt.

The main findings of the evaluation are summarized in the following paragraphs.

- 1. Key findings on CO, CPD and GESI:** UNDP Indonesia has achieved a robust institutionalisation of GEWE and has an opportunity to scale up its demonstrated commitment in the next CPD, the reassessment of its gold gender seal award, and the full implementation of its GESI actions within programming and portfolio.
- 2. Key findings on portfolio assessed:** The portfolio is mainly composed of projects rated GEN2 but with their log frames insufficiently capturing projects results in terms of women empowerment and promotion of gender equality. In other words, gender has been more thoroughly and steadily promoted in the implementation of the projects, and also in reporting, compared to the design phase. While endeavours have been noted to promote parity in staff and outsourced services, sex-disaggregated indicators and targets should be more ambitious, and their reporting is uneven. Gender analyses are performed, but not systematically and most often after commencement of the project.
- 3. Key findings on relevance to GEWE:** Against the evaluation criteria, the relevance of the portfolio has been majorly moderated, with eleven (11) out of fifteen (15) projects rated as

such, and four (4) as highly relevant. There is gap for improvement regarding the alignment of the portfolio with the gender-responsive actions of RPJMN 2020-2024, and lack of consistent partnership with women's machinery across the portfolio. Projects have partially contributed to SDG5, by supporting only two of its targets, and to the Gender Equality and Social Inclusion (GESI) 2021-2025 of the CO, failing to abide by its objective of every project having at least one specific gender output representing at least 15% of the budget.

4. **Key findings on GEWE effectiveness:** The assessed portfolio has proved to be quite effective in reaching GEWE-related indicators, though this success shall be nuanced. The portfolio has been more effective in developing women's agency, than in achieving structural or relational changes or cementing institutional changes and women's participation in decision making within the targeted communities. Among results, a large range of GEWE and gender-sensitive documents, such as guidance, manuals, fact sheets, etc. were issued across the different sectors, some of them very strategic. Others, in spite of pertaining to very sensitive domains, present a need of increased gender responsiveness.
5. **Key findings on GEWE efficiency:** The portfolio has been moderately efficient, with nine (9) of the assessed portfolio GEWE efficiency is moderated, while four (4) are highly efficient and two (2) registered a low rate under this criterion. Under this criterion, the evaluation team assessed the financial contribution to GEWE, and found that the resources allocated to gender analyses drafting, implementation and monitoring and evaluation (M&E) have often not been consonant with the declared commitment on GEWE, especially in some big projects with important budget. As well, although gender consultants have been largely contracted and some collaborations with women's organizations were launched, hiring of gender expertise within projects staff and contracting of feminist and women's organizations have been scarce.
6. **Key findings on GEWE sustainability:** The sustainability of GEWE results was also mostly moderated, with five (5) projects having high standards of sustainability of its GEWE effects beyond the end of the project implementation, nine (9) being rated with a moderate sustainability and one (1) with a low one. Financial sustainability of women's economic empowerment has been effectively enhanced through involvement of financial institutions and social sustainability of some gender transformative effects was built through awareness and changes in community perception of gender roles.

Institutional sustainability was enforced through international frameworks and initiatives (GCF, GEF, GCM), whose social sustainability is however less evident, and where a bottom-up approach of planning and implementation by national implementing partners is recommended to be fostered. While several experiences of institutionalisation of training manuals and modules and guidance gave sustainability to gender-mainstreaming efforts, the existing national gender mainstreaming mechanisms within public institutions have however been insufficiently harnessed and/or strengthened or it has not been sufficiently described in projects reports.



- 7. Key findings on GEWE impact:** The portfolio has demonstrated to be highly impactful on GEWE, particularly in terms of agency development and economic empowerment, and less in terms of participation and influence in decision taking. Seven (7) projects had a high GEWE impact and other seven (7) were deemed as having at least some GEWE moderate impact, while only one had a low impact in terms of GEWE. This is particularly positive, because impact is difficult to attain, often more difficult than effectiveness, because it entails a deeper change since it measures effects produced beyond the results of the project.

Women's organizations participation, although insufficiently promoted through the portfolio evaluated, has proved to be a factor of positive impact on GEWE. As well, the involvement of young women has contributed to GEWE impact. A gap has been detected in the field of prevention of gender-based discrimination and prevention of sexual abuse and harassment (SEAH), which is particularly needed due to the fact that the innovative and gender-transformative insertion of women in males-dominated sectors of activity has been promoted through several projects, which puts those women at an increased risk of exposure to sexual harassment and abuse.

**As concluding statements, the evaluators have found that:**

1. Thanks to an effective GEWE institutionalisation, the CO has gender mainstreamed the portfolio, including through gender-sensitive and gender-responsive results of CPD and projects. However, the CPD still lacks gender transformative results and the portfolio doesn't have a sufficient number of GEN3 projects and allocated budget. As well, the Task Force shall ensure that GEN2 is attributed only to actions that meet all criteria for such rating, including having a gender-specific result and a gender analysis.
2. The best rated criteria were GEWE effectiveness and GEWE impact, with seven projects having obtained a high rate under both criteria. Projects log frames shall however better envision projects effects on GEWE. Gender impact was especially high in the realm of capacity development and economic or professional empowerment of women and in research and guidelines, however some gaps were also detected which point at the need to ensure that partners or consultants responsible for outsourced services have enough gender expertise. Lower impact has been measured in the field of women's participation and influence in decision making at local level. Transformative roles have been promoted through several projects by inserting women in male-dominated domains. However, this has not been compensated by such transformation among males.
3. Relevance to the needs and priorities for GEWE, which was assessed jointly with coherence to national, corporate and CO gender-sensitive objectives, efficiency of GEWE efforts made by the CO and implementing partners, which encompassed also the financial support provided for gender equality and to gender expertise and women's or feminist entities and machinery, and institutional, financial and social sustainability of GEWE results were mostly moderated, with four to five projects with a high rating under those criteria. While strategic needs to reach gender equality were met within some projects, structural changes to reduce gender discriminations were insufficiently promoted, including those of the national strategic

framework. Women's associations and gender machinery were not triggered enough to identify strategic priorities to promote gender equality, to implement, monitor and evaluate projects contribution to GEWE.

4. Best practices have been identified allowing for further improvement of programming towards GEWE: Relevant strategies and affirmative actions have led to high percentages of women empowered, even in traditionally male-dominated sectors (ACCESS and ASSIST – She disrupts), showing that targeted quota of women shall be more ambitious (at least 40%). Thorough reporting on gender indicators, activities and results that acknowledges the challenges related to GEWE and gender disaggregated data collection (ASSIST), gender sensitive evaluations and gender expertise (GOLD ISMIA) have contributed to improve effectiveness and efficiency to advance gender equality. Sustainability of GEWE results has been effectively promoted through gender budget tagging guideline in climate change (PEA), opening avenues for further strengthening gender budgeting public capacities. Impact on GEWE is enhanced by bottom-up participatory and women-led activities implemented by women's organisations (KALFOR).
  
5. Lessons learnt may also help identifying risks and assumptions of future proposals and the new CPD drafting: Weakness in GEWE relevance may undermine the results of the project, for instance when a change in their income generating activity does not meet their needs (ATSEA 2). In order to ensure that studies and guidelines are fully gender-responsive it is key to ensure that partners or experts are knowledgeable and skilled in gender research and mainstreaming and ensure consultations with women's organizations and groups (Migration Governance). A gender analysis is needed for enhancing projects contribution to GEWE but an adequate budget must be ensured for developing gender action plan from the preparation phase to the monitoring and evaluation (REDD+). For GEWE results to be fully sustainable, it is key to use gender transformative initiatives, for instance in the field of GBV, to foster gender machinery and networking (A2J-GBV, RESTORE). The insertion of women in male-dominated areas had a strong gender impact, including within the community's perceptions, but specific strategies shall be implemented to prevent sexual harassment, exploitation and abuse against them (CIWT).

**Ten (10) recommendations** have been outlined as a result of this gender thematic evaluation:

1. The evaluators invite the CO to further increase its programming contribution to gender equality by including gender-responsive and at least one gender-transformative outputs and indicators in the next CPD.
  
2. The second recommendation is to further progress towards meeting all criteria for GEN 2 and to increase the % of portfolio dedicated to GEN 3, through a pool of GEN 3 proposals.
  
3. The third is to endeavour that projects design, implementation and reporting are aimed at gender strategic interests and tackle the root causes of gender inequality, instead of mainly focussing on increasing women's economic empowerment and agency.

4. The CO shall also insert more ambitious quotas of women as minimum targeted indicators (40%) and to improve reporting on gender indicators and gender disaggregated data.
5. Fifthly, it shall take measure to ensure that external evaluations provide a qualitative assessment of how gender is addressed as per GRES scale.
6. The sixth recommendation is to assess the success rate over time of women's cooperatives or small enterprises and most effective financial support, to extract lessons learnt for new or current projects, taking into consideration LNOB principle.
7. In seventh position, the CO is encouraged to involve more steadily and strengthen the national GEWE machinery and feminist and women's organizations, besides gender academicians and experts.
8. As per eighth recommendation, UNDP and its partners shall ensure that women of all ages, women with disability and those from discriminated groups, are involved in all decisions related to the project, promoting in this way a gender-responsive bottom-up approach into projects design, planning, implementation, monitoring and evaluation.
9. Nineth, the evaluation teams call on the CO to analyse and identify the risks of gender-based discrimination, GBV and SEAH across the portfolio and stakeholders, and to insert, set up and disseminate effective prevention and reporting mechanisms, involving dialogue on this issue with women's beneficiaries.
10. Finally, the last recommendation is to continue ensuring reduction of gender gaps at staff level and improving gender capacities, including in implementing partners, especially for all outsourced research, guidance and other publications.

## I. INTRODUCTION AND BACKGROUND

### 1.1. NATIONAL CONTEXT AND BACKGROUND ON GEWE

Indonesia ratified the CEDAW in 1984. At the legal level, the first to be said it that Indonesia doesn't have a Gender Equality Bill, although its National Medium Term Development Plan for 2020-2024 has planned to develop one. However, the Government of Indonesia (GoI) has long been promoting gender equality through gender mainstreaming. In 2000, it issued Presidential Decree No. 9 of 2000 on Gender Mainstreaming in National Development to enhance the status, role, and quality of women, as well as efforts to achieve gender equality and justice. In 2012, the government issued a Joint Circular between the National Development Agency, the Ministry of Finance, the Ministry of Home Affairs, and the Ministry of Women's Empowerment and Child Protection (MoWECP) on National Strategy for Accelerating Gender Mainstreaming Through Gender Responsive Planning and Budgeting (PPRG). The current National Medium-Term Development Plan (RPJMN) 2020-2024 is a gender-responsive document with a specific component on gender equality, and a set of actions to be undertaken during the period also concerning gender-based violence (GBV) and gendered outputs and results. However, the implementation of PPRG remains a challenge.

In addition, in 2023 Ministry of Finance issued Minister of Finance Regulation (PMK) Number 62 of 2023 on budget planning, budget execution or implementation, accounting, and financial reporting that mentions the need to include Gender Action Budget (GAB). GAB is prepared by referring to Gender Analysis Pathway (GAP) -gender analysis tool applied by the government of Indonesia that focus on four aspects on gender gap namely Access, Participation, Control, and Benefit or known as APKM. Despite the challenge to implement PPRG, several areas are progress on the implementation of PPRG, and even they publish the documents online such as what has been done by the government of Pariaman City, West Sumatera ([https://ppid.pariamankota.go.id/images/2024/06/file/GAP\\_GAB\\_DPPP\\_2025.pdf](https://ppid.pariamankota.go.id/images/2024/06/file/GAP_GAB_DPPP_2025.pdf)).

On GBV, the government of Indonesia (GoI) has published Law No. 24 of 2004 on the Elimination of Domestic Violence. Further, in 2022, GoI published Law Number 12 of 2022 on Sexual Violence Crime. At the level of institutions, MoWECP is jointly with the National Commission on Violence Against Women (Komnas Perempuan), the national leading public stakeholders. Integrate Service Centre Program for empowering women and children (P2TP2A), in the process of becoming UPTD-PPA (new structure), and District Office of Women's Empowerment and Child Protection (DP3A) plays important roles in supporting GBV victims.

Regarding disability, in 2011 Indonesia ratified the Convention on the Rights of Persons with Disabilities and adopted Law No. 8/2016 on Persons with Disabilities; moreover, for the Statistic Agency (BPS), they adopted Washington Group Questions (WGQ) to collect data on people with disability (PwD). Further, particularly on disaster management, the National Agency for Disaster Management (BNPB) has published regulation Number 13 of 2013 on Gender Mainstreaming in Disaster Management and regulation Number 14 of 2014 on the Treatment, Protection, and Participation of Persons with Disabilities in Disaster Management; moreover, specifically on GBV in

disaster management, MoWECP has published MoWECP Regulation Number 13 of 2020 on protection on woman and children from GBV in time of disaster.

## 1.2. UNDP CORPORATE AND COUNTRY OFFICE FRAMEWORK ON GEWE

UNDP is committed to making gender equality a reality and it has demonstrated its institutional commitment to promote gender equality and women's empowerment (GEWE) in alignment of achieving the 2030 Agenda for Sustainable Development, which envisions a world in which “every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed.” For this objective, UNDP has made GEWE central to its work, since its Strategic Plan 2022-2025 places Gender equality (“Confronting the structural obstacles to gender equality and strengthening women’s economic empowerment and leadership”) among its 6 thematic priorities or signatures, as well as a key element of the Leave No One Behind (LNOB) principle which is a direction of change.

UNDP commitment for GEWE is also embodied in its fourth Gender Equality Strategy 2022-2025, which elaborates on the 3 directions of change (structural transformation, leaving no one behind, and building resilience), the 3 enablers (Finance, Digitalization and Strategic Innovation), and the 6 signatures of the Strategic Plan (Poverty and equality, Governance, Resilience, Environment, Energy and Gender Equality) to provide guidance on how to ensure that those contribute to reduce gender inequality and transform gender norms, roles and stereotypes that perpetuate inequality. Finally, the corporate Gender Equality Strategy for the period also targets institutional transformation (through Leadership, Integration and Specialisation, Continuous learning and evaluation, an equal and inclusive culture, Matching ambitions with financial resources, Accountability and Communication for advocacy). Gender review of portfolios and gender thematic evaluation like this one, are aimed at contributing to this transformation, especially through integration and specialisation, learning and evaluation, and accountability.

It must be mentioned that the Strategy has set the target of progressively achieve having 70 % of allocations to advancing gender equality and/or empowering women (gender marker attributes GEN-2 and GEN-3 combined). UNDP Gender Equality Strategy also requires that global, regional and country office programmes and projects will identify, at their design stage, at least one stand-alone gender- specific component with at least 15 per cent of the total resources of the initiative allocated to this component. With the same objective, it encourages country offices (CO) to explore innovative options such as establishing an internal “pool of funds” within portfolios to finance gender capacities and strengthen programming. Finally, yet importantly, UNDP has developed the Gender Seal certification to incentivise the development of gender capacities and attainment of transformational gender equality through a gold, silver or bronze reward.

*“70 percent of allocations to advancing gender equality and/or empowering women (gender marker attributes GEN-2 and GEN-3 combined).”*

*“Global, regional and country office programs and projects will identify, at their design stage, at least one stand-alone gender specific component, with at least 15 per cent of the total resources of the initiative allocated to this component”, being a component understood “as an output or outcome”.*

UNDP Gender Equality Strategy 2020-2025

UNDP Indonesia has a Gender Task Force that the evaluation team has met in the context of the data collection. The CO was rewarded with the Gold Gender Seal in 2021, demonstrating its endeavours to promote gender equality. It is currently implementing its second Gender Equality Strategy, the Gender Equality and Social Inclusion (GESI) Strategy 2021-2025. The GESI identifies actions to mainstream the 4 objectives of UNDP Indonesia Country Programme Document (CPD) 2020-2025. It also outlines 8 workstreams with several objectives to reach during the period. Under this country-level strategy, this thematic evaluation finds another justification, since it will foster implementation of Workstream G: Achievement of sustainable gender equality results by UNDP Indonesia.

As required in its ToR, the evaluation was conducted “to assess the gender results of the CO’s interventions within the recent years (2021 onwards), in bringing about change either as gender responsive or gender transformative and where the process has not reached fruition to assess the potential of selected interventions to bring about meaningful and impactful gender results at the end of the present country program. In this respect, the thematic evaluation needs to provide recommendations to the selected projects on measure to be taken to ensure gender responsive or transformative results”. This external and independent evaluation helps substantiating, where relevant, the responsive and/or gender-transformative results claimed by the CO (§ 51).

## II. EVALUATION PURPOSE, SCOPE AND OBJECTIVES

### 2.1. PURPOSE AND OBJECTIVES OF THE EVALUATION

Purpose and the objectives of the Gender Thematic Evaluation are to:

1. Assess UNDP Indonesia's performance and contribution towards gender equality in areas that are critical to ensure sustained contribution to development results,
2. Examine the achievements and challenges faced by UNDP Indonesia in the area of gender mainstreaming across programmatic priorities,
3. Assess the effectiveness of the gender mainstreaming work, impact, relevance, sustainability, as well as provide recommendations to strengthen gender transformative results by UNDP Indonesia

### 2.2. MATERIAL SCOPE

A total of 15 projects from the 4 programme units of UNDP Indonesia were selected by the CO to be evaluated, on the ground of two main criteria: 1) project sample shall be representative of the 4

UNDP CO programmatic units; 2) strategic projects which provide best opportunity to evidence gender impact and extract good practices to be scaled up. They cover all priorities of the Country Programme Document. Projects are very different in terms of implementation period (1 - 7 years), sector (4 CPD Outcomes and 4 CO units), amount (150,000 - 103,781,250 USD) and implementation modality (DIM – NIM, including Results Based Disbursements). All projects of the sample were earmarked Gender Marker 2 (GEN 2), except 1, which is GEN 3. No project is scored GEN 1.

The summary table below shows the CO unit responsible of each project, the implementation period, the budget amount, the Gender Marker assigned and the CPD outcome as well as the donor. A legend inserted below the table provides full title of CO Units acronyms and Outcome of the Country Programme Document (CPD) of UNDP Indonesia 2021-2025.

**Table 1 – Projects sample**

Unit <sup>1</sup>	Project Name	Project Description	Starting date	Ending date (grey cell: ended)	Amount	GEN	CPD Outcome <sup>2</sup>	Donor
DGPRU	SMILE	Electronic Logistic Immunization Monitoring System	01/01/2024	31/12/2026	5,031,820 USD	GEN 2	Outcome 4	GAVI NVI
	Migration Governance	Migration Governance for Sustainable Development	16/12/2021	30/06/2024 (ended)	400,000 USD	GEN 2	Outcome 1	Migration Multipartner Trust Fund / IOM, UNDP, UNWOMEN
	GUYUB	Tackling VE Threat on Human Security in East Java	15/10/2019	14/10/2021 (ended)	439,135 USD	GEN 2	Outcome 1	UNTFHS
	CONVEY	Religious Moderation	01/04/2021	31/03/2022 (ended)	541,545 USD	GEN 2	Outcome 1	Japan
	A2J GBV	GBV initiatives	05/11/2021	31/10/2022 (ended)	150,000 USD	GEN 3	Outcome 1	Global Programme on RoL
EU	REDD+	Indonesia REDD+ results-based payments (RBP)	26/05/2021	26/05/2025	103,781.250 USD	GEN 2	Outcome 3	GCF (Green Climate Fund)

<sup>1</sup> DGPRU: Democratic Governance and Poverty Reduction, EU: Environment Unit, RRU: Rehabilitation and Resilience Unit, IFL: Innovative Financing Lab.

<sup>2</sup> CPD Outcome 1: People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfil their human development potential as members of a pluralistic, tolerant, inclusive and just society, free of gender and all other forms of discrimination. CPD Outcome 2: Institutions and people contribute more effectively to advance a higher value-added and inclusive economic transformation. CPD 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. CPD Outcome 4: Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the Sustainable Development Goals.

	KALFOR	Strengthening Forest Area Planning and Management in Kalimantan	2222/12/2017	2222/12/2024 (ended: Operationally Closed)(operationally closed)	9,000,000 USD	GEN 2	Outcome 3	GEF (Global Environment Fund)
	GOLD ISMIA	Integrated sound management of mercury in Indonesia's Artisanal and Small-scale Gold Mining (ASGM)	05/09/2018	05/09/2023 : Operationally Closed(operationally closed)	6,720,000.720000 USD	GEN 2	Outcome 4	GEF
	CIWT	Combatting Illegal Wildlife Trade	17/11/2017	16/11/2023 (ended)	51,937,595 USD	GEN 2	Outcome 3	GEF
	ATSEA2	Arafura & Timor Seas Action Programmes	PCA signed on 24/07/2019	Planned end date Dec 2024	19,562,761 USD	GEN 2	Outcome 3	GEF
	ACCESS	Accelerating Clean Energy Access to Reduce Inequality	05/01/2020	31/12/2024 / (extended 1 year) (ended)	15,028,509 USD	GEN 2	Outcome 2	KOICA
IFL	PEA	Poverty-Environment Action	08/01/2022	31/12/2023 (ended)	132,743 USD	GEN 2	Outcome 4	Governance of Climate Change Financing (GCCF).
	ASSIST	UN Joint Programme 'Accelerating SDGs Investments in Indonesia	04/01/2021	31/12/2025	12,016,500 USD	GEN 2	Outcome 4	Joint SDG Fund
RRU	RESTORE	Response Toward COVID-19 Resilience	13/10/2021	31/12/2022 (ended)	2,623,201,08 USD	GEN 2	Outcome 3	JSB
	PETRA	Post-disaster Rehabilitation and Reconstruction	01/01/2019	01/06/2024 – ext. from 31/12/2022 (ended)	28,441,411 USD	GEN 2	Outcome 3	KfW

## 2.3. PROJECTS DESCRIPTION

### 2.3.1. Democratic Governance and Poverty Reduction (DGPRU):

#### - SMILE

This project is an innovative digital solution to enhance the immunization supply chain and waste management through an information system called SMILE, that helps monitoring the logistics of



vaccines and drugs provided by MoH to health facilities. Over 10,000 community health centres (Puskesmas) and 3,000 public hospitals across 34 provinces and 514 districts use SMILE for routine immunization for 15 M children and 5 M pregnant women per year. It allows SMILE users to monitor vaccine stocks, including expiry and stockouts, and storage conditions, including temperature. The 3 outputs of the current phase (January 2024 – December 2026) are: 1. Strengthened robust digital solution with a more sustainable and resilient health supply and waste management. 2. Improved coordinated actions/decisions and investment in health services amplified by real times analytics. 3. Strengthened capacities across implementers, leaders, contributors and decision makers to support appropriate use and scaling up of digital health solutions.

#### - **MIGRATION**

Migration Governance (16/12/2021 - 30/09/2024) is joint project with International Organization for Migrations (OIM), UNWOMEN and UNDP, implemented by Ministry of Home Affairs (MoHA) with other national partners in 4 districts (South Sulawesi, Central Java, Western Nusa Tenggara and East Lombok). UNDP has contributed to enhancing government's understanding of national migration governance needs within the framework of the Global Compact for Migration<sup>3</sup>. It has conducted an Assessment on migration policy gaps at sub-national level and facilitated interagency coordination and whole of society dialogue on the development of a Migration National Action Plan. UNDP has also developed a technical guidance and provided support to local governments to integrate the needs of migrant returnees in their plans, policies and budgets and conducted a Feasibility study on innovative financing mechanism on migration. It must be said that the majority of Indonesian migrants are females, mostly domestic workers who are more at risk of trafficking, abuse and exploitation, including sexual exploitation and violence, in addition to abusive practices by traffickers, employees abroad, recruitment agencies, etc.

#### - **GUYUB**

GUYUB is another initiative, this time under DIM modality, launched with other UN agencies (UNODC and UNWOMEN). Aimed at preventing violent extremism (PVE) in East Java, it has been implemented from 15/10/2019 to 31/08/2022, in complementarity with two other projects (PROTECT and CONVEY). UNDP's role under the promotion of alternative narratives has focused on competition for youth, training workshops on preventing violent extremism for students using the Board Games for Peace, training sessions to primary school teachers on how to use this game and on PVE with religious leaders. Besides, UNDP was also responsible to train teachers on preventing and countering VE among youth, including through early detection. Finally, it has also conducted a conference on violent extremism in Indonesia. Two deliverables have been produced: a Manual for religious leaders developed by PUSAD (developed by PUSAD) and a Preventing violent Extremism training module to build an early prevention system for tackling violent-based extremism in schools through a human security approach (by PUSHAM).

#### - **CONVEY**

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<sup>3</sup> GCM first-ever UN global agreement on a common approach to international migration in all its dimension. See: <https://refugeemigrants.un.org/migration-compact>.

The project which is here assessed it the 5<sup>th</sup> and last phase of a Japan financing to prevent violent extremism that was implemented between 1 April 2021 and 31 March 2022, focussing on knowledge development, it is complementary with the policy focussed PROTECT. Although being a DIM project, it has a responsible party, which is the Center for the Study of Islam and Society at State Islamic University of Jakarta (PPIM UIN). It has supported the development of research on PVE: a national survey “Indonesian Students' Views on Religion, Pandemic and Disasters”, “Religion, pandemic and school. Exploratory Study of Student Behavior during the Pandemic”, “Pesantren and Pandemy: Surviving amidst Vulnerability” and “The Diversity on the Ivory Tower: Religious Tolerance in Higher Education” in English. It has also conducted two capacity building activities for educators by 16 high school teachers (5 men and 11 women) and 30 PMB administrators (22 men and 8 women) on religious moderation, 2 webinars and a public awareness event (CONVEY day 2022).

- **A2J GBV**

This small project, which is the only GEN 3 out of the sample, has been implemented during a 18 months period (05/11/2021 – 05/05/2023) to support the Integrate services center for victims of violence against women and children PPT-Bunga Tanjung based at Tarakan Regional Hospital. It has focused on identifying the barriers that prevent women from seeking support and launching a pilot campaign to encourage victims to seek help through the mediation of their inner circle. An immersive study was conducted with 8 survivors by a professor expert in GBV elimination from UHAMKA University under the supervision of Behavioral Insight Team. This international research company has analyzed the different barriers and developed messages using behavioral insight approach to encourage inner circles and the victims to seek help according to different models and a 1,5-week campaign was launched on social medias, with a link to a Wtsp chat box managed by trained staff at UNDP. This pilot phase has allowed detecting the most effective models for effective awareness raising. The results were shared with relevant stakeholders.

### 2.3.2. Environment Unit (EU)

- **REDD+**

Funded by Green Climate Fund (GCF), this 103 M USD project has been implemented during 26/05/2021 - 26/05/2025 is aimed at contributing to the achievement of the Nationally Determined Contribution (NDC)<sup>4</sup> and the REDD+ National Strategy (STRANAS) objectives of reducing Green House Gas (GHG) emissions from the forest sector. The project has divided two outputs that use different mechanism to deliver its activities. Output 1 is implemented through a National Implementation Modality (NIM) by the Indonesian Environment Fund (IEF), with UNDP providing advisory support. In contrast, Output 2 operates through a Performance-Based Payment (PBP) modality, with the IEF as the signatory of the relevant agreements. Output 1 focuses on strengthening institutional and regulatory systems for low-emission planning and development within the Ministry of Environment and Forestry (MoEF) and the Peat and Mangrove Restoration Agency

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<sup>4</sup> In its first NDC submitted to the UNFCCC in 2016, Indonesia indicated a target to reduce GHG emissions up to 41% conditionally depending on the availability of international support for finance, increased up to 43.2% as submitted in 2022. 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 government. (“Indonesia REDD+ results-based payments (RBP) for results period 2014-2016” Interim Evaluation Final Report. Submitted on 15 December 2, 2023, p.22).

(BRGM). This is achieved through updating and further developing the architecture of REDD+, which emphasizes enhancing national forest monitoring and reporting systems, updating and strengthening the National REDD+ Strategy (STRANAS), and building capacity for social and environmental safeguards and benefit-sharing mechanisms. Output 2 is designed to support decentralized sustainable forest governance and functions as a PBP mechanism, where payments are based on compliance with key performance indicators (KPIs), along with quality indicators (QIs) and social and environmental safeguards (SES) indicators, including gender, which are verified through an independent assessment. Output 2 includes two subcomponents: supporting the establishment and operationalization of Forest Management Units (FMUs) and expanding and enhancing the implementation of the Social Forestry Program.

#### - **KALFOR**

Under NIM-COSS modality, the project has been coordinated by the MoEF as the Implementing Partner from 22 December 2017 to 22 December 2024 to improve the conservation of forested areas for biodiversity and ecosystem services in Non-State-Owned Forest Area (APL) and Convertible Production Forest (HPK) in Kalimantan, which are subject to potential conversion to estate crop production despite their having forest cover. The project has 3 components that has been implemented in 4 pilot districts (Ketapang and Sintang in West Kalimantan, Kotawaringin Barat in Central Kalimantan, and Kutai Timur in East Kalimantan). It has 4 outcomes: 1) Mainstreaming forest ecosystem service and biodiversity considerations into national, provincial, and district policies and decision-making processes for forest area planning and management; 2) Development of policies and plans to deliver global and national benefits from forest conservation and estate crop development in four districts of Kalimantan and demonstration of innovative approaches in target landscapes currently outside of the forest estate; 3) Innovative financing to help reduce deforestation and forest fragmentation in target landscapes; 4) Increased knowledge and understanding of factors for reduced deforestation and green growth strategies.

#### - **GOLD-ISMIA**

Under NIM-COSS, GOLD-ISMIA project was implemented by the Ministry of Environment and Forestry Directorate General of Solid Waste, Waste and Toxic and Hazardous Substances Management (PSLB3) as the Implementing Partner. It started on 5 September 2018 and completed on 5 September 2023. With USD 6,720,000,000, the project had objective to reduce/eliminate mercury releases from the Indonesian Artisanal and Small-scale Gold Mining (ASGM) sector by i) Strengthening institutions and the policy/regulatory framework for mercury-free ASGM; ii) Increasing the access of mining communities to finance to enable the procurement of mercury-free processing technologies; iii) Increasing the capacity of mining communities for mercury-free ASGM through the provision of technical assistance, technology transfer and support for formalization; and, (iv) raising awareness and disseminating best practices and lessons-learned on mercury phase-out in the ASGM sector. The project locations were Kulonprogo District (Yogyakarta), Kuantan Sengingi (Kuansing) District (Riau Province), West Lombok District (West Nusa Tenggara Province); North Gorontalo District (Gorontalo Province); Minahasa Utara District (North Sulawesi Province), and South Halmahera district (North Maluku Province). GOLD ISMIA received fund from GEF (Global Environment Fund).

## - **CIWT**

Under NIM-COSS modality, CIWT worked with **DG** of Law Enforcement on Environment and Forestry, MoEF, YIARI (a non-profit organization engaged in the rescue, protection, and conservation of wildlife), LPPM IPB (Institute for Research and Community Service of Bogor Agricultural University), Lembaga Demografi Universitas Indonesia (Demography Institute of University of Indonesia), and PT Prima Kelola (company that provides mobile application development to identify protected wildlife species). Based on Project Document, the project started on November 17, 2017 to November 16, 2023. The project document was later on ammended and the project was extended with no-cost until operationally closed on 17 August 2024. The USD 51.937.595 had the objective to reduce/eliminate mercury releases from the Indonesian Artisanal and Small-scale Gold Mining (ASGM) sector by i) Strengthening institutions and the policy/regulatory framework for mercury-free ASGM; ii) Increasing the access of mining communities to finance to enable the procurement of mercury-free processing technologies; iii) Increasing the capacity of mining communities for mercury-free ASGM through the provision of technical assistance, technology transfer and support for formalization; and, (iv) raising awareness and disseminating best practices and lessons-learned on mercury phase-out in the ASGM sector. The project worked in North Sumatra and Aceh provinces and in Gorontalo and North Sulawesi provinces (where Bogani Nani Wartabone National Park); assessment and capacity building for five key wildlife trade ports: Jakarta (Tanjung Priok) and Surabaya (Tanjung Perak) ports in Java, Bitung (Sulawesi), and Belawan port and Kualanamu airport in Medan, North Sumatra. GOLD ISMIA was funded by GEF.

## - **ATSEA2**

In Indonesia, ATSEA2 is NIM project, partnering with Ministry of Marine Affairs and Fisheries (MMAF). It is a NIM project started on July 24, 2019 to December 2024 (operational). The ATSEA-2 project is the second phase of the GEF-financed, UNDP-supported ATSEA program, and is designed to enhance regional collaboration and coordination in the Arafura and Timor Seas (ATS) region. ATSEA-2 will specifically focus on supporting the implementation of the endorsed strategic action program (SAP), a 10-year vision for the Arafura-Timor Seas with the long-term objective “to promote sustainable development of the Arafura-Timor Seas region to improve the quality of life of its inhabitants through restoration, conservation and sustainable management of marine-coastal ecosystems”. In Indonesia, the USD 19.562.761 projects work in East Nusa Tenggara Province. ATSEA2 is funded by GEF.

## - **ACCESS**

Funded by KOICA, ACCESS is DIM project, working with Ministry of Energy and Mineral Resources (MEMR). The USD 15.028.509 project started to run on May 1, 2020 to December 31, 2024. The project work in 23 villages in 4 provinces: East Nusa Tenggara; West Sulawesi; South-East Sulawesi; Central Kalimantan. Objective of the project is to support the poor and most vulnerable communities to have equitable and sustainable access to basic services for improving their livelihoods.

### 2.3.3. Innovative Financing Lab (IFL)

#### - PEA

The USD 132,743 started on January 08, 2022 to December 31, 2023. Under DIM, the project worked with Ministry of Finance (MOF); Ministry of Women Empowerment and Child Protection to ensure in mainstreaming gender issues into climate budgeting process; Ministry of Environment and Forestry, Ministry of Home Affairs, and local governments. Besides working at national level, the project also works at sub-national level in provinces of Bali, Jambi and Bangka Belitung (for regional climate budget tagging pilot) and East Java and DI Yogyakarta Province, Surabaya City and Gunung Kidul Regency (for deep analysis on potential innovative financing). The project received fund from UNEP through Sustainable Development Financing (SDF) phase 2 project, under Innovative Financing Lab which was started in 2018 as part of UNDP regional programme of Governance of Climate Change Financing (GCCF).

#### - ASSIST

ASSIST is UN joint-programme (JP) of UNCEF, UNIDO, UNEP and UNDP. It started on January 4, 2021 and will be ended on 31 December, 2025. Under DIM, the project receives fund from Joint SDG Fund. The USD 12,016,500 project set five (5) SDGs goals as project's goals. The five set are 1) Goal 5: Achieve gender equality and empower all women and girls, 2) Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation, 3) Goal 13: Take urgent action to combat climate change and its impacts, 4) Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development, and 5) Goal 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development. This JP is related to the following development agendas from Indonesia's National Mid-Term Development Plan (RPJMN) 2020-2024, which has been developed in accordance with the SDGs to support full achievement by 2030, namely a) To strengthen economic resilience for better economic growth, b) To reduce inequality through regional development, c) To strengthen the stability of law and defence, and transform public service, d) To rebuild the living environment and increase resilience towards natural disasters and climate change. The JP will enhance the country's potential to deploy innovative financing instruments, including at sub-national levels, thus directing SDG finance towards under-served sectors such as the marine sector, the nascent impact investment ecosystem, and SMEs. On the 'demand side', the JP will build the capacity of national institutions, start-ups, and SMEs to better access and utilise the finance mobilised for SDG impact.

### 2.3.4. Resilience and Reconstruction Unit (RRU)

#### - RESTORE (Response Toward COVID-19 Resilience) – GEN 2

RESTORE is a DIM project funded by JSB as the response toward COVID-19. The USD 2,623,201.08 started to work on October 31, 2021 to December 12, 2022. The project worked in West Java, DKI Jakarta, East Java, Riau, Gorontalo, Central Sulawesi, West Nusa Tenggara, Papua, West Sulawesi, and South Kalimantan. The goal was intended for Indonesia to responding to its immediate OR PRACTICAL needs during COVID-19, through improved health systems economic

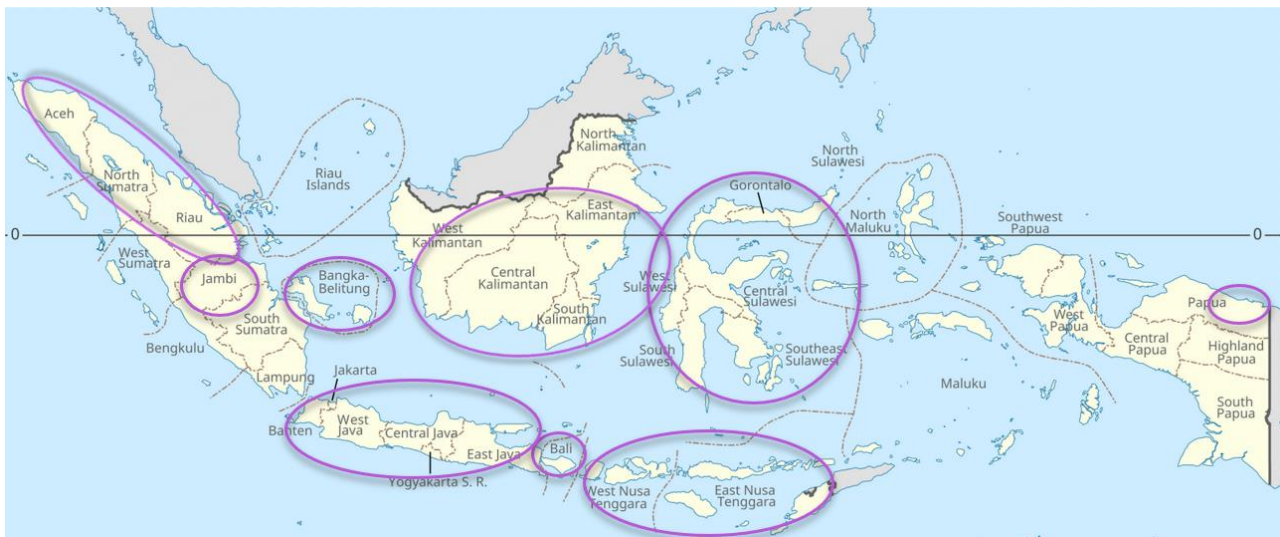
recovery through stimulus measures that are: a) Climate and environmentally sensitive, b) Gender sensitive, and c) Inclusive, in line with the Government’s RPJMN.

**- PETRA (Post-disaster Rehabilitation and Reconstruction) – GEN 2**

Funded by KfW, PETRA -a DIM project, started to work on January 01, 2019 to December 31, 2022, the USD 28.441.411 project was DIM project. PETRA worked in Central Sulawesi and West Nusa Tenggara -known as NTB. PETRA seeks to contribute to the socio-economic recovery of disaster-affected communities. Outcome of the project was Vulnerable communities in Central Sulawesi and NTB recover from the impact of the 2018 disasters and are more resilient to withstand future shocks. To achieve the outcome described in the preceding section, PETRA will deliver on two specific outputs, namely: a) Output 1: Rehabilitation and reconstruction of fully damaged infrastructure for provision of critical public services which cover gender needs and other gender concerns, b) Output 2: Rehabilitation of affected communities’ economic infrastructure to promote more resilient and sustainable livelihoods for both men and women.

**2.4. GEOGRAPHICAL SCOPE**

The geographical scope of the projects sample is also wide and diverse. With 1,904,569 square kilometres and more than 17.000 islands and a population over 280 million inhabitants, Indonesia is the world's largest archipelagic state and the 14th-largest country and the world's 4th most-populous country. The map and the table below show and describe the large geographical scope of the evaluation:



**Table 2 –Description of geographical areas of sample**

Island	Province where Projects were Located	Capital (City)	Total Area	Number of District and towns/cities
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Sumatera	a) Aceh -or officially called Nanggroe Aceh Darussalam (NAD)	Banda Aceh	57,365.57 km <sup>2</sup>	18 districts 5 city/towns
	b) North Sumatera	Medan	72,981.23 km <sup>2</sup>	25 districts 8 city/towns
	c) Jambi	Jambi	50,160.05 km <sup>2</sup>	9 districts 2 city/towns
	d) Riau	Pekanbaru	89,935.90 km <sup>2</sup>	10 districts 2 city/towns
	e) Bangka Belitung Islands	Pangkal Pinang	16,424.14 km <sup>2</sup>	6 districts 1 town
Kalimantan	a) West Kalimantan	Pontianak	147,307 km <sup>2</sup>	12 districts 2 city/towns
	b) East Kalimantan	Samarinda	127,346.92 km <sup>2</sup>	7 districts 3 city/towns
	c) Central Kalimantan	Palangkaraya	153,564 km <sup>2</sup>	13 districts 1 city/town
	d) South Kalimantan	Banjarbaru	38,744.23 km <sup>2</sup>	11 districts 2 city/towns
Java	a) Special Capital Region of Jakarta Province -or known as Provinsi DKI (Daerah Khusus Ibukota) Jakarta	Jakarta	661,5 km <sup>2</sup>	4 cities, i.e., South Jakarta, North Jakarta, West Jakarta, and East Jakarta 1 district, i.e., Seribu Islands District
	b) Central Java	Semarang	32.544,02 km <sup>2</sup>	29 districts 6 city/towns
	c) Special Region of Yogyakarta -or known as DI (Daerah Istimewa Yogyakarta)	Yogyakarta	3,186 km <sup>2</sup>	4 districts 1 city/town
	d) East Java	Surabaya	47,922 km <sup>2</sup>	29 districts 9 city/towns
Bali	Bali	Denpasar	5,780 km <sup>2</sup>	8 districts 1 city/town
Nusa Tenggara	a) West Nusa Tenggara	Mataram	20,153.15 km <sup>2</sup>	8 districts 2 city/towns
	b) East Nusa Tenggara	Kupang	47,931.54 km <sup>2</sup>	21 districts 1 city/town
Sulawesi	a) South Sulawesi	Makassar	46,717.48 km <sup>2</sup>	21 districts 3 city/towns
	b) North Sulawesi	Manado	13.851,64 km <sup>2</sup>	11 districts 4 city/towns
	c) West Sulawesi	Mamuju	16,787 km <sup>2</sup>	6 districts
	d) Gorontalo	Gorontalo	12,025.147 km <sup>2</sup>	5 districts 1 city/town
Papua	Papua	Jayapura	317,062 km <sup>2</sup>	28 districts 1 city/town

Another characteristic of the country is its high cultural and religious diversity as manifested on Indonesia national motto, “Bhinneka Tunggal Ika”, that can be translated into Unity in Diversity. There are approximately 1340 ethnic groups in Indonesia. Though Indonesia is famous as Muslim majority country -87% of the population-, there are also ethnic groups with their own belief system. The project areas represent the diversity of Indonesia in terms of culture and religions. In Jambi province, there

are three known indigenous groups, i.e., Orang Rimba, Talang Mamak, and Batin Sembilan who live in the forest and have their own belief system. Meanwhile in East and Central Java, there are Samin people who live in the border area of East Java (in Bojonegoro District) and Central Java (in Blora District) who maintain their own belief system. Also, in South Sulawesi, among Bugis people, there is Bissu -the sacred gender (the fifth gender) who maintain local belief practice.



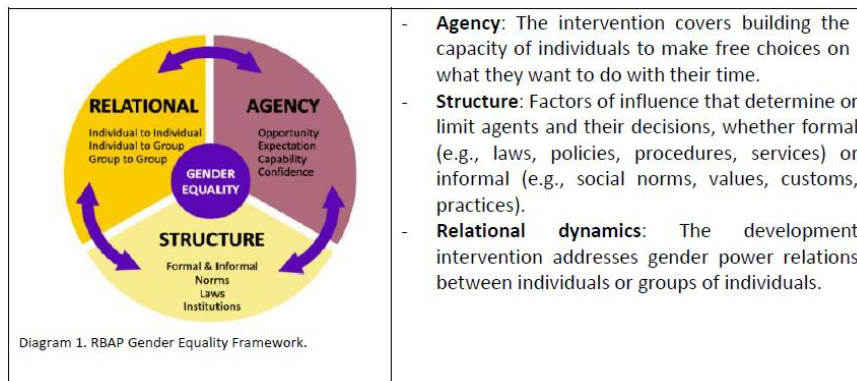
### III. EVALUATION APPROACH AND METHODS

#### 3.1. CONCEPTUAL FRAMEWORK

The present evaluation is gender-responsive, which means, as defined by UNWOMEN, that has “two essential elements: what the evaluation examines and how it is undertaken. It assesses the degree to which gender and power relationships—including structural and other causes that give rise to inequities, discrimination and unfair power relations, change as a result of an intervention using a process that is inclusive, participatory and respectful of all stakeholders (rights holders and duty bearers). Gender-responsive evaluation promotes accountability to gender equality, human rights and women’s empowerment commitments by providing information on the way in which development programmes are affecting women and men differently and contributing towards achievement of these commitments”<sup>5</sup>.

This gender thematic evaluation is naturally entrenched in the sustained endeavour of UNDP at global, regional and national levels to promote gender equality and women’s empowerment (GEWE). The UNDP Gender Equality Strategy 2021-2025 and the Indonesia UNDP CO **Gender Equality Strategy and Social Inclusion (GESI)** 2021-2025 constitute the main reference framework which interventions shall be aligned with in the realm of gender aspects. However, since GESI of UNDP Indonesia is aligned with the corporate strategy, the evaluation process refers to the corporate frame only when GEWE results are out the scope of the national one.

In alignment with the GESI Strategy, the gender thematic evaluation process assesses how the interventions have contributed to enhancing GEWE at three levels, where factors may curb or on the contrary facilitate it: the individual or collective **agency** or its capacity to make free choices; the **structural**, which is the social, legal or institutional frame that shapes individuals’, and women as a group’s, opportunities; and the **relational** dynamics which are power relations between individuals, for instance in intimate partners’ relationships, between individual and the group, or between groups for instance all females and males within a community. The three levels, as represented in the figure below, are influencing each other.



Source: UNDP Indonesia Gender Equality and Social Inclusion Strategy (2021-2025), Updated version, p.9.

<sup>5</sup> UN Women. Independent Evaluation Office, 2015. How to Manage Gender Responsive Evaluation. UN Women. p 4.

Just as UNDP and national strategic tools, the global development **Agenda 2030**, especially SDG 5, represents another framework which the evaluation used to measure interventions relevance and impact in terms of GEWE where relevant, i.e. when the projects clearly aim at implementing the GEWE indicators or targets of these key documents for UNDP and the Government of Indonesia (GoI).

The evaluation also adopts a **Human Rights Based Approach** (HRBA), which means that gender is equality assessed as a human right which all individuals and groups are entitled to, and all duty bearers must promote, as well ingrained in the international frameworks (CEDAW, UPR, etc.). It is largely acknowledged that, besides the structural inequalities between men and women, which stem from the cultural construct of gender (stereotypes, roles, norms, relations), other cross-cutting factors put some women more at risk of multiple discriminations or vulnerabilities, such as how disability, class, age, religion, ethnic minority belonging, migration, rural residence, etc. intersect with gender. The principle of **Leave No One Behind** (LNOB) also lays the ground for the evaluation methodology inclusiveness while promoting these groups to be part of the population consulted on a fair basis.

Finally, gender-responsive evaluation requires a **participatory approach**. While the primary users of the evaluation are, besides UNDP and the duty bearers, i.e. the public and private institutions involved in UNDP programming implementation, the rights holders, i.e. the target groups and beneficiaries of the interventions, especially women and girls attending to LNOB principle), all have been involved in the evaluation process. Evaluation therefore uses participatory approaches/methods to engage a diversity of stakeholders and address potential barriers to participation. For this purpose, a specific request was sent to UNDP contact persons and partners to ensure that the timeframe, place and modality of consultation were conducive and friendly for women and specific marginalised groups.

### 3.2. EVALUATION CRITERIA AND EVALUATION QUESTIONS

According to the objective of the ToR, the evaluation team has assessed GEWE outcome and related outputs against the OECD/ DAC criteria of **relevance, effectiveness, efficiency, sustainability, and impact**. These criteria have been enriched through a **feminist lens**, ensuring that the strategical and conceptual framework described above is fully entrenched in the evaluation matrix. In alignment with this human rights and gender conceptual frame, the list of evaluation questions provided in the ToR has been adapted and expanded. It is inserted in Annex 1 of this Evaluation Report. A list of sub criteria, provided in Annex 5, was further developed and questions were streamlined in order to ease the rating of the projects.

UNDP Gender Equality Strategy follows the two-fold strategy internationally endorsed to promote GEWE: a specific signature towards gender equality and gender mainstreaming across other priorities. Likewise, to ensure a fair assessment of how a project contributes to GEWE, a gender thematic evaluation shall encompass the overall intervention, not only its gender-related outcomes and outputs. This gender thematic evaluation is therefore **critically integral**.

On the eve of the review of the project documents (PRODOC), it was noticed that: 1) several proposals do not have a clear outcome/output aimed at advancing gender equality; 2) some outputs/outcomes initially not related to gender equality have turned out to be gender-responsive or transformative; 3) some outcomes/outputs apparently “gender-neutral” might have a negative gender impact if not thoroughly monitored and reassessed; 4) some opportunities to promote GEWE in outcomes/outputs might have been overlooked and/or unseized. Therefore, the assessment doesn’t focus strictly on GEWE outcome and outputs. On the contrary, it appraises the full interventions, emphasizing what has been achieved, what has not been achieved and what could have been, or still might be, achieved in terms on GEWE. In this sense, the evaluation vets if the **theory of change** of the sample entails a transformative change in terms of GEWE.

Additionally, in the same comprehensive and integrated way as Gender Seal approaches GEWE contribution, the evaluators are aware that GEWE achievements depend on an array of aspects that influence the gender-responsiveness of any action. Such a gender thematic evaluation shall, therefore, assess, in addition to the mere outcomes/outputs of the interventions, a compendium of elements such as: mechanisms and tools used through the project cycle, such as gender analysis, reporting on GEWE, budget, communication outputs, knowledge management, project management’s engagement, team capacities, conducive environment including prevention of sexual abuse and harassment (PSEAH), and partnerships. The evaluation can be therefore considered as a **comprehensive review of a large array of gender-sensitive aspects** of the portfolio assessed.

As well, from a lesson-learning perspective, it is interesting to investigate the processes that have led to GEWE results, i.e. at what stage (identification, design, implementation, monitoring, mid-term evaluation, etc.) the intervention has upgraded its contribution to gender equality, or not, and how the improvement in the realm of GEWE has been made possible, or on the contrary, hindered. In this sense, the evaluation highlights **best practices and lessons learnt** to GEWE and provide specific recommendations to improve GEWE intervention or inspire future initiatives in this area. All these aspects have oriented the drafting of the evaluation questions, and the analysis of data collected.

### 3.3. THREE-TIER EVALUATION APPROACH

Taking into consideration the large number of projects to be evaluated (15), the wide geographical scope of the projects sample and the fact that some projects have already undergone (an) independent evaluation process(es), the gender thematic evaluation team has designed a methodological approach based on a three-tier evaluation methodology, with different levels and combinations of data collection, as follows:

**Level 1:** Assess based on desk review (DR) of project-related documentation, including the mid-term and final evaluation reports. If needed, some meetings with UNDP or implementation partner staff or emails exchanges might be additionally required by the evaluation team to complete, confirm or invalidate data if inconsistencies, loopholes or uncertainties arise from this desk review.

**Projects level 1 (4 projects):** **GUYUB** - Tackling VE Threat on Human Security in East Java; **GOLD ISMIA**- Integrated sound management of mercury in Indonesia’s Artisanal and Small-scale Gold Mining (ASGM); **CIWT** - Combatting Illegal Wildlife Trade; **RESTORE** - Response Toward COVID-19 Resilience.

**Level 2:** Combine desk review and other techniques that do not require field visit, i.e. meetings with UNDP project staff (UNDP PS) and/or implementing partners (IP) and Key Informants In-depth Interviews (KIII) with individuals from civil society organizations (CSOs), community-based organizations (CBOs), women’s and feminist organisations (WFOs), non-governmental organisations (NGOs), governmental organizations (GOs), private companies (PC), beneficiaries and targeted groups (B&TG).

**Projects level 2 (7 projects):** **SMILE** - Electronic Logistic Immunization Monitoring System; **Migration Governance** - Migration Governance for Sustainable Development; **CONVEY** - Religious Moderation; **REDD+** - Indonesia REDD+ results-based payments (RBP); **KALFOR** - Strengthening Forest Area Planning and Management in Kalimantan; **PEA** - Poverty-Environment Action; **PETRA** - Post-disaster Rehabilitation and Reconstruction.

**Level 3:** The techniques used are: Desk Review, meetings with UNDP project staff (UNDP PS) and/or implementing partners (IP) and Key Informants In-depth Interviews (KIII), Focus Group Discussions (FGD) with beneficiaries and targeted groups and with other stakeholders, and direct observation (DO) on the field.

**Projects level 3 (4 projects):** **A2J GBV** - GBV initiatives; **ATSEA2** - Arafura & Timor Seas Action Programmes; **ACCESS** - Accelerating Clean Energy Access to Reduce Inequality; **ASSIST**- UN Joint Programme Accelerating SDGs Investments in Indonesia

### 3.4. DATA COLLECTION TECHNIQUES

The data collection took place during July, August and 1st week of September, based on the main guiding tool that was the evaluation matrix including with evaluation questions attached in Annex 1. For each technique, a questionnaire or guiding template was developed, that was adapted to each project and information source. The techniques used were as follows:

**Desk review (DR):** The desk review consists of a reading and analysis of laws, policies, strategies, plans, regulations, but also project documents, monitoring and evaluation (M&E) reports, knowledge products including policy briefs, studies, surveys, etc, and communication and awareness supports. The list of supporting documents and evidences reviewed is attached in Annex 2 of the report.

**Meetings with staff and implementing partners (MwS&IP):** A first round of meetings with UNDP and/or implementing partners project related staff were held to collect complementary information and/or documentation about the project and conduct an initial gender assessment. These meetings have also helped identifying key informants for in-depth interviews and participants in FGD. They were conducted remotely or in-person.

**Key Informants In-depth Interviews (KII):** The semi-structured in-depth interview with key informants is a qualitative research method which combines a list of pre-drafted open questions with a flexibility to explore specific subjects brought by the interviewee. These semi-structured interviews were used with single individuals or with a very reduced group of individuals based on questionnaires previously adapted to each profile. They were conducted remotely or in person.

**Focus groups discussions (FGD):** The focus groups were organized with different groups in order to collect qualitative data. This technique brings together a group of people to answer questions made by a moderator. Besides the diversity of views, it also allows observing social dynamics and power relations between both genders and within the group, for instance among staff.

**Direct observation (DO):** Direct observations were used to collect additional qualitative and quantitative data. The DO was performed by the national evaluator in Jakarta by the lead evaluator and in other locations visited by the national evaluator.

### 3.5. EVALUATION ITINERARY

As explained above, four projects were evaluated as level 3 through a full-ledge in-depth evaluation, including field visits, which are described in the table below.

Date	Project & Location	Activity	Participants		Notes
			Nº and gender	Position	
August 15, 2024	ACCESS  Muara Ripung Village, South Barito District, Central Kalimantan	FGD	1 man	Head of Village	
			1 woman	Bumdes' Secretary	
			1 Woman 1 Man	PLTS Local Operator	PLTS is solar power generation system.
			1 Woman	UPLTD Local Operator	UPLTD is abbreviation of Unit Pelaksana Teknis Daerah, is a government body whose responsible as implementor.
			1 Man	UPLTD Manager	
	Muara Ripung Village, South Barito District, Central Kalimantan	KII	1 Woman (senior)	Small Scale Enterprise Owner	
August 21, 2024	ATSEA2  Rote Island, East Nusa Tenggara	FGD in Oaseli Village	5 women	Small Scale Enterprise Owner	
			2 men		
		FGD in Boa Village	1 woman	Small Scale Enterprise Owner	The contact Boa Village said he had informed all the members of small-scale enterprise owner, but on the day we should have conducted the FGD, most of them could not attend due to personal matters.
			1 man		

		KII	2 men	Bank of NTT staffs	Bank of NTT is government bank who has program in supporting small scale enterprise owner.
	ATSEA2 Kupang, East Nusa Tenggara	FGD	3 women	Government officials	The government officials are from woman empowerment and child protection agency and farming agency of East Nusa Tenggara province
			1 man		
August 25, 2024	ASSIST Bali	KII	2 women	Woman-led business owner, NGO	The woman-led business owner was the winner of SheDisrupts; the NGOs that the SheDisrupts' winner had partnership.
			1 man	NGO	
September 4, 2024	A2J GBV Jakarta	DO + KIII	1 woman 1 man	Research team, UHAMKA campus	Lead evaluator
			1 man 1 woman	PPT Buga Tanjung, Hospital RSUD Tarakan Jakarta	Lead evaluator

### 3.6. DATA ANALYSIS, TRIANGULATION AND QUALITY ASSURANCE

The following stage of the evaluation process was the analysis of all data collected. For each project, the templates filled during DR, MWS&IP, FGD and DO were compared and data were merged. Linkages were established between effects and potential causes and initial findings or hypothesis were put forward. The data collected were thoroughly triangulated<sup>6</sup> by using the different techniques described above and contrasting information collected among several sources, including documents and individuals, in order to fathom information. When coincidence between sources was found, findings were confirmed or, on the contrary, hypothesis that could not be validated by another source were ruled out. In several occasions, when an information was provided by a single source, further data or explanations were requested through emails.

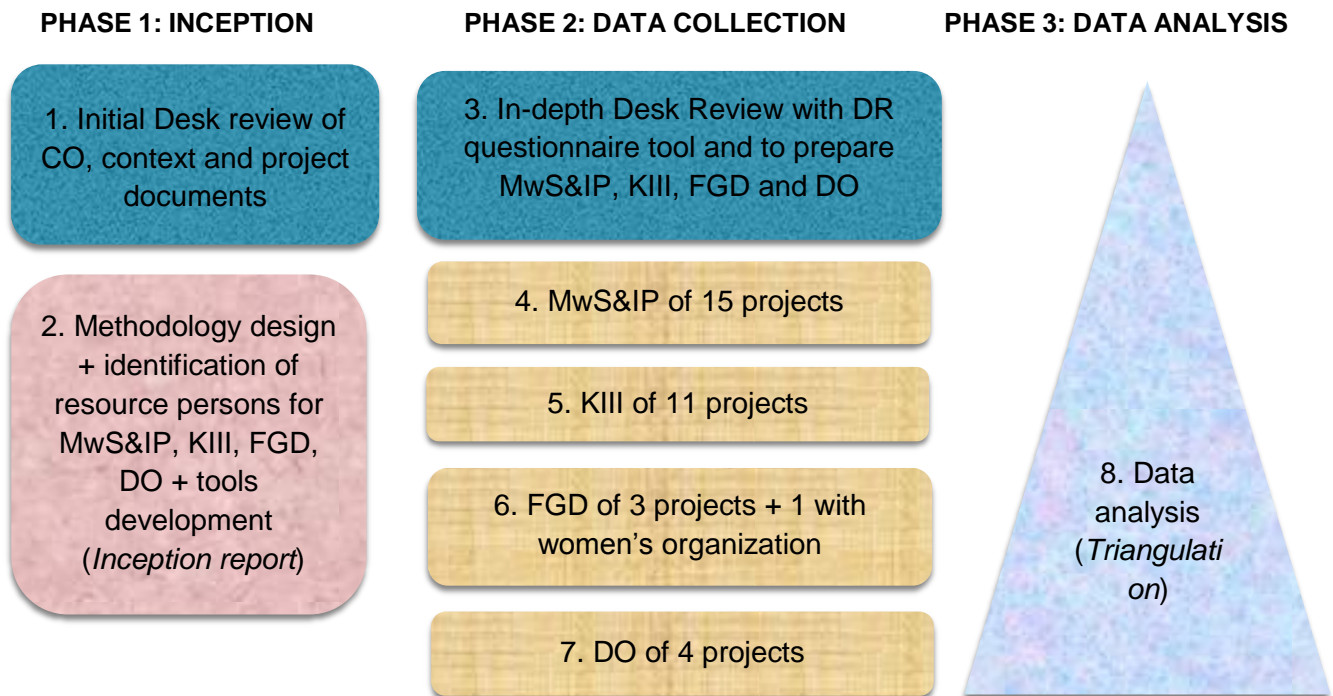
The main goal of an independent evaluation is to ensure the **quality** and **reliability** of findings and conclusions. For this sake, triangulation of data, neutrality, impartiality and high-quality standards were cautiously abided by. The gender evaluation team doesn't have a current or past contract with UNDP Indonesia, and they have not been involved in the projects being assessed. Their impartiality is fully guaranteed, just as their compliance with ethics described under 3.9.

<sup>6</sup> Triangulation is defined by USAID as “the use of a variety of data sources, including time, space and persons, in a study. Findings can be corroborated and any weaknesses in the data can be compensated for by the strengths of other data, thereby increasing the validity and reliability of the results.” See: An Introduction to Triangulation, USAID.

In terms of quality, the evaluation methodology abides by the *UNDP Evaluation Guidelines (2021)*. Besides, taking into consideration the kind of evaluation performed, the team also followed international recommendations on gender evaluation embedded in the *Guidance on country portfolio evaluations in UN WOMEN (2016)*, and got inspired with best practices collated in *UN WOMEN Good practices in Gender-Responsive Evaluations (2020)*,

### 3.7. STEP-BY-STEP PHASE APPROACH

Summarizing what has been explained above, the step-by-step phase approach adopted can be illustrated as follows in 5 phases:



### 3.8. STAKEHOLDERS PARTICIPATION

Representatives of national implementing partners, UNDP programme staff, beneficiaries of projects, both male and female including persons with disabilities, participated in the stakeholder consultations through MwS&IP, KIII and FGD. Behaviours, social relations, gender stereotypes and other power were examined and observed, especially in DO and FGD.

Regarding the individuals and groups met, the profiles were suggested by evaluators and agreed upon with UNDP staff, based on criteria set up by the evaluation team. Women's representation was prioritized due to the need to capture how women benefitted from the project and the specific barriers they faced, but it also ensured a fair participation of males. The participation of women with disability, from various social classes, educational backgrounds, ethnic, religious and gender identities was encouraged, but not always possible.

The evaluator team met with thirty-seven (37) people (21 women and 16 men) through fifteen (15) MwS&IPs, eight (8) KIIIs, and two (2) FGDs. The gender-disaggregated list of individuals or groups interviewed or consulted is attached to this report in Annex 2.

### 3.9. STANDARDS FOR MEASURING GEWE CONTRIBUTION

In order to measure how projects contribute to GEWE, the evaluation refers to the two key practical screening tools used by UNDP to assess and report on the level of gender-mainstreaming of its programmes.

#### 1. Gender Marker (GEN)

According to the Guidance Note for UNDP staff<sup>7</sup> on Gender Marker (GEN), the marker allows UNDP to: track budget and expenditure for gender equality results; monitor and analyse trends by region, country and outcome; identify gender gaps and adjust projects planning accordingly; have more efficient planning and decision making; and improve overall UNDP reporting and accountability on gender equality.

According to the extent to which gender is mainstreamed in a proposal, a score from GEN 0 to GEN 3 is assigned by UNDP country offices to outputs and projects. This indicative rating is based mainly on the outputs assessment. It is important to keep in mind that the objective is not to get a high rate of GEN 2 and GEN 3 in the portfolio but to ensure that the projects are adequately rated. The table below recapitulates on the conditions that must be met for each score.

**Table 4: Gender Marker rating**

<b>GEN 3:</b>	<b>Gender equality as a principal objective</b> The achievement of gender equality and/or the empowerment of women are an explicit objective of the output/project and the main reason that this output/project was planned. Narrowing gender inequalities or empower women is the main reason this initiative is being undertaken.
<b>GEN 2:</b>	<b>Gender equality is a significant objective</b> Gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way. Must be evidence that a gender analysis has been done, that there will be change related to gender equality/women's empowerment and there are indicators to measure/track this change. Sometimes called "gender mainstreamed" initiatives, where gender equality is adequately integrated as a cross-cutting issue by the rationale, activities, indicators and budget associated with the output.
<b>GEN 1:</b>	<b>Contributes to gender equality in a limited way</b> Output at the project level contributes in a limited way to gender equality, but not significantly. Gender equality is not consistently mainstreamed and has not been critical in the project design. Nevertheless, some aspect(s) of the output at the project level (i.e. one or more of its activities) are expected to promote gender equality but not in a consistent way.

<sup>7</sup> UNDP GENDER MARKER: TRACKING GENDER-RELATED INVESTMENTS AND EXPENDITURES IN ATLAS. A GUIDANCE NOTE FOR UNDP STAFF Revised Edition. United Nations Development Programme. Bureau of Policy and Programme Support. Gender Team. 2016



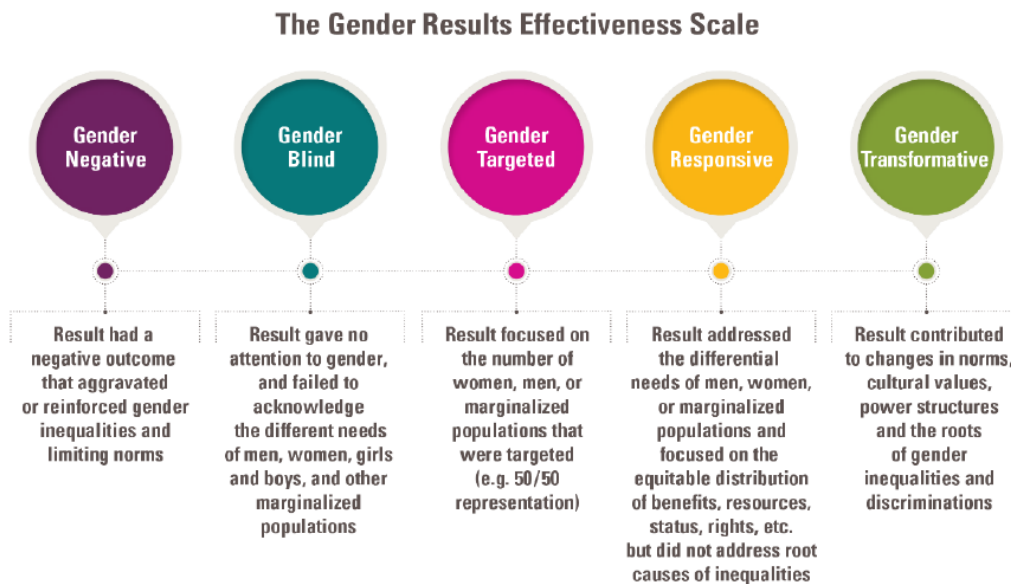
**GEN 0: Not expected to contribute to gender equality**

Outputs at the project level are not contributing to gender equality. No activities or components of the output contribute to the promotion of gender equality. GEN0 output at the project levels are “gender blind” and it is therefore recommended to reduce as much the GEN0 rated outputs.

Whereas the evaluation found an inaccurate Gender Marker attributed to a project, it recommends the review of the rating grounded in its assessment. While the GEN of each intervention will be critically assessed, the next tool, GRES, will be adopted as a conceptual framework that allows measuring the projects in a more qualitative impact-oriented manner.

**2. Gender Results Effectiveness Scale (GRES):**

The Gender Results Effectiveness Scale (GRES) was inspired by the document UN Women’s Good Practices in Gender Responsive Evaluation (2020). It aims capturing changes produced by the project in the realm of gender equality, including gender norms, stereotypes, roles, status and power relations according to a five-level scale, as described below:



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women’s Empowerment, IEO, UNDP, 2015

GRES rates have been attributed to each project. However, some elements (outputs, activities, deliverables, etc.) of a project might sometimes contribute more radically to a positive progress for gender. When the project contribution to gender equality doesn’t amount to the GRES level of these specific components, the rating is kept but a mention is made to avoid overlooking those achievements.

**3. Criteria rating (low-medium-high)**

Finally, a three level-rating (low-medium-high) was followed by the evaluation team to identify best practices and lessons learnt across the reviewed portfolio against every evaluation criterion

(relevance, coherence, effectiveness, efficiency, sustainability, and impact) to allow detecting strengths and weaknesses for further improvement.

Although the evaluation report doesn't provide this breakdown assessment on a project basis, the general percentage of high, medium and low rates is provided in order to describe the extent to which the portfolio meets all criteria. The method followed to rate projects was based on the portion of sub criteria of Annex 5 which were positively assessed, as follows:

- High: when most sub-criteria are met or when a sufficient part of them is attained in a highly satisfactory manner.
- Moderate: when some sub-criteria are met but the overall criterion cannot be considered as highly achieved.
- Low: when none or very few secondary sub-criteria are met or when key sub-criteria are negatively assessed.

### **3.10. EVALUATION ETHICS AND STANDARDS**

The evaluators have abided by with the principles outlined in the UNEG "Ethical Guidelines for Evaluation" as highlighted in the ToR enclosed in the contract signed with UNDP (Annex 4). The consultants have safeguarded the rights and confidentiality of individuals and stakeholders interviewed and ensured the security of collected information before and after the evaluation. Interviewees were informed about the purpose of the data collection, about anonymity and confidentiality rights and about the possibility not to respond to questions they were not comfortable with. When the conversation was recorded for the purpose of note taking, they were asked to give prior consent and informed about the unique purpose of such recording, i.e. to alleviate and enhance data collection tasks.

For the sake of safeguarding confidentiality and anonymity, the names are not provided in the report nor in its annexes. This is why the list of individuals met rather refers to institutions and stakeholders. The information knowledge and data gathered in the evaluation process have been and will be solely used for the evaluation and not for other uses, except after specific request to and approval by UNDP. The recordings were stored on the memory of evaluators' personal computers, not on the cloud. They will be destroyed after the approval of the evaluation report.

### **3.11. LIMITATIONS, OBSTACLES AND MITIGATION MEASURES**

The main limitations and challenges faced by the evaluators stemmed from the large scope of the sample. Evaluating fifteen (15) projects, some of them very complex and long, with a wide geographic extension, in a country such as Indonesia, represents a workload which requires a larger team made of experienced evaluators with gender expertise. The amount of documents to be reviewed and stakeholders to interview has put a heavy burden on data analysis and made the drafting complex. To overcome partially this challenge, a three-tier methodology has been

developed, but this has undermined the reliability of some findings based mainly on (level 1) or not supported by consultations with targeted groups and direct observations. This evaluation cannot therefore pretend to be compared to neither replace gender-responsive projects evaluations.

Another limitation is the difficulty caused by the absence of final cumulative reports of projects, which has led the evaluators to go through sometimes up to 6 Project Assurance Reports (PAR). Gaps in reporting on gender disaggregated data and gender indicators, have demanded a thorough and time-consuming review and comparison across documents, leading in some cases to a standstill and further acknowledgement of absence of data to assess the effectiveness of the project (achievement of indicators).

Another bottleneck is that, in the light of LNOB principle, data have been difficult to trace, since usually, numbers of participants or beneficiaries are not breakdown by disability or any additional factor of discrimination (such as age, pertaining to indigenous people, level of education, etc.) are not registered neither provided in PAR or other reports including evaluation reports. This has made impossible to assess the quantitative extent to which the projects were relevant, effective or impactful under LNOB principle. Inclusiveness was thus assessed through the actions implemented or the integration of inclusivity measures in the project, but the results in terms of % of population targeted could not be appraised.

## IV. KEY FINDINGS

### 4.1. KEY FINDINGS ON CO, CPD AND GESI CONTRIBUTION TO GEWE

**FINDING 1. UNDP Indonesia has achieved a robust institutionalisation of GEWE.** This was achieved through an outstanding management's commitment towards GEWE, a full-time dedicated gender analyst, and a large, representative and dynamic specific Task Force, made of 25 members from the various units of the CO, which is responsible to ensure the implementation of the Gender Equality and Social Inclusion Strategy 2020-2025 (GESI). These institutional GEWE muscles are likely to fully harness the recommendations of the present gender thematic evaluation as well as the reassessment of the Gold Gender seal certification that was awarded in 2020.

**FINDING 2. CPD is gender-sensitive, with components that amount to gender-responsiveness.** Under Outcome 1<sup>8</sup>, although no gender-sensitive output was found, Indicator 1.2.3<sup>9</sup> is gender-responsive. Under Outcome 3<sup>10</sup>, the CPD has one stand-alone gender-responsive Output 3.1<sup>11</sup>, but its two gender-sensitive indicators are regrettably ineffective for measuring its gender-responsiveness: gender-targeted Indicator 3.1.3 doesn't require an increase in the percentage of women among the beneficiaries of improved governance of commodities productions at land and sea between 2019 and 2025. The also gender-targeted Indicator 3.3.2 could also tie more gender-responsive risk management solutions. The drafting of the new CPD provides an opportunity to continue enhancing the gender-responsiveness of the strategic framework and hopefully include at least some gender-transformative outputs and/or indicators.

**FINDING 3. CO implemented a strong, ambitious and well-structured GESI Strategy 2020-2025,** which optimizes CPD outcomes for the sake of GEWE and social inclusion. A sustainable HRB, GEWE and LNOB approach is promoted in GESI<sup>12</sup>. Under eight workstreams, it lists and describes 31 measures which are appropriately streamlined in a Work Plan with responsibilities. Particularly interesting for the scope of this evaluation, are: 1) the requirement for the Programming across the four CPD outcomes to employ strategies to reach the three domains (agency, structures and relational dynamics) for addressing the root causes of gender inequalities; 2) the target of 70% of GEN 2 and 3, and the identification of at least one specific standalone gender specific component during designing process, aiming to reach 15 percent financial allocation for it; 3) the list of indicators, which M&E shall be enhanced through sex-disaggregated data, though gender-blindly drafted in the CPD.

**FINDING 4. UNDP staff met during the data collection phase has shown high awareness of the institutional commitment on GEWE.** Most of them, especially women, had a high personal

<sup>8</sup> "People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfil their human development potential as members of a pluralistic, tolerant, inclusive and just society, free of gender and all other forms of discrimination".

<sup>9</sup> "Integrated service delivery in place to prevent and respond to sexual and gender-based violence".

<sup>10</sup> "Institutions, communities and people actively apply and implement low carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender sensitive"

<sup>11</sup> "Gender-responsive measures in place for conservation, and sustainable use of natural resources, biodiversity and ecosystems".

<sup>12</sup> "Interventions supported by UNDP will go beyond counting numbers of beneficiaries by sex and will focus on empowering and creating agency for women, men, and marginalised groups; as well as creating necessary structural changes for Gender Equality and Women Empowerment".

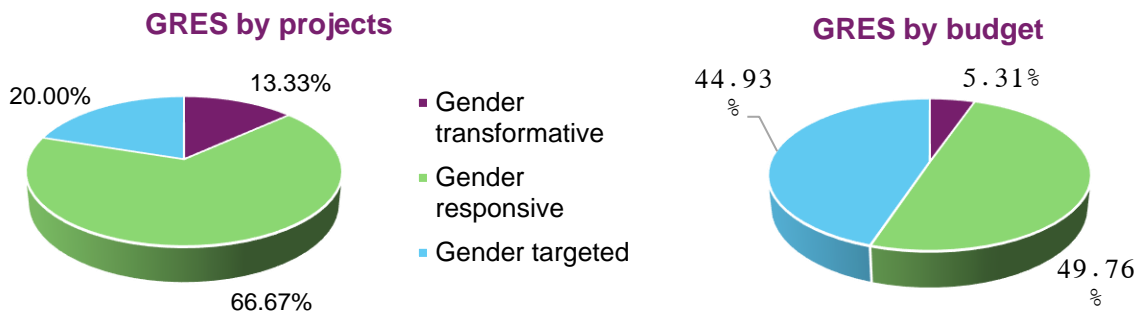
motivation to mainstream GEWE in the projects implementation, even beyond what was expected from them based on their role, not being gender specialists or experts. Regarding knowledge, most staff did know what gender is, and were able to identify the various barriers to gender equality. However, some misunderstandings or capacity shortcomings were still noticed on how effectively mainstream GEWE in projects planning/drafting, implementation and M&E. For instance, targeting 30% women benefitting from a capacity building activity should not be quoted as sufficient indicator for a project to be considered as gender responsive. Further, it is also important for UNDP staff to be aware that women shall not be described only as a vulnerable group, but as half population in need of sustained transformative affirmative action over the whole society, including men and structures, to be able to decide equally on the policies and dynamics that shape their lives and their communities. Finally, in spite of indisputable UNDP strategic engagement on GEWE at corporate and CO levels, according to some comments collected among staff, the division of tasks and the respective mandate of UN agencies were still used to explain why UNDP programme or projects did not need to tackle gender equality as a priority objective or argue that UNDP should not engage in some gender issues or domains addressed by other agencies, especially UNWOMEN.

## 4.2. GENERAL FINDINGS ON PORTFOLIO ASSESSED

**FINDING 1.** Regarding GEWE integration into the project cycle, **it was significantly enhanced at implementation and monitoring stages, compared to the initial identification and design.** Most logframes in projects documents were insufficiently GEWE mainstreamed. Only a marginal number of projects had a standalone gender output, missing therefore the opportunity to implement this requirement embedded in UNDP GES and CO GESI. This hindered the capacity of UNDP M&E staff and evaluators to calculate the % of the projects budgets allocated to GEWE. Some projects have however undergone a gender review of outputs and indicators to better embody the project efforts to promote GEWE. When the logframe was enhanced, it was generally the result of a gender analysis and/ or gender action plan launched at inception implementation stage, which is the best moment to do it when not performed at identification stage. Concerning indicators, most gender sensitive indicators were only sex-disaggregated or gender-targeted, and often inadequately formulated since they did not allow measuring an increase in women's participation.

**FINDING 2.** All projects assessed were assigned a Gender Marker GEN 2, while only one was rated GEN 3, which is a DIM project, the smallest of the sample with 150,000 USD (A2J GBV). A marginal share of GEN 3 is still appraised at current time in the full portfolio, since GEN 3 projects represent only 0,35 % of all portfolio amount (113,691 USD) in August 2024. The evaluators have found that two projects would need a review of their rating. One GEN 2 project (PEA) could be assigned a GEN 3 because GEWE was deemed as principal objective of this project on gender-responsive climate change budgeting. On the contrary, another currently rated GEN 2 project has been assessed as potentially GEN 1 (SMILE). Also, **several GEN-2 projects did not meet all conditions listed in the Gender Marker Guidance for this rate:** sometimes they missed a proper gender analysis, they did not yield a measurable change in GE/WE, and/or GEWE was not reflected in the rationale, outputs, indicators and budget of the project.

**FINDING 3.** As regards GRES, the criterion followed by the evaluators was to rate projects as gender-responsive or gender-transformative when at least one effect of the project implementation was found to be so. As per this approach, most of the sample was gender-responsive, less than a third gender-targeted, and a very limited part gender-transformative. Out of 15 projects reviewed, only two (2) were gender-transformative (A2J GBV & ACCESS). Ten (10) were gender-responsive (MIGRATION GOVERNANCE, KALFOR, CONVEY, GUYUB, GOLD ISMIA, CIWT, ASSIST, PEA, PETRA, RESTORE), four (4) of which having some transformative components (GUYUB, GOLD ISMIA, CIWT, PETRA). Only three (3) projects were gender-targeted (SMILE, REDD+, ATSEA2), though encompassing some elements of gender-responsiveness. In terms of budget dedicated, the gender transformative drops to 5,31%, while gender responsive investment represented half portfolio and gender-targeted 45% of it.



**FINDING 4.** The projects-related staff had globally a satisfactory parity rate. Women, who still were a minority, were well represented among project managers both at UNDP and at implementing partners. Some projects, where males made the majority of the staff, were led by women, (ACCESS in Kalimantan and KALFOR). In general, stakeholders were aware of gender parity being a quality standard required by UNDP, but the effect of this rule was higher when it was harnessed by gender-disaggregated indicators of the project. It must be said that although men were mostly avoided, the participation of females' speakers in webinars was still below 50%, although their share has increased in the field of research, particularly in gender assessments or gender-related knowledge products. The gender share in research, webinar or events was not apparently constrained by the subject since, for instance, in the same domain, some research outsourced to NGOs were produced mostly by male authors of two manuals (GUYUB), while for others conducted by an academic responsible party, female researchers were a majority (CONVEY).

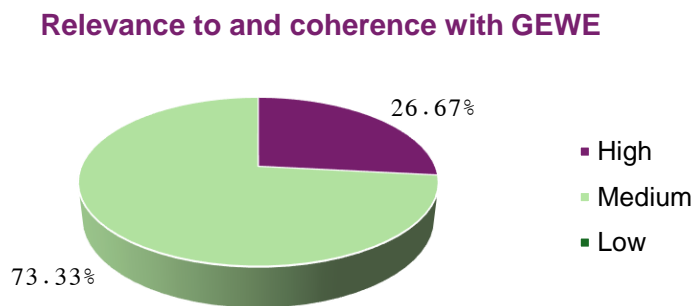
**LESSON LEARNT n°1: GENDER-SENSITIVE LOGFRAME**

There is a need to enhance the mainstreaming of GEWE outputs and indicators at inception stage and reflect them ideally in the proposal, and to ensure at least one standalone gender responsive and/or gender transformative output in the logframe of every project, cemented by gender-sensitive SMART indicators. This is without prejudice to the requirement to introduce sex-disaggregated indicators targeting parity under other outputs, in order to ensure that the project

benefits equally to males and females and that both genders are taking part equally in the implementation of activities, including training, research, events, etc.

### 4.3. RELEVANCE AND COHERENCE

**FINDING 1. Four (4) interventions were highly relevant to GEWE**, thanks to the way they responded to pressing needs in the field of women’s rights in most vulnerable situations (MIGRATION and PETRA), how they triggered national legal mechanism to promote gender equality (PEA) and/or empowered women in sectors traditionally males-dominated changing community’s mindset on gender roles (ACCESS and PETRA). **The rest of the sample (11) was moderately relevant to GEWE.** No intervention was considered as non-relevant to gender equality or women’s empowerment, or not aligned with the gender and inclusiveness national and international framework.



**FINDING 2. The portfolio insufficiently harnessed the national institutional, legal and political instruments for GEWE.** MoWECP was not an implementing or a key partner of any of the projects, and its mechanisms, including those related to GBV services, were insufficiently involved. Only a couple of interventions clearly contributed to implement the sophisticated framework on GRB<sup>13</sup> and strengthened capacities on this important leverage for GEWE mainstreaming of policies and plans at national and/or subnational levels projects (PEA, MIGRATION, CIWT). The implementation of gender-sensitive actions of the National Medium-Term Development Plan for 2020-2024 (RPJMN) was also globally overlooked by the portfolio since those actions were not addressed neither mentioned in the proposals and reports.

**Table 5 – Portfolio contribution to RPJMN 2020-2024 GEWE actions**

<sup>13</sup> Presidential decree on gender mainstreaming, No. 9 in 2000, regulation of the Ministry of Finance No. 119 regarding Guidelines on the Preparation and Review of the Work Plan and Budget of State Ministries and Agencies National Strategy for Gender Mainstreaming Acceleration through Gender Responsive Planning and Budgeting (2012), Gender budget Statement (GBS), Gender Analysis Pathway (GAP).

**Increasing gender equality and women's empowerment**, including:

- |   |                                     |
|---|-------------------------------------|
| a) Strengthening policies and regulations,  | a) No                               |
| b) Accelerating the implementation of gender mainstreaming (GM) in the ministries/ institutions, provincial/district/city governments, and village governments through strengthening institutionalization of gm and strengthening gender responsive planning and budgeting, | b) In few projects                  |
| c) Increasing knowledge and understanding of individuals, families, communities, community institutions, mass media, and private sectors;   | c) Indirectly in knowledge products |
| d) Increasing the role and participation of women in development, especially in education, health, economy, labor, politics, public sectors, and decision making; and   | d) Partially                        |
| e) Enhancing network and coordination among the central government, regional governments, communities, mass media, private sectors, and community institutions.   | e) No                               |

**Strengthening protection of women, including migrant workers, from violence and human trafficking**, including:

- |   |                   |
|---|-------------------|
| a) Strengthening policies and regulations on prevention, handling, rehabilitation, repatriation, and reintegration;   | a) Yes            |
| b) Increasing the knowledge and understanding of individuals, families, communities, private sectors, and other stakeholders about violence against women and human trafficking;  | b) Yes            |
| c) Increasing the capacity of law enforcement officers and government administrators regarding violence against women and human trafficking;  | c) No             |
| d) Strengthening the institutional capacity of protecting women against violence through increasing the capacity of human resource service providers, coordination among service provider units, strengthening data and information, and supervision; | d) Yes, partially |
| e) Developing integrated data systems on violence against women and human trafficking;  | e) No             |
| f) Developing integrated service systems for handling violence against women and human trafficking;   | f) Yes, partially |
| g) Strengthening networks and cooperation between governments (central and regional), communities, mass media, private sectors, and legal institutions; and   | g) No             |
| h) Developing innovation in the prevention of violence against women and human trafficking.   | h) No             |

**Regulatory Needs in the 2020-2024 RPJMN Development Agenda**

Development Agenda for Increasing the Quality and Competitiveness of Human Resources:  
Draft bill on gender equality.

No

**FINDING 3. The portfolio partially contributed to the UNDP strategic framework for GEWE.** As regards Agenda 2030, the portfolio partially contributed to SDG 5, in particular to: Target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation (A2J GBV, RESTORE, MIGRATION<sup>14</sup>); Target 5.b: Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women (SMILE). The other targets of SDG 5 were not fostered through the assessed projects. As far as CPD 2021-2025 is concerned, the portfolio fed into Indicator 1.2.3<sup>15</sup> (A2J GBV, RESTORE and to a certain extent MIGRATION), Indicator 3.1.3<sup>16</sup>

<sup>14</sup> The introduction of GBV into the Grievance Redress Mechanism supported by REDD+ could not be confirmed through triangulation of data from DO and DR.

<sup>15</sup> "Integrated service delivery in place to prevent and respond to sexual and gender-based violence".

<sup>16</sup> "Number of men and women who have benefitted from improved governance of commodities productions at land and sea"



(ATSEA2, ACCESS, KALFOR, REDD+, GOLD ISMIA, CIWT) and Indicator 3.3.2<sup>17</sup> (PETRA). Finally, the portfolio unevenly contributed to UNDP CO GESI 2021-2025 achievements, as described in the table below.

**Table 6 – Portfolio contribution to CO GESI Strategy 2021-2025 achievements**

a) Strengthen GESI integration, including ensuring gender analysis is conducted, during project screening process as part of quality assurance system	a) Medium
b) Ensure collection and use of sex-disaggregated data and other GESI related information documented in all reporting mechanisms (progress reports, donor reports, etc.)	b) Medium
c) Compile GESI related stories reflecting alignment of GE with UNDP signature solutions	c) Medium
d) Partnerships with Government (Ministries, Agencies, Sub-national Government) on advancing GESI	d) Medium
e) Partnerships with WROs, OPDs, on advancing GESI	e) Low
f) Partnerships with private sectors on advancing GESI	f) Medium
g) Collaborate with other UN organizations for advancing GESI	g) Medium
h) Ensure the report of higher-order gender results under each and all the ROAR outcomes	h) High
i) Ensure GESI section is included in all independent evaluation with emphasis on alignment of GE and UNDP signature solutions	i) High
j) Engage with Organizations of Persons with Disability (OPDs) to strengthen disability inclusion in programming and operations	j) Low

**FINDING 4.** Gender analysis is a key tool to bolster relevance to GEWE. This is why it was highly appreciated that **67 % of the sample (10 projects) had a gender analysis with a gender action plan based on its findings and recommendations**. For some of the projects that did not undergo this exercise (RESTORE, PEA, A2J GBV, MIGRATION and GUYUB), it is possible that a gender analysis was conducted in a former phase of the project<sup>18</sup>. But, including when a recent gender assessment was previously conducted and therefore already available for the same sector, area and communities, it shall have been updated, and a specific gender action plan shall have been developed for the new project. The quality of gender analysis and the relevance of their guidance for gender responsive and transformative interventions, varied from a project to another, perhaps due to uneven resources allocated, methodologies followed and requirements to consultants when outsourced.

This exercise shall take place at the design stage of the project. However, except when it is a requirement of the donor (REDD+, GOLD ISMIA, CIWT), **gender analyses are not performed prior to proposal submission**. This could explain why logframes are usually insufficiently gender mainstreamed with no standalone gender output or outcome. In one case (ASSIST), the gender analysis was published after 3 years of project implementation when only one year of implementation was left. In another case (KALFOR), two gender analyses were produced, one at the beginning of the project, and another one, on gender equality and social inclusion, at mid-term of the implementation. Although the assessment of the 2<sup>nd</sup> analysis provides interesting information

<sup>17</sup> "Number of high-risk districts capacitated to identify, implement and monitor locally appropriate risk management solutions, including for women and people living with disabilities."

<sup>18</sup> This information has not been provided to the evaluators.

stemming from the project implementation in the field, its action plan is too succinct and less ambitious than the initial one. While the relevant actions of the first plan have been regrettably put aside after the adoption of the new document, it is advantageous that the initial gender analysis has contributed to the review of the logframe ensuring an enhanced contribution to GEWE. This is an inspiring way of harnessing gender analysis for reversing its absence at design stage, thus ensuring that the implementation will abide by higher standards of GEWE and that reporting will reflect achievements and challenges in a steadier and more detailed manner.

**FINDING 5. The portfolio failed to substantially involve as partners both governmental and non-governmental main stakeholders for GEWE.** On one side, the sample did not strengthen national and subnational gender machinery embodied within MoWECP, Komnas Perempuan (National commission of VAW), P2TP2A/ UPTD-PPA, DP3A (District Office of Women's Empowerment and Child Protection), etc. As well, though being key driver for women's empowerment and participation, feminist organizations and women's CSOs and networks were rarely involved in projects implementation, including when recommended in gender analysis. Except in some isolated case where a women's organization was contracted to conduct activities in two districts (ASPPUK in KALFOR), their participation was very limited. CSOs representing other vulnerable groups were also seldom partners withing the assessed portfolio (SBMI in MIGRATION). This shortcoming undermined GEWE results and impact but also the capacity of UNDP to be perceived as a main promoter of GEWE. Strategic unwavering partnership with those stakeholders, including through dialogue and consultations, would enhance the relevance of projects, outcomes, outputs, activities and research towards gender responsive and gender transformative results. When they were mentioned in stakeholders' engagement plans, it was only in the analysis but not across in actions plans or mitigation measures. This was for instance the case of Aman Perempuan in Adat Community Plan (REDD+).

**FINDING 6. The portfolio was unevenly relevant to targeted women's practical immediate needs<sup>19</sup> and strategic gender interests<sup>20</sup>.** Firstly, gender targeted outputs, with a percentage of beneficiaries being females were not systematic across all indicators and often too low (30%). It must be acknowledged that those interventions aimed at changing their traditional or usual source of livelihood might be perceived by the women as less relevant or appealing to them, due to the fact that it requires a change in their habits and it is not always as profitable as their initial activity (ATSEA2, REDD+, KALFOR). It is thus fundamental in this kind of projects to ensure that the new activities and the plans adopted at local level envision their knowledge, perspective, interests,

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<sup>19</sup> Immediate or practical needs are defined as the needs women identify in their socially accepted roles in society. Practical gender needs do not challenge, although they arise out of, gender divisions of labour and women's subordinate position in society. These needs are a response to immediate perceived necessity, identified within a specific context. They are practical in nature and often stem from inadequacies in living conditions such as water provision, healthcare and employment. Source: International Labour Organization and SEAPAT (South-East Asia and the Pacific Multidisciplinary Advisory Team). On Line Gender Learning & Information Module: Unit 1: A conceptual framework for gender analysis and planning. See: [https://eige.europa.eu/publications-resources/thesaurus/terms/1349?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/thesaurus/terms/1349?language_content_entity=en)

<sup>20</sup> Strategic gender interests are defined as Interests identified by women as a result of their subordinate social status, and tend to challenge gender divisions of labour, power and control, and traditionally defined norms and roles. SGIs vary according to particular contexts and may include such issues as legal rights, domestic violence, equal wages, and women's control over their bodies. Source: Asian Development Bank. Glossary 'Gender'. Gender and Water Network (GWANET). See: <https://eige.europa.eu/publications-resources/thesaurus/terms/1060>

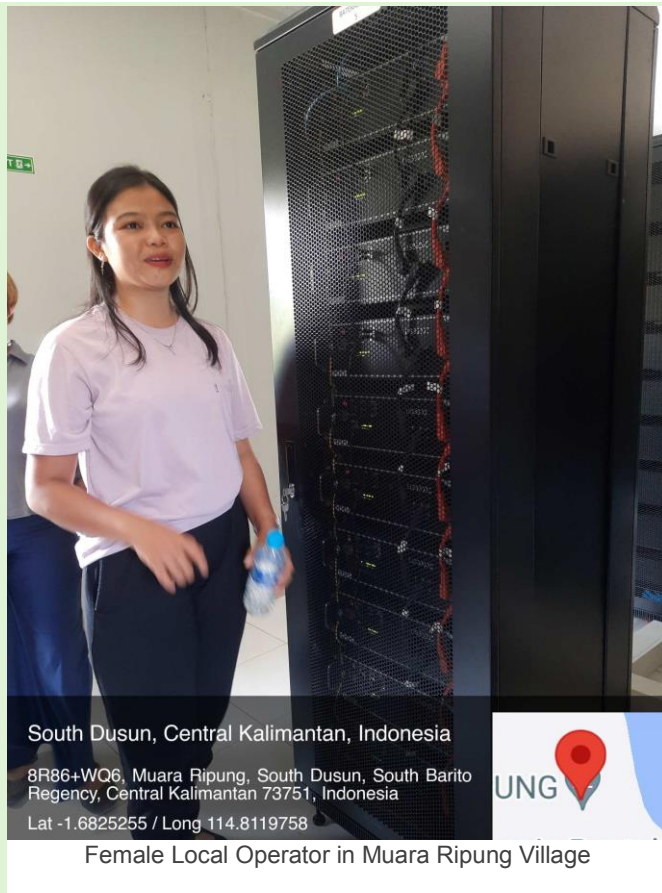
organization and priorities, in addition to a thorough analysis of the added value that those actions will entail for them. Other projects that were initially perceived by the communities, including women, as non-relevant to women's practical needs, turned to be highly relevant to their strategic gender interests, and produced transformative results through changing gender roles and empowering women in male-dominated sectors or jobs, such as mining (GOLD ISMIA), rangers (CIWT), solar panel operators (ACCESS) or fishers (ATSEA). Some best practice showed that it was also possible to reach equal involvement and empowerment of females and males (ACCESS, see Best practice n°1).

**FINDING 7.** Relevance shall not be only assessed looking at the outputs and the activities. It is also an issue that pertains to implementation. In several projects, **relevance of timing, context and contents of some activities (training, capacity building and income generating activities) were suitably decided by or with full participation of the targeted women** (CIWT, KALFOR, ACCESS) and training activities were conducted in gender-sensitive environment (SMILE). These considerations certainly helped yielding optimal results in terms of participation and retainment of women.

#### **BEST PRACTICE n°1: GEWE RELEVANCE**

**ACCESS** project has adopted a very relevant affirmative action of having a minimum of 30% women local operators of solar panels. This quota is thoroughly mainstreamed across the proposal (indicators, stakeholder engagement, risk assessment, etc.) and in reports (PAR). The proposal mentions outstandingly the gender related socio-cultural risk of such a requirement in the targeted locations, "in which women are uncommon to take part in public activities such as to be local operators" and foreseen a relevant risk mitigation of "conducting weekly consultative meeting with elderly, women-respected representative and head of village to explain about the role of local operators and seeking support".

In the field visit to Muara Ripung (Central Kalimantan), the national evaluator has ascertained the sound efforts and relevant strategies that the project team took on to involve women through door-to-door awareness raising, and the results obtained, with women reaching 50% of the local people trained and certified as local operators and working as such. The community, including women, who was initially reluctant, has changed their mindset and views on women's roles and a transformative change has been initiated. Though the numbers of local operators are low (50 in total and 25 women), this experience could be scaled up at national levels and adapted. The affirmative action has shown that the % could be more ambitious than 30% and target at least a 40% threshold in the future.



Female Local Operator in Muara Ripung Village

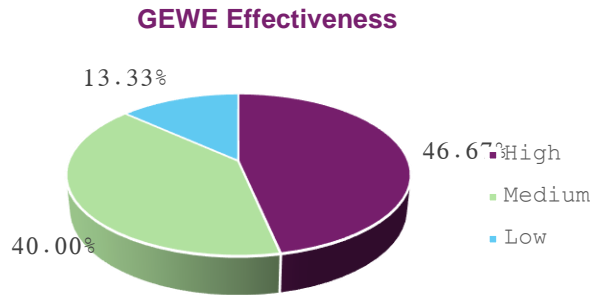
### LESSON LEARNT n°2: GEWE RELEVANCE

Among its endeavours to provide sustainable livelihood assets to compensate for the loss of income from seaweed farming, **ATSEA 2** has trained and supported women working in this field, to coconut oil and soap processing. However, during the visit to Rote Island, the new activity on which they have been trained has proved to yield lower benefits to the women, for whom seaweed farming remains their main income generating activity. This might be explained because the coconuts have to be bought outside the area since nuts grown in the area do not have the required quality, or because the machine for oil production is not available yet to streamline and increase the production. But marketing of oil and soap out of the island also seems to be a grey zone that might endanger the impact and sustainability of this component of the project. In addition, no capacity building on their main activity, seaweed farming, has been conducted and access to the market for women-run seaweed growing and/or processing enterprises, foreseen in the proposal, has not been improved so far.

#### 4.4. EFFECTIVENESS

**FINDING 1.** The effectiveness of the sample in reaching gender-sensitive outputs and indicators of the proposal was found relatively high. Seven (7) projects were rated as highly

effective, six (6) moderately and only two (2) lowly effective towards GEWE. This confirms the trend mentioned above of an enhanced GEWE contribution at implementation compared to design phase. Some projects have been highly effective in terms of gender-responsiveness, exceeding some indicators in terms of women’s participation and empowerment, like illustrated in best practices n° 1 and 2.



**FINDING 2.** The portfolio assessed has been **highly effective to meet the gender result and gender sensitive indicators of the CPD**, in spite of the pitfalls explained above regarding gender mainstreaming of outputs and indicators of this framework. As previously mentioned, the CPD had only one gender result, which fell under Outcome 3 (“Output 3.1. Gender-responsive measures in place for conservation, and sustainable use of natural resources, biodiversity and ecosystems”). The evaluation team has found that the portfolio assessed has been effective in contributing to this output through several projects (REDD+, KALFOR, ATSEA2, ACCESS, PEA). Additionally, under Outcome 1, the gendered indicator of Output 1.2. (“National and subnational level capacities strengthened to promote inclusive local development and service delivery”), Indicator 1.2.3. (“Integrated service delivery in place to prevent and respond to sexual and gender-based violence”) has also been met, since an integrated service delivery PPT Binga Tanjung has been put in place in Hospital RSUD Tarakan Jakarta and a moveable service centre for GBV survivors was procured to be installed in Hospital RSUD Cengkareng (A2J GBV and RESTORE). Finally, the gender-sensitive Indicator 3.3.2. “Number of high-risk districts capacitated to identify, implement and monitor locally appropriate risk management solutions, including for women and people living with disabilities”, has been partially attained through PETRA project.

**FINDING 3.** It was often challenging to assess the GEWE outputs attainment from M&E reporting products. Cumulative gender-disaggregated results were rarely displayed in the last PAR, when no final report was available. Also, in several reports gender disaggregated data were inconsistently provided: sometimes they were supplied, in other cases, they were not available (for instance ASSIST, where women’s led start-up accessibility to IFF is missing) or not fully available (for instance REDD+, where several gender disaggregated data for SES are still uncomplete). When sex disaggregated data to inform about indicators attainments were missing, reports usually did not address these gaps or the challenges faced to collect data and the reasons behind. Acknowledging these gaps, identifying challenges and analysing the weaknesses or dynamics that hinder sex-disaggregated data collection would be an asset to address them and strengthen capacities of institutional stakeholders, as demonstrated in REDD+ under the impulse of independent evaluations

of safeguards compliance. In other projects, the effectiveness was difficult to measure thoroughly, since the reports provided sex-disaggregated data but could not be compared with a target in the logframe. In addition, M&E products did not provide clear information about implementation of gender action plans or plans of gender analyses, and reporting about level of implementation or attainment of the actions /outputs / indicators set out in those documents. It was therefore difficult to understand why some actions or measures were implemented and other not. Finally monitoring reports did not always provide qualitative insights about the change operated in women in terms of empowerment or in the community as regards mindsets (KALFOR, REDD+, CIWT, ATSEA2 etc.). An inspiring example was GOLD ISMIA, where qualitative monitoring results according to the gender action plan specifically addressed changes in women's empowerment and shifts in community mindsets, and a gender evaluation was conducted at the end of the project to assess the depth of gender impact. This end-of-project evaluation focused specifically on gender outcomes, drawing on feedback from women participants and community stakeholders to document progress on empowerment and attitudinal changes.

**FINDING 4.** GEWE effectiveness must be understood as the capacity of the project to meet the gender results targeted by the intervention. **However, attaining gender-sensitive targets doesn't forcibly mean that the project had a responsive or transformative effect, and indeed, GEWE effectiveness is easier to be met when the log frames are less ambitious in terms of gender transformation,** in other words, when the results are less relevant to address the root causes of gender inequalities and to change the power dynamics that maintain women in subordinated positions and in certain roles. For instance, a 30% percentage of female participants in an activity where women are already involved, is easily attainable, much more than ensuring that women are equally represented and influent in decision making structures at local level. Except in some cases (A2J GBV, CONVEY, GUYUB, GOLD ISMIA), the theories of change do not encompass gender, which is a leverage for emphasizing transformation of decision taking, elimination of gender based and multiple direct and indirect discriminations, including GBV. The consequence is that those issues are therefore usually addressed for the first time in the gender analysis conducted at planning or implementation phase of the projects. In some cases, the proposal says that ToC includes gender, but after assessment, it turned to overlook gender aspects in the root & immediate causes and development challenges to be addressed (GOLD ISMIA).

**FINDING 5.** The gender portfolio has been more effective in changing individual agency of targeted women to make free choice through capacity development and access to finance (KALFOR, REDD+; ACCESS, SMILE, ASSIST), and in some contexts collective one (CIWT, GOLD ISMIA, ASSIST), or encouraging it (MIGRATION, CONVEY). The projects have been less effective in changing the structural, which is the social, legal or institutional frame that shapes individuals', and women as a group's, opportunities. The sample has been less successful in ensuring effectively mainstream GEWE in strategies, national plans or subnational plans, beyond general considerations on gender. At structural level, however, some interventions have been more effective, particularly through gender responsive guidance (PETRA, RESTORE, GOLD ISMIA), support to gender responsive budgeting (PEA). It must be said that the field data collection has appraised that the existence of Gender Analysis Pathway (GAP) and Gender budget Statement (GBS) doesn't automatically mean that local government is committed to GEWE. While in North Lombok (where

PETRA is implemented) the local government plan and budget are aligned with the gender strategy of the project, the local government of Aru (where ATSEA 2 takes place) did not show a high commitment though having developed a GAP and GBS. This is why involvement of women's organizations and women's groups is key to ensure an adequate scrutiny, monitoring and advocacy about the implementation of those policies. Monitoring and evaluation reports provide little information or no information at all, on how cultural structures and power dynamics at relational level have been changed inside the community and the family. This aspect could be improved through focus groups discussions, interviews or surveys at the beginning and at the end of the project at least. The KIII and DO conducted in the field have allowed detecting positive changes in community mindset regarding women's roles and capacities, and gender dynamics including between spouses (ACCESS, GOLD ISMIA, and to a lesser extent CIWT).

**FINDING 6.** The portfolio has produced a **wide range of high-quality gender-responsive knowledge** products across different sectors and of various types: **1) Research, studies and assessments:** *Impact and resilience of secondary education institutions in Islamic boarding schools during the covid-19 pandemic crisis*, by PPIM UIN (CONVEY), *Gender assessments Report for Aru Island and Gender Assessment Report for Rote Ndao*, by individual consultant (ATSEA), *Applying BI to Gender Justice in Indonesia*, by UHAMKA University and Behavioral Insight Team (A2J GBV). **2) Policy brief and guidelines:** *Technical guidelines ad recommendations on gender mainstreaming and inclusive reconstruction- Sulawesi – Lombok Programme for Earthquake and Tsunami Infrastructure Reconstruction Assistance (PETRA)*, *COVID recovery plans taking in consideration needs of people with disability (RESTORE)*; *Policy Brief on Gender mainstreaming in government policies and implementation in protecting forests outside forest areas (KALFOR)*; *Gender guidelines on Artisanal and Small-Scale Gold mining – ASGM (GOLD ISMIA)* **3) Training materials:** *Manual on PVE for religious leaders* by PUSAD Paramadina and *PVE training manual for school teachers from Human security approach* by PUSHAM (GUYUB); *Module books and teaching materials in gender responsive campaign of environmental and forestry law enforcement (CIWT)*. **4) Fact sheets:** *Fact sheet on Gender Dimension in Artisanal Small-scale Gold Mining in Indonesia (GOLD-ISMIA)*.

Other knowledge products missed the opportunity to insert gender into their analysis in a transformative way: *National survey Feasibility Study on innovative financing*, by Innovative Financing Lab, and the *Assessment on Migration Policy Gaps at Sub-National Level*, by SBMI; *Indonesian Students' Views on Religion, Pandemic and Disasters*, where an opportunity to analysis on how mindsets on gender issues are interconnected with tolerance and extremism (CONVEY). These shortcomings show that firms, individuals and partners responsible for the development of such knowledge products shall have a gender expertise in the research team or a robust gender mainstreaming research methodology shall be submitted in their technical proposal.

**FINDING 7.** In the light of LNOB principle, it has been difficult to assess the extent to which the portfolio was effective, since very few indicators or data were provided in M&E reports regarding disability, age, education, sexual orientation or gender identity of beneficiaries or individuals involved in the project. It had to be assessed through the actions implemented or the integration of inclusivity measures in the project, but the results in terms of % of population targeted

was not possible to appraise. Only a couple of projects were found to ensure LNOB effectiveness: CONVEY, where the *PVE Manual* was published in braille, PETRA where *Technical guidelines on gender mainstreaming and inclusive reconstruction*, RESTORE where the *COVID recovery plans* takes into consideration needs of people with disability, ASSIST, where one of the SME women-led SME which benefitted from SheDisrupts, included trans-men among their members and targeted customers, and ACCESS, which has made a direct intervention for a PwD in one of its project sites.

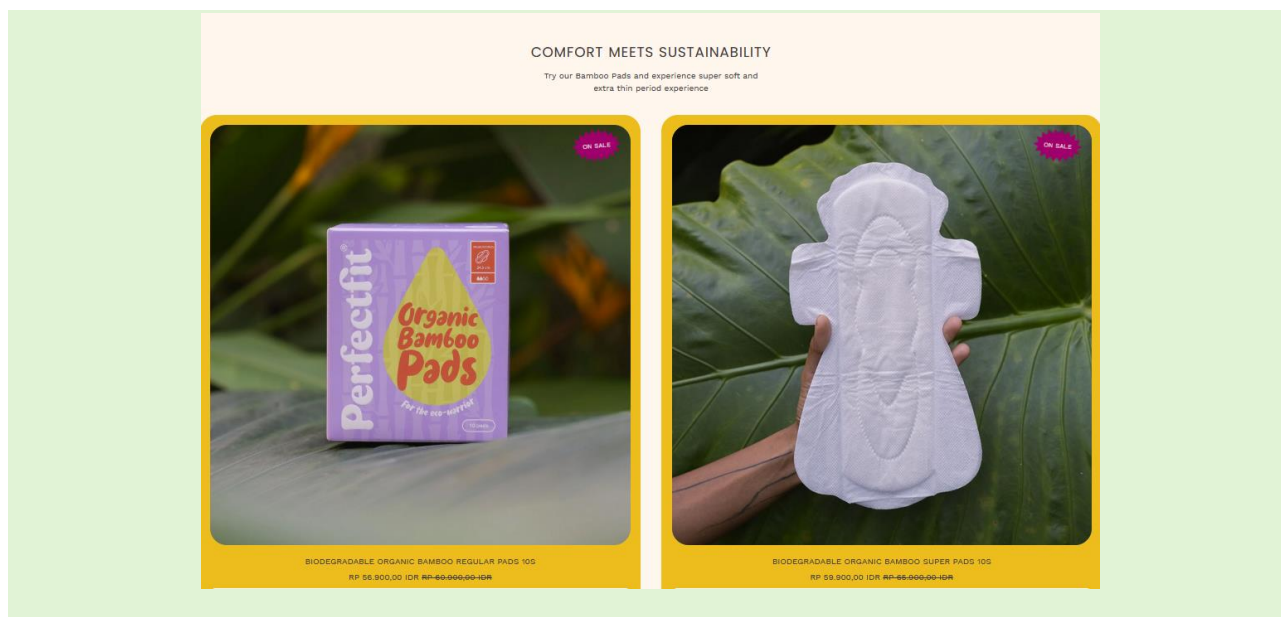
### BEST PRACTICE nº2: GEWE EFFECTIVENESS

**ASSIST** logical framework had one standalone gender-responsive output (Output 1.2: Increased green and SDG-linked loans which target SMEs, prioritising women-owned/-led SMEs) and one gender neutral output (Output 1.3: Operationalised the Indonesia Impact Fund). While PAR do not provide information on how women-led SMEs were prioritised in green and SDG-linked loans, output 3 has been thoroughly reported about in a gender-sensitive way in the final period PAR, with sound GEWE results as described below. The report also highlights the challenges in collecting gender-disaggregated data and the added value of having a gender advisor hired on the project a year and a half of implementation, “to hone the gender action plan and ensure the gender mainstreaming reflects current efforts to implement a gender perspective and improvement needed in the future”.

One of the initiatives under this output is the SheDisrupts Indonesia 2023 (<https://shedisrupts.org/indonesia2023/>), a pre-accelerator program specifically designed to build capacity on women entrepreneurs. The 26 enterprises, which cover a wide range of industries, from health tech and education to energy and financial services, have proven that they can drive sustainable development together with their respective businesses and in driving gender-inclusive business practices and impact-driven economic development. Additionally, the selection processes for Blue Finance Accelerator considering gender impact, particularly on the gender composition of each company’s management or founding teams, turned to ensure that all 12 final participating companies include women in their founding or c-level positions, with 3 of them being 100% women-led. In collaboration with the Ministry of Cooperatives and MSMEs and the Ministry of Trade, the 12 pilot women and youth-led MSME leaders could showcase their eco-friendly products under a collective brand “MyNyale” at Trade Expo Indonesia.

One of the companies supported by the project through She Disrupts Indonesia was visited during the evaluation data collection: Perfect Fit (<https://perfectfit.co.id/>), which trained 10 women for the production of menstruation pads and 100 sellers.





### LESSON LEARNT n<sup>03</sup>: GEWE EFFECTIVENESS

The gender-sensitive revised logical framework of **MIGRATION GOVERNANCE** encompasses several mentions to gender approach that outputs and activities had to adopt, including through the participation of women’s associations. This GEWE improvement of the logframe has nonetheless not been fully implemented in some of the deliverables produced.

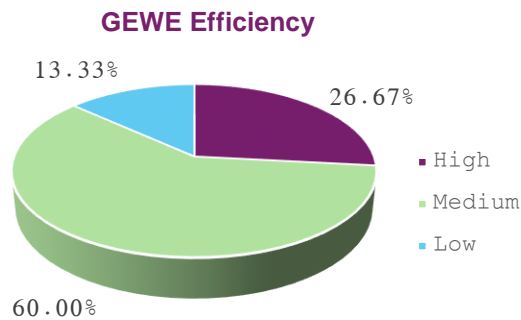
Two research documents, which are of strategic importance for ensuring that subnational governments and financial services respond to the needs of women migrants, who are the bulk of Indonesian migrants, on the eve of their return: an *Assessment on Migration Policy Gaps at Sub-National Level*; the study *Empowering Migrant Workers: Feasibility Study of Innovative Financing Mechanism on Labour Migration*. While the latter may be found meeting the logframe-determined criteria of being gender-sensitive, the first one is partially gender-responsive, with only two issues related to gender: the returnees who were victims of sexual violence abroad and the needs of the families left behind in the community where the mother has emigrated. The evaluators have not been informed about the researchers taking advice or information from women’s organizations working on women migrant’s support to develop a sound and comprehensive gender-sensitive assessment of the several layers of exploitation and discrimination.

In spite of these gaps, the Draft of the *Technical guidance in integrating migration issues into regional policies, planning and budget* (DRAFT), that mention local governments’ duty on gender mainstreaming and gender budgeting, is largely gender-responsive (mentions to SRH, gender-sensitive temporary houses for women migrants, involvement of women’s associations among the actors to be involved at community level, coordination with DP3AKB (Department of Women’s Empowerment, Child Protection and Family Planning). In terms of impact, to be gender-transformative, the project shall bring GoI, subnational governments and all stakeholders, to value women migrants’ agency as development agents, to promote training of women to develop other

skills than domestic work, and to enforce accountability of all stakeholders including recruitment agencies for women migrant workers’ abuse, extortion, sexual exploitation and violence committed against them.

#### 4.5. EFFICIENCY

**FINDING 1. Nine (9) of the assessed portfolio GEWE efficiency was moderated, while four (4) were highly efficient and two (2) registered a low rate under this criterion.** Efficiency was here grasped not only as an issue of cost-effectiveness, but also as a question of financial feasibility of gender outputs achievement, which entails the amount of the budget allocated to the sufficient means for it, such as gender expertise, gender analysis, gender data collection, resources to implement gender outputs or activities aimed at GEWE. Unfortunately, due to the absence of standalone output, it has not been possible to calculate the % of the budget targeting GEWE, thus undermining evaluators’ capacity to assess the alignment with UNDP GES and CO GESI requirement of having 15% of the budget of all interventions allocated to it.



**FINDING 2. Gender expertise has been largely contracted but mostly outsourced and therefore task based.** The amount invested is unknown to the evaluators. Gender analysis was outsourced for eight (8) out of 15 projects (CONVEY, REDD+, KALFOR, GOLD ISMIA, CIWT, ATSEA2, ASSIST, PETRA), while a gender analysis was also conducted for SMILE but internally. Several gender expert consultants have also been contracted to conduct research and assessment mentioned above. However, these investments in gender expertise have been mostly task-based. Regarding gender advisor or experts working full-time at PMU or on the project, the rate was low, with evidence of such a position in CONVEY responsible party (PPIM UIN), in GOLD-ISMIA PMU, and in REDD+ implementing partner (IEF). On this last project, capacity building has been provided to the gender task force at MoEF and BRGM to underpin and improve their skills to ensure gender mainstreaming, particularly on data collection on safeguards.

**FINDING 3.** While female consultants and researchers have been contracted for outsourced activities implementation of the projects sample, particularly on gender-related issues, **UNDP has contracted only on a couple of occasions women’s associations or women’s led companies as implementing partners, responsible parties or contracted entities** for leading training, research, awareness or any other activities where they would bring an added value, within projects, apart from

a couple of exceptions (ASPPUK in KALFOR, HWDI in RESTORE). Such contracting contributed to strengthening women's organizations and feminist movements, who were key elements for advancing gender equality through empowerment activities and lobbying. It also reinforced the position of UNDP as a strategic partner for them and the strategic dialogue between UNDP and these actors.

**FINDING 4. External evaluation reports outsourced usually elaborated on gender results of the project, especially regarding quantitative indicators.** However, very few evaluations provided a qualitative assessment of how gender was addressed as per GRES scale, how it was inserted in the ToC, how gender risks were identified and mitigated, how women machinery and women's CSOs were strengthened or how women were empowered and how gender roles and gender power relations were transformed towards substantial equality. Some evaluation reports nonetheless addressed at least one of those qualitative aspects (CONVEY, REDD+, CIWT, GOLD ISMIA). While gender findings were insufficiently translated to conclusions and recommendations compiled at the end of the reports (KALFOR, CONVEY, REDD+), some evaluation reports achieved to mainstream gender in this key part of the document (ASSIST mid-term evaluation, GOLD ISMIA and CIWT, which is a best practice described below).

### **BEST PRACTICE n°3: GEWE EFFICIENCY**

The External Final Evaluation of **GOLD ISMIA** is an example of how gender can be effectively mainstreamed in an evaluation report, ensuring the evaluation cost-effectiveness to assess, report, account for and learn lessons on GEWE. While GEWE is a standalone criterion of evaluation, it is also mainstreamed in other parts of the report (gender responsiveness of the project design) and all other evaluation criteria are also assessed through gender lens.

One (1) of the six (6) recommendations is on gender ("to further empower women in the mining sector and ensure their increased representation and responsibilities in matters of safety measures, it is recommended that UNDP proposes that MoEF promotes women's active participation in collaboration with other related ministries. This can be achieved by circulating gender guidelines developed by the project and providing gender training to this ministry and other relevant stakeholders").

It is however regrettable that in such a GEWE sensitive evaluation report, gaps on risks analysis and mitigation measures related to PSEAH (prevention of sexual exploitation, abuse and harassment) and protection against GBV among women miners is not even mentioned, although being one of the UNDP SES Principles and Standards and GEF's types of risks and potential impacts.

Another positive aspect in terms of GOLD ISMIA financial contribution to GEWE, is that it hired a full-time gender associate in the PMU and, in addition, several gender consultants at the national level: one from the Gender Department of the University of Indonesia, one from a women organization (Women in Mining and Energy - WiME), and two NGOs (SANTAI, PATTIRO) which have gender experts.

### LESSON LEARNT n°4: GEWE EFFICIENCY

Under the 103 M USD project **REDD+**, a detailed, sound and thorough Gender Action Plan has been outsourced to develop, enhance and update the initial gender analysis provided in the proposal as per requirement of GCF. This GAP triggers IEF, MoEF and RBPM commitment to ensure that the project equally benefits to males and females and to increase women's ownership of the project. It contains very relevant actions such as ensuring women's equitable and meaningful participation in planning and management of environmental services, training of trainers, strengthening of gender task force, etc.

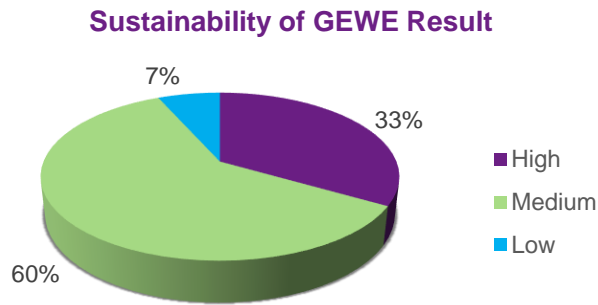
To ensure its full implementation and adequate monitoring, an estimated budget of 450,000 USD is needed for the implementation of all its activities. As highlighted by the Interim Evaluation report of December 2023, the allocated budget of 85,000 USD is too modest and shall be increased, especially taking into consideration the pressing needs of ensuring women's and capacity building and strengthening of partners and local stakeholders.

It will be also key to ensure, taking into consideration the amount to be allocated to those actions, that a quality check by gender expertise is ensured on the outputs and deliverables to provide, and that women's groups and organizations are benefitting and/or taking part in the project activities and influence their planning and implementation at local level, for instance through women-only consultation processes and enforcing the incorporation of their decisions in negotiation process with local authorities.

This is a thus clear example of how important it is to provide adequate budget for developing gender action plan from the preparation phase to the monitoring and evaluation.

## 4.6. SUSTAINABILITY

**FINDING 1: The sustainability of GEWE results under the revised portfolio was found satisfactory.** Nine (9) projects present medium sustainability of GEWE outputs, five (5) have high standards of GEWE sustainability, and only one (1) has a low rate. This is a crucial criterion for assessing the long-term gender impact of projects or, in other words, their ability to continue producing positive outcomes in the field of gender equality over time, even after the initial funding or support has ended. GEWE sustainability is herein appraised through a three-fold prism: institutional sustainability, which is measured through the creation or strengthening institutional mechanisms to promote gender equality such as laws, policies and plans at national and/or subnational level; financial sustainability, which stems from the robustness of economic empowerment or financing for gender equality; and social sustainability as a result of community support to GEWE.



**4.6.1. Institutional sustainability.**

**FINDING 2: GEWE institutional sustainability has been triggered through several projects within global programmes or initiatives** (REDD+, Global Compact for Migration, NDC Partnership, etc.). These frameworks provide an opportunity to enhance GoI and subnational governments’ gender mainstreaming mechanisms in different ways: by abiding by gender safeguards (REDD+), by adapting gender mainstreaming standards (MIGRATION GOVERNANCE), or by developing gender-responsive climate change planning and budgeting guidelines (PEA). However, these frameworks are often challenging to be implemented in the field, due to the top-down dynamics that such global initiatives put in place, especially where cultural barriers have not been fully assessed and mitigated, and/or where stakeholders staff, who must implement those frameworks at local and community levels, do not have gender-sensitive understanding or sufficient skills and/or resources to implement them (for instance to collect gender indicators).

In order to prevent the risk of excessively bureaucratic nature of these highly gender-mainstreaming mechanisms, a bottom-up approach should be encouraged in project planning and implementation, ensuring that safeguards, mechanisms and indicators are not imposed on stakeholders but the result of a community-based progression in the field of GEWE. This can be accomplished by raising awareness, building gender capacity, and ensuring commitment from local leaders and authorities. Additionally, it requires the ongoing engagement and empowerment of women’s organizations, local women’s groups, networks, and women’s agencies in the decision-making process.

**FINDING 3: Institutional sustainability of GEWE results has been promoted principally through the development of technical guidance, research and advocacy, and in a less systematic way through gender budgeting.** UNDP has been especially effective to gender mainstream technical guidance (PETRA, GOLD ISMIA, draft Technical guidance in MIGRATION GOVERNANCE), which give sustainability to gender mainstreaming results, especially at subnational level. A positive experience of gender budgeting has been implemented under PEA, which focuses on gender-responsive public planning and budgeting and climate change financial management as mandated by COP UNFCCC. Existing gender mainstreaming national mechanisms, such as gender thematic group or task forces within and across partners (for instance at the MoEF), Gender Analysis Pathways (AGP) and Gender budget Statements (GBS), could be harnessed in a more systematic and effective way, or their strengthened involvement better mirrored within M&E

reports. The results of efforts of institutionalisation through national strategies and plans have not been always as gender responsive as expected (CONVEY), and the delay of endorsement of some national plan has hindered some outputs (MIGRATION GOVERNANCE). No project has been identified as having contributed to promote legal progress, for instance regarding land tenure, gender equality bill, sexual violence law, which would also add institutional long-term sustainability.

**FINDING 4: Institutionalization of training has been a factor of GEWE institutional sustainability, while institutionalisation of awareness raising has been scarce.** CIWT has achieved to institutionalise a gender-responsive training in the field of environmental and forestry law enforcement. In the field of PVE, GUYUB has demonstrated a high capacity to bolster institutional engagement of East Java Department of Education to adopt PVE training developed. CONVEY research also provides an opportunity to promote its GEWE sustainability, upholding and developing the recommendation to continue supporting gender responsive PVE training and empowerment of female teachers, along with Nyai and Kyai daughters, as actors of change, with the support of specialized women's organization (for instance Komunitas Srikandi Lintas Iman (Srili) Yogyakarta). This could also encompass the prevention of sexual violence in those religious schools, as suggested by MoWECP in the final event of the project. The link between research and awareness raising also need to be institutionalized to be sustained and fully exploited, but this aspect has been less successful (A2J GBV).

#### 4.6.2. Financial sustainability

**FINDING 5. Working with Financial Institutions has strengthened financial sustainability of women's empowerment.** GOLD ISMIA (Integrated Sound Management of Mercury in Indonesia's Artificial Small-Scale Gold Mining) and ATSEA2 (the Arafura & Timor Seas Ecosystem Action) have proven that partnering with financial institution such as cooperative as in GOLD ISMIA and bank as in ATSEA2 is good strategy for community to get loan to support their business activity. In GOLD ISMIA, woman-targeted cooperative in North Minahasa has successfully given profit for women to support their business in goldmining. In ATSEA 2, the partnership with Bank NTT was not only enabled small-scale woman-enterprise to receive loans with no interest. It also supported them by exhibiting their products. Other projects have also positively cemented financial sustainability for women's empowerment through banking system (KALFOR, ASSIST). It must be said that the evaluators could not confirm the success rate of all women's cooperatives or small enterprises supported through low or zero interest loans and to assess to which extent financial support allowed them to develop sustainable business over time or scale it up. Such an assessment, comparing the different financial solutions and results, would be interesting to outsource or conduct internally since some lessons learnt could be extracted for new or current projects where women led multi-stakeholders cooperatives and access to financing from LPD-KUKM are encouraged (MIGRATION GOVERNANCE).

#### 4.6.3. Social sustainability

**FINDING 6. Social sustainability has been promoted through mindset changes on gender roles,** principally as a result of positive experiences of gender affirmative action to promote women's participation in male-dominated activities and jobs. In CIWT, GOLD ISMIA and PETRA, UNDP has

succeeded to encourage women to involve in male-dominated activity -building, that it has changed the community's view as well as it has improved woman's livelihood. Awareness, communication and dissemination activities have also taken place across the portfolio, with a wide array of publications, messages and public events. However, to ensure that those messages reach and convince a wider and more varied audience throughout the country, across ethnic and religious groups and different social classes, projects shall encompass gender-transformative culturally sensitive communication and dissemination strategies.

#### **BEST PRACTICE n°4: SUSTAINABILITY OF GEWE RESULTS (1)**

**PEA** focuses on gender-responsive public planning and climate change financial management is essential for the government of Indonesia to meet the target of gender-responsive budgeting in climate change as mandated by COP UNFCCC. The availability of guideline that meets with international requirement in climate change is a strategic plea for Gol. It is as well a strong leverage for long-term GEWE promotion through institutional embodiment.

The gender budget tagging guideline in climate change has been developed by the Fiscal Policy Agency of Ministry of Finance and Ministry of Woman Empowerment and Child Protection. The guideline is completed with indicators as reference to identify gender component at the government program output and sub-output. Moreover, the guideline consists of indicators that are useful as requirement for gender tagging on KRISNA application -gender budget tagging application used by the government of Indonesia. The guideline has recognition from the Indonesia Ministry of Finance and the Minister of Finance. However, it is important to ensure the guideline will be applied as capacity building material for government officials to tag gender-responsive climate change budgeting.

#### **LESSON LEARNT n°5: SUSTAINABILITY OF GEWE RESULTS**

In the field of GBV, the portfolio assessed has produced two main outputs. However, due to a flaw institutional involvement of the gender machinery and GBV stakeholders' network, including women CSOs, these outputs do not present a high level of sustainability. While PPT Bunga Tanjung is a highly sustainable support service centre established in medical settings, the research launched by **A2J GBV** presents a low level of sustainability beyond the end of the project, due to a vacuum of institutional leverage to scale up the campaign aimed at increasing GBV reporting by victims and inner circles. In the absence of such institutional backup by the GBV stakeholders' network, the research results and the messages of the campaign shall be upheld by a structure with the financial and human capacity to perform advocacy and awareness raising activities, which is not the case of PPT Bunga Tanjung.



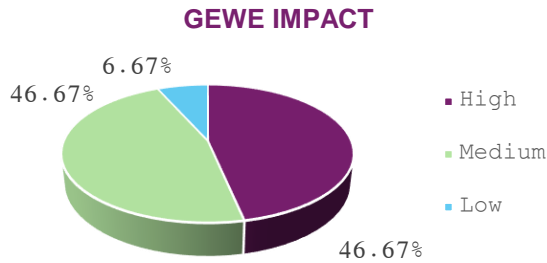
In **RESTORE** (Response Toward COVID-19 Response), a highly relevant moveable service centre for GBV survivors was procured to be installed in RSUD Cengkareng as a pilot of an integrated service. While the A2J GBV project being implemented at that time conducted a focus group discussion to develop SOP for the moveable centre (movable PPT) on 10<sup>th</sup> December 2021 (3 days before the starting date of RESTORE project), capacity building activities for the implementation of the specific SOP of the GBV shall be provided when the facility will be operated.

Both initiatives point at the need to strengthen the institutional network of stakeholders on GBV (MoWECP, National Commission on Violence Against Women - Komnas Perempuan, P2TP2A/, CSOs, Police, MoH, etc.) and reinforce the insertion of PPT Bunga Tanjung, GBV moveable service centre and any further centre or GBV research or intervention, within GBV network and survivors pathway, in order to improve coordination, increase referral from various entry points and reduce revictimization of survivors (for instance by supporting the adoption of unique intersectoral comprehensive SOP or guidelines). As well, training for GBV detection and referral to these centres among health staff from public and private medical settings would increase sustainability.

#### 4.7. IMPACT

**FINDING 1.** The impact is, along with effectiveness, the criterion where a larger part of the portfolio (7 projects or 46%) has been rated as high compared to other criteria. Seven (7) projects also were deemed as having at least had some GEWE moderate impact beyond the results of the logframe (which are measured by effectiveness criterion). Only one project did have a low impact in terms of GEWE.





**FINDING 2. Women’s capacity building and the diversification and strengthening of their income generating activities were conducive factors for economic empowerment, thus increasing women’s agency.** In this sense, capacity building and the creation, registration and formalisation of women-owned or women-led cooperatives and businesses had a positive impact that should be emulated (GOLD ISMIA, ASSIST, ATSEA2, KALFOR, REDD+, etc.). However, professional capacity building and income generating activities may have a limited impact on relational dynamics and structures if no action is adopted to ensure change in power division in the community, in the household (for instance if income is controlled by the woman), and within women’s groups. During visit in Rote Island, National Evaluator finds during the FGD a senior woman public figure tended to speak up more than other woman participants.

As well, it is important not to overlook the potential collateral negative impact of such activities in order to mitigate these unexpected results. This is why it is important that, in the future, project monitoring and evaluation (M&E) include surveys or qualitative assessments to evaluate the impact of economic empowerment activities in regard to gender dynamics, both within their households (including in relation to GBV risks) and in terms of decision-making at the community level. This assessment has to examine extra financial burden and added workload on female participants or beneficiaries, which may be silenced and underestimated by the women themselves. For instance, SMILE female users at health facilities were so enthusiastic about the tool that they did not mention as negative impacts the need to use their personal phone to access SMILE and to be reachable over night to receive notifications regarding medicine and vaccines storage needs (for instance regarding temperature breach). It must be said that to reduce these impacts, the government has facilitated free internet connection to almost all community health services, which are accessible to health workers. As well, to ensure staff’s right to rest periods, scheduling in health services has been carefully planned in organised shifts. As well, project shall ensure that volunteer work is equally shared by males and females, and that remunerated jobs are equally accessible to them. Such scaling up was pointed out by women trained as forest rangers volunteers (CIWT), who expressed, as captured in an external evaluation project report, that they wished to become formal staff.

**FINDING 3. As regards to the impact of women’s participation in decision making, the portfolio has proved to be less successful.** The mere participation of women in meetings or activities do not ensure that their priorities are substantially guiding public policing, planning and budgeting at local, regional and national levels. Structural changes, such as regulatory or institutional mechanisms to boost parity (such as at least 40%-60% gender quotas) and empower women within and in front of institutions, assemblies and authorities, need to be enforced to ensure that women’s

equal participation and influence are gradually achieved. Although efforts were aimed at increasing women's participation in consultations and activities, no structural or institutional mechanism has been set up to ensure women's participation in planning APL and no information is provided to show how women have been influencing local authorities and how their voices are shaping agreement of the communities (KALFOR). In terms of participation, the portfolio has attained results, but the impact of those results is still uneven. For instance, in Batee Roo village women who are part of the TK-PPEG including in the functional position as treasurer, acknowledged that key decisions are still taken by the male members and even the roles of the women are decided by them (REDD+). This is why it is important to narrowly support and monitor the extent to which women's opinions, interests and demands are taken into consideration and translated into planning.

**FINDING 4. Women's organizations participation, although insufficiently triggered and strengthened across the portfolio, has proved to be an impactful asset for women's empowerment and gender equality promotion.** The participatory, grass-root and gender-transformative approach that women's CSOs usually promote spurs collective empowerment and transformative change, while ensuring a better embodiment of inclusiveness according to LNOB principle (KALFOR, RESTORE). On the long term, the impact on individual women and their ownership of the project is heightened. Women's organizations involvement in the community also facilitates early detection of potential retaliation, threats or even violence against those women who do not adhere to the project.

**FINDING 5. Involving young women has contributed to gender impact.** Study shows that young women have the potential to make positive impact to society. ASSIST, CIWT and GUYUB are three projects in which young women have significant contribution<sup>21</sup>. In ASSIST, one of startup companies who won the competition namely PerfectFit is led by two young women. The company is located in Bali, but managed to run project in Labuhan Bajo and Ruteng, East Nusa Tenggara. They managed to increase the income of the women they worked with by producing cloth menstrual pad. Additionally, they also managed to increase knowledge of female teenagers in Bali on menstrual health. In CIWT, the young women who joined as forest rangers volunteers got knowledge in wildlife conservation. In GUYUB, female students not only become the target of religion moderation campaign, but also actively involve in the public campaign. As well, KALFOR has implemented the K AFOR Youth Innovation (KYI) 2023 with the theme "Bringing Ideas to Life: Indonesia's Youth Innovation in Environment and Forestry" exclusively for participants from the island of Kalimantan aimed at encouraging more young generations from Kalimantan to actively contribute to finding practical and creative solutions to forest and environmental issues in Kalimantan, where 75 % of teams (15 out of 20 participants) were female CEOs.

**FINDING 6. Prevention of gender-based discrimination and of sexual exploitation, abuse and harassment has been insufficiently across the portfolio.** Some interesting components of

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<sup>21</sup> Study by Global Entrepreneurship Monitor (GEM) and Kauffman Foundation shows that young women founders often create startups with a strong social impact focus, addressing issues such as healthcare, education, sustainability, and social justice. Study by International Union for Conservation of Nature (IUCN) and FAO shows that the role of young women in forest management play significant contributions to sustainable practices, biodiversity conservation, and community empowerment. Study by UN Women and the World Bank shows that young women play important role in creating social cohesion and peacebuilding.

prevention/protection against GBV have been identified in some projects, such as: GBV inclusion in the Grievance Redress Mechanisms of REDD+ (no evidence was provided to evaluators); sexual violence included in the Policy gap assessment and the Technical guidance for mainstreaming migration into subnational plans (draft) of MIGRATION GOVERNANCE; and GBV moveable units and SOP in RESTORE response to COVID. However, sexual harassment risks, which are increased in settings where women are a minority, have not been included in training, SOPs or awareness raising activities of projects. No specific PSEAH reporting mechanisms are known among the key informants interviewed and the hierarchy chain is usually perceived as the way to report about such a taboo issue. M&E reports do not address this issue for any of the project, apart from the evaluation report of CIWT (see below lesson learnt n° 6).

### BEST PRACTICE n°5: GEWE IMPACT

In KALFOR project, the Association for Women's Small and Micro Business Assistance (ASPPUK) has been involved to carry out the local champions program in Kotawaringin Barat and Kutai Timur Districts. Managing a rate of 70% of female beneficiaries, ASPPUK has followed a participatory empowering methodology, through a full-fledged program encompassing gender responsive leadership training, business assistance, and long-term support and advise. They provided training on gender and economy, potential resources analysis, SWOT analysis and they assisted women to develop a smart product idea, did a market survey to assess the potential of their choice, to enable them to identify their business in a wide range of sectors (bananas, ginger, fish, tourism potential, bathing facility, honey and handicraft, traditional medicine, kasava, palm sugar, etc.) Financial facilities are also provided through loans. The organization also monitors their individual empowerment and interferences when they need family mediation to support their participation.

As per ASPUUK: *“On average the group that we assisted, they had never been touched by a empowerment project before. As a result of our intervention, several groups obtained assistance from village funds in the frame of a government program for village empowerment. Usually, women in the villages do not have adequate skills, and they are not aware of the availability of these funds, they mostly stayed at home, in the kitchen (...) Normally from women empowerment it is common to deal with difficulties, when they must go out of the house, they have to ask permission from their husband. When the husband is not supportive, the program approaches the spouse, our field officer who is equipped with the necessary skills. It is not easy to find field officer with experience in the field, especially because in Indonesia there are many ethnicities, we have to learn to adapt, but when they are accepted by the community, it will be easy to solve the situation with the husband”.*

### LESSON LEARNT N°6

Forest ranger is still perceived as male-dominated profession, but CIWT has managed to prove woman can also be forest ranger. *“People in my village now think of me not only as A.<sup>22</sup>, but as*

<sup>22</sup> The name has been anonymized to protect confidentiality.

*the ‘conservation lady’ – or the person you need to contact when you spot protected wildlife or suspicious illegal wildlife trade cases, whether online or on the spot. And I feel proud of that”, as said by A. from Toraut Village, North Sulawesi. One of CIWT’s indicator is number of women forest ranger; and in the province where A. lives -North Sulawesi, as the result of the project, Bonawa National Park has allocated budget for Perempuan Inspiratif Mitra Polisi Kehutanan (Inspirative Young Woman of Forest Ranger’s Partner).*

The evaluator of final evaluation report of the project, in conversations with volunteer female rangers, found that: *“The women raised some concerns, that included a desire to include the topic of ‘sexual harassment’ in the training of women and men forest rangers, a preference to include two women rangers when conducting forest patrols (currently one women volunteer may be paired with one male volunteer and two male NP Forest Rangers)”*<sup>23</sup>. Being the only mention to PSEAH across all portfolio M&E reports, it is appealing to find that women rangers prefer not to be working in the field with colleagues who are only males and to ensure that another female volunteer since we assume that most National Police (NP) Forest Rangers are males. Another recommendation to increase impact is that *“women would like the opportunity for additional training (e.g. use of Global Positioning System) with the potential to one day receive sufficient training and experience to be employed by NP”*.

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<sup>23</sup> Terminal Evaluation of UNDP-Supported GEF Financed, Full Size Project: Combating Illegal and Unsustainable Trade in Endangered Species in Indonesia Project- Indonesia – UNDP PIMS # 5391, p. 45.

## V. CONCLUSION, LESSONS LEARNED AND RECOMMENDATIONS

### 5.1. CONCLUSIONS

#### 1. ON CO, CPD and GESI:

UNDP Indonesia has achieved a robust institutionalisation of GEWE, through management commitment, full-time gender analyst, GESI Task Force and a strong, ambitious and well-structured Gender Equality and Social Inclusion Strategy 2020-2025 (GESI). Current CPD is gender-sensitive, with components that amount to gender-responsiveness, but not to gender-transformative results (outputs, indicators). Staff is aware, committed and generally skilled, but some GEWE gaps still need to be tackled at technical level, especially taking into consideration the low rate of gender experts or advisors.

#### 2. ON PORTFOLIO:

GEWE integration was significantly enhanced at implementation and monitoring phases, compared to design, with a special weakness noticed on drafting and monitoring gender sensitive indicators. All projects assessed were assigned a Gender Marker GEN 2, while only one was rated GEN 3. However, two projects were found in need of a marker review and for most of GEN 2, not all conditions were met to be rated as such. As regards GRES Scale, most projects were rated as having at least one gender responsive effects as a result of its implementation (10 projects amounting to 49 % of budget), 3 projects representing 45 % of the budget were gender-targeted and 2 projects, or 5% of the budget, were have at least some gender transformative effect.

The projects-related staff globally reached a satisfactory parity rate. Although gender gaps were still noticed, constant endeavours to ensure balanced participation of females and males staff, consultants, researchers, speakers at events, trainers, etc. in events, activities, PMU, teams, etc. have been noticed at UNDP and in implementing partners or responsible parties.

#### 3. ON GEWE RELEVANCE AND COHERENCE

Most of the projects (11) were found moderately relevant to GEWE, while four (4) were found highly relevant. One of the main concerns was that the portfolio insufficiently harnessed the national institutional, legal and political instruments for GEWE, missing to involve as implementing or main partners the gender machinery and women's and feminist organizations. It also overlooked gender-sensitive actions of RPJMN 2020-2024.

As regards to coherence with international framework, the portfolio contributed in a limited way to SDG 5 (2 targets). While it supported gender-sensitive indicators of CPD, it unevenly implemented GESI. Specially concerning was the lack of specific gender output representing at least 15% of the budget. 67 % of the sample had some kind of gender analysis performed at one stage, and only two had an initial one conducted at the design stage. Gender was mostly absent from risks analysis and Theory of change in projects documents.

#### 4. ON GEWE EFFECTIVENESS:

Although it has been challenging to assess the GEWE outputs attainment from M&E reporting products, GEWE effectiveness of the sample was considered relatively high, with seven (7) projects rated as highly, six (6) moderately and two (2) lowly effective. Gender portfolio was more effective in changing individual agency of targeted women to make free choice, especially through capacity development and access to finance, than in changing structures at the root of gender inequalities.

Effectiveness in changing the relational level of gender inequality could not be confirmed. A large array of gender mainstreamed and gender responsive research, training materials, guidance, policy briefs, etc. were produced under the portfolio assessed. A few of them however missed the opportunity to provide sufficient gender insights in very strategic domains for GEWE and LNOB.

#### 5. ON GEWE EFFICIENCY:

Nine (9) of the assessed portfolio GEWE efficiency was moderated, while four (4) were highly efficient and two (2) got a low rate under this criterion. Gender expertise has been largely outsourced while gender experts, specialists and advisors working full time as project staff was scarce. In addition, only in few projects had UNDP involved women's associations or women-owned or women-led companies as implementing partners, responsible parties or contracted entities, missing the opportunity to strengthen these crucial actors and build sustainable partnership with them. External projects evaluations elaborated on gender results and indicators of the project, but often lacked a thorough gender lens across all criteria and in conclusions and recommendations.

#### 6. ON GEWE SUSTAINABILITY:

The sustainability of GEWE results under the revised portfolio was satisfactory, with nine (9) projects presenting medium sustainability of GEWE outputs, five (5) high standards of sustainability and only one (1) a low rate. GEWE institutional sustainability has been triggered through international frameworks and initiatives (GCF, GEF, GCM), but a bottom-up approach shall be fostered into projects planning and implementation in order to prevent the risk of excessively bureaucratic nature of these highly gender-mainstreaming mechanisms.

Existing gender mainstreaming mechanisms, such as gender thematic group or task forces within and across partners, for instance at the MoEF, Gender Analysis Pathways (AGP) and Gender budget Statements (GBS), could be harnessed in a more systematic and effective way, or their use better mirrored within M&E reports. Institutional sustainability of GEWE results has also been promoted through technical assistance, advocacy, research, etc., but not by the way of legal improvement, unfortunately for long term sustainability. Institutionalisation of training developed has proved to enhance sustainability, while the link between gender-responsive research and awareness-raising was weak.

While financial sustainability has been adequately favoured in the portfolio, through involvement of financial institutions in forms of loans to women's cooperations and women's led small enterprises, the insertion of women in professional sectors traditionally males-dominated has also boosted social sustainability through community mindset changes on gender roles and stereotypes.

## 7. ON GEWE IMPACT:

Seven (7) projects were rated as having a high impact while other seven (7) had a moderate one, and only one (1) project did have a low rate in terms of GEWE. Women's economic empowerment and professional development achieved by portfolio have increased their agency but had a limited impact on relational dynamics and structures. The portfolio has proved to be less successful to increase and sustain women's participation in decision making.

Women's organizations participation, although insufficiently promoted, was an impactful asset for women's empowerment and gender equality promotion. Involving young women has also contributed to gender impact. However, gender-based discrimination and sexual exploitation, abuse and harassment have been insufficiently addressed, prevented and combatted across the portfolio.

## 5.2. CONCLUDING STATEMENTS, LESSONS LEARNED AND BEST PRACTICES

### 1. CONCLUDING STATEMENTS

Thanks to an effective GEWE institutionalisation, the CO has gender mainstreamed the portfolio, including through gender-sensitive and gender-responsive results of CPD and projects. However, the CPD still lacks gender transformative results and the portfolio doesn't have a sufficient number of GEN3 projects and allocated budget. As well, the Task Force shall ensure that GEN2 is attributed only to actions that meet all criteria for such rating, including having a gender-specific result and a gender analysis.

The best rated criteria were GEWE effectiveness and GEWE impact, with seven projects having obtained a high rate under both criteria. Projects log frames shall however better envision projects effects on GEWE. Gender impact was especially high in the realm of capacity development and economic or professional empowerment of women and in research and guidelines, however some gaps were also detected which point at the need to ensure that partners or consultants responsible for outsourced services have enough gender expertise. Lower impact has been measured in the field of women's participation and influence in decision making at local level. Transformative roles have been promoted through several projects by inserting women in male-dominated domains. However, this has not been compensated by such transformation among males.

Relevance to the needs and priorities for GEWE, which was assessed jointly with coherence to national, corporate and CO gender-sensitive objectives, efficiency of GEWE efforts made by the CO and implementing partners, which encompassed also the financial support provided for gender equality and to gender expertise and women's or feminist entities and machinery, and institutional, financial and social sustainability of GEWE results were mostly moderated, with four to five projects with a high rating under those criteria. While strategic needs to reach gender equality were met within some projects, structural changes to reduce gender discriminations were insufficiently promoted, including those of the national strategic framework. Women's associations and gender machinery were not triggered enough to identify strategic priorities to promote gender equality, to implement, monitor and evaluate projects contribution to GEWE.

### 2. BEST PRACTICES:

Best practices have been identified under each criterion, allowing for further improvement of programming towards GEWE:

- Relevant strategies and affirmative actions have led to high percentages of women empowered, even in traditionally male-dominated sectors (ACCESS and ASSIST – She disrupts), showing that targeted quota of women shall be more ambitious (at least 40%).
- Thorough reporting on gender indicators, activities and results that acknowledges the challenges related to GEWE and gender disaggregated data collection (ASSIST), gender sensitive evaluations and gender expertise (GOLD ISMIA) have contributed to improve effectiveness and efficiency to advance gender equality.
- Sustainability of GEWE results has been effectively promoted through gender budget tagging guideline in climate change (PEA), opening avenues for further strengthening gender budgeting public capacities.
- Impact on GEWE is enhanced by bottom-up participatory and women-led activities implemented by women's organisations (KALFOR).

### 3. LESSONS LEARNT

Lessons learnt may also help identifying risks and assumptions of future proposals and the new CPD drafting:

- Weakness in GEWE relevance may undermine the results of the project, for instance when a change in their income generating activity does not meet their needs (ATSEA 2).
- In order to ensure that studies and guidelines are fully gender-responsive it is key to ensure that partners or experts are knowledgeable and skilled in gender research and mainstreaming and ensure consultations with women's organizations and groups (Migration Governance).
- A gender analysis is needed for enhancing projects contribution to GEWE but an adequate budget must be ensured for developing gender action plan from the preparation phase to the monitoring and evaluation (REDD+).
- For GEWE results to be fully sustainable, it is key to use gender transformative initiatives, for instance in the field of GBV, to foster gender machinery and networking (A2J-GBV, RESTORE).
- The insertion of women in male-dominated areas had a strong gender impact, including within the community's perceptions, but specific strategies shall be implemented to prevent sexual harassment, exploitation and abuse against them (CIWT).



### 5.3. RECOMMENDATIONS

**RECOMMENDATION 1.** To further increase CO programming contribution to gender equality by including gender-responsive and at least one gender-transformative outputs and indicators in the next CPD, in alignment with gender international, national and UNDP strategic framework (SDG5, GESI, CPD, RPJMN 2020-2024).

**RECOMMENDATION 2.** To further progress towards meeting all criteria for GEN 2 (including gender analysis, one standalone output/outcome aimed at GEWE, gender in ToC and risks assessments), and to increase the % of portfolio, especially in terms of budget, dedicated to GEN 3, through a pool of GEN 3 proposals, eventually taking advantage of UNDP added value (for instance: GBV with MoH, GRB, gender and PVE in education, etc.).

**RECOMMENDATION 3.** To endeavour that projects design, implementation and reporting are aimed at gender strategic interests and transforming gender roles, stereotypes and norms and tackle the root (including institutional and socio-cultural) causes of gender inequality, in order to increase the part of the portfolio which is gender transformative, instead of mainly focussing on increasing women's economic empowerment and agency.

**RECOMMENDATION 4.** To insert more ambitious quotas of women as minimum targeted indicators (40%) and to improve reporting on gender indicators and gender disaggregated data and clearly identifying the gaps and the challenges faced in data collection tools and capacities in order to be able to remedy the shortcomings.

**RECOMMENDATION 5.** To ensure that external evaluations provide a qualitative assessment of how gender is addressed as per GRES scale, including: how GEWE is inserted in the ToC, how gender risks are identified and mitigated, how women machinery and women's CSOs are strengthened, how women were empowered and how gender roles and gender power relations were transformed towards substantial equality.

**RECOMMENDATION 6.** To assess the success rate over time of women's cooperatives or small enterprises supported through low or zero interest loans and most effective financial support, comparing the different financial solutions and results to extract lessons learnt for new or current projects, taking into consideration LNOB principle.

**RECOMMENDATION 7.** To involve more steadily and strengthen the national GEWE machinery and feminist and women's organizations, networks and groups, including gender academicians and experts. This could be attained by ensuring that stakeholders' engagement plans and proposals involve a minimum % of women's organizations, women's groups and all relevant gender machinery and institutional mechanisms.

**RECOMMENDATION 8.** To ensure that women of all ages, women with disability and those from discriminated groups, are involved in selection of activities, businesses, timing, and all decisions taken in the frame of the project, promoting in this way a gender-responsive bottom-up approach

into projects design, planning, implementation and monitoring, including those funded under global initiatives. This shall encompass taking into consideration unexpected negative impact including work-life balance, power dynamics, etc.

**RECOMMENDATION 9.** To analyse and identify the risks of gender-based discrimination, GBV and SEAH across the whole portfolio, in all places and with all stakeholders, and to insert, set up and disseminate effective prevention and reporting mechanisms, involving dialogue on this issue with women’s beneficiaries

**RECOMMENDATION 10.** To continue ensuring reduction of gender gaps at staff level, especially in field offices and in implementing partners, for instance inserting a parity clause (for staff, researchers, trainers, etc.) in the projects gender action plans and improving gender capacities, including in implementing partners, especially requesting compulsory gender expertise for all outsourced research, guidance and other publications.

**TABLE OF RECOMMENDATIONS:**

Recommendations	Responsible entities	Timeframe and priority (1-3, 1 being highest)	linkages to conclusions
<p><b>RECOMMENDATION 1.</b> To further increase CO programming contribution to gender equality by including gender-responsive and at least one gender-transformative outputs and indicators in the next CPD, in alignment with gender international, national and UNDP strategic framework (SDG5, GESI, CPD, RPJMN 2020-2024).</p>	<p>UNDP (Management, GESI Task Force, programme units coordinators)</p>	<p>2025 onwards Priority 1</p>	<p>Conclusion 1.</p>
<p><b>RECOMMENDATION 2.</b> To further progress towards meeting all criteria for GEN 2 (including gender analysis, one standalone output/outcome aimed at GEWE, gender in ToC and risks assessments), and to increase the % of portfolio, especially in terms of budget, dedicated to GEN 3, through a</p>	<p>UNDP (Management, GESI Task Force, programme units coordinators) MoWECP Other Institutional partners (MoH, MoF, universities, MoRA, etc.)</p>	<p>2024 onwards Priority 1</p>	<p>Conclusion 2</p>

<p>pool of GEN 3 proposals, eventually taking advantage of UNDP added value (for instance: GBV with MoH, GRB, gender and PVE in education, etc.).</p>			
<p><b>RECOMMENDATION 3.</b> To endeavour that projects design, implementation and reporting are aimed at gender strategic interests and transforming gender roles, stereotypes and norms and tackle the root (including institutional and socio-cultural) causes of gender inequality, in order to increase the part of the portfolio which is gender transformative, instead of mainly focussing on increasing women’s economic empowerment and agency.</p>	<p>UNDP (Management, GESI Task Force, programme units coordinators) MoWECP Women’s associations and networks Gender expertise Other Institutional partners</p>	<p>2025 onwards Priority 1</p>	<p>Conclusions 3 and 4</p>
<p><b>RECOMMENDATION 4.</b> To insert more ambitious quotas of women as minimum targeted indicators (40%) and to improve reporting on gender indicators and gender disaggregated data and clearly identifying the gaps and the challenges faced in data collection tools and capacities in order to be able to remedy the shortcomings.</p>	<p>UNDP (Management, GESI Task Force, programme units coordinators) Implementing partners CSOs and other partners, including outsourced services providers</p>	<p>2025 onwards Priority 2</p>	<p>Conclusion 4</p>
<p><b>RECOMMENDATION 5.</b> To ensure that external evaluations provide a qualitative assessment of how gender is addressed as per GRES scale, including: how GEWE is inserted in the ToC, how gender risks are identified and mitigated, how women machinery and women’s CSOs are strengthened, how women</p>	<p>UNDP (Task Force, Operations, QA) External evaluators</p>	<p>2024 onwards Priority 2</p>	<p>Conclusion 5</p>

were empowered and how gender roles and gender power relations were transformed towards substantial equality.			
<b>RECOMMENDATION 6.</b> To assess the success rate over time of women’s cooperatives or small enterprises supported through low or zero interest loans and most effective financial support, comparing the different financial solutions and results to extract lessons learnt for new or current projects, taking into consideration LNOB principle.	UNDP Implementing partners (IEF, MoEF, MoF, etc.)	2025-2026 Priority 3	Conclusion 3
<b>RECOMMENDATION 7.</b> To involve more steadily and strengthen the national GEWE machinery and feminist and women’s organizations, networks and groups, including gender academicians and experts. This could be attained by ensuring that stakeholders’ engagement plans and proposals involve a minimum % of women’s organizations, women’s groups and all relevant gender machinery and institutional mechanisms.	UNDP MoWEPC Women’s associations and networks	2025 onwards Priority 1	Conclusion 5
<b>RECOMMENDATION 8.</b> To ensure that women of all ages, women with disability and those from discriminated groups, are involved in selection of activities, businesses, timing, and all decisions taken in the frame of the project, promoting in this way a gender-responsive bottom-up approach into projects design, planning, implementation and monitoring,	UNDP (all programme staff, GESI Task Force)	2025 onwards Priority 2	Conclusions 3 and 6

<p>including those funded under global initiatives. This shall encompass taking into consideration unexpected negative impact including work-life balance, power dynamics, etc.</p>			
<p><b>RECOMMENDATION 9.</b> To analyse and identify the risks of gender-based discrimination, GBV and SEAH across the whole portfolio, in all places and with all stakeholders, and to insert, set up and disseminate effective prevention and reporting mechanisms, involving dialogue on this issue with women’s beneficiaries.</p>	<p>UNDP All partners, including government, NGOs, CSOs, universities, consultants, etc.</p>	<p>2025 onwards Priority 1</p>	<p>Conclusion 7</p>
<p><b>RECOMMENDATION 10.</b> To continue ensuring reduction of gender gaps at staff level, especially in field offices and in implementing partners, for instance inserting a parity clause (for staff, researchers, trainers, etc.) in the projects gender action plans and improving gender capacities, including in implementing partners, especially requesting compulsory gender expertise for all outsourced research, guidance and other publications.</p>	<p>UNDP (Management, operations, field offices, etc.) All partners, including government, NGOs, CSOs, universities, consultants, etc</p>	<p>2025 onwards Priority 2</p>	<p>Conclusions 1 and 4.</p>

## **ANNEXES:**

**ANNEX 1: EVALUATION MATRIX AND TEMPLATES FOR DR, MwS&IP AND KIII.**

**ANNEX 2: GENDER-DISAGGREGATED LIST OF INDIVIDUALS OR GROUPS INTERVIEWED OR CONSULTED**

**ANNEX 3: LIST OF SUPPORTING DOCUMENTS REVIEWED**

**ANNEX 4: TOR FOR THE EVALUATION**

**ANNEX 5: LIST OF SUB-CRITERIA**

## ANNEX 1: EVALUATION MATRIX.

Criteria	Evaluation Questions	Data collection Techniques	Sources of information
<p style="text-align: center;"><b>Relevance, alignment and coherence with GEWE strategic frame and goals</b></p>	<p><b>Identification and design:</b></p> <ol style="list-style-type: none"> <li>1. Was a gender analysis drafted at design stage? Were its findings and recommendations adequately mainstreamed in the project document, including log frame, theory of change (ToC) and risks analysis?</li> <li>2. What is the GEN attributed to the intervention?</li> <li>3. Is there (a) clear GEWE outcome(s)/output(s) in the project document? Is it output or outcome or both? How many?</li> <li>4. Is it /are they gender-responsive or gender-transformative (GRES)?</li> <li>5. Is/are it/they formulated to measure change in gender relations, gender norms, gender roles and gender stereotypes?</li> <li>6. Are the other outcomes and outputs gender-targeted, gender-blind or gender-negative (GRES)?</li> <li>7. Are all indicators and targets sex-disaggregated? If not, what is the reason? Is there a need to develop capacities to collect sex-disaggregated data?</li> <li>8. Are there indicators to effectively measure gender-responsive or gender-transformative outputs and outcomes?</li> <li>9. To what extent the intervention, and its GEWE outcomes if existing, is in line with SDG 5? And with other specific targets under SDGs?</li> <li>10. To what extent the intervention, and its GEWE outcomes if existing, are in line with national and local priorities of Indonesia gender development goals? With the national gender equality legal, strategical and political framework?</li> <li>11. To what extent the intervention, and its GEWE outcomes if existing, are aligned with UNDP's mandate, as envisioned in the country CPD, and gender equality strategy across UNDP Signature Solutions?</li> <li>12. To what extent the intervention, and its GEWE outcomes if existing, are contributing to UNDP Indonesia GESI 2021-2025? If not, with the UNDP Gender Equality Strategy?</li> <li>13. To what extent are the gender-related outputs relevant to the planned gender-related outcome?</li> <li>14. Does the Theory of Change (ToC) integrate GEWE issues and is it consistent?</li> <li>15. Were the partners selected relevant to ensure that the intervention integrates gender issues? Does the partner have a clear commitment towards GEWE (e.g. GEWE policy, strategy, goal, gender-sensitive human resources policy, gender parity, etc.)?</li> </ol> <p><b>Implementation:</b></p>	<p>Desk review (DR) for all levels</p> <p>Meetings with UNDP / Implementing partners staff (remote and in-person) for Levels 2 and 3, Level 1 if needed</p> <p>Key Informants in Depth-Interviews (KIII) (remote and in-person) for level 2 and 3</p> <p>Focus Groups Discussion (FGD) for level 3</p>	<p>National framework, CPD, GESI/ UNDP gender Equality Strategy</p> <p>Project Document (PRODOC)</p> <p>Annual Work Plan</p> <p>Semestral and Annual reports</p> <p>Knowledge products</p> <p>Communication</p> <p>Evaluation (mid-term and final) reports where available</p> <p>Missions reports and minutes of Project Board meetings where available</p> <p>UNDP and/or implementing</p>

	<p>16. Has UNDP been able to adapt its programming to the changing context to address the country's, partners' or targeted population priority needs related to the gender-related outcome/output?</p> <p><b>Monitoring and Evaluation:</b></p> <p>17. Were indicators and targets sex-disaggregated in quality insurance and follow-up reports? If not, what is the reason?</p> <p>18. Is there a need to develop capacities to collect sex-disaggregated data? Was it recommended or requested to implementation partners or other institutions?</p>		<p>partners meetings</p> <p>Key Informants from civil society organizations (CSOs), community-based organizations (CBOs), women's and feminist organisations (WFOs), non-governmental organisations (NGOs), governmental organizations (GOs), private companies (PC), other UN partners involved, and beneficiaries and targeted groups.</p>
<p><b>Effectiveness to obtain GEWE substantial</b></p>	<p><b>Identification and design:</b></p> <p>19. Did the project address gender-related risks and mitigation measures?</p> <p><b>Implementation:</b></p> <p>20. To what extent did the results, both at the outcome and output levels, benefit all women and men equally, including LNOB?</p> <p>21. To what extent have the gender equality and women's empowerment outcome(s)/output(s) been achieved if any? Did they produce all results planned?</p> <p>22. Was/were it/they gender-responsive or gender-transformative?</p> <p>23. To what extent have programs/projects outputs to produce gender results been achieved or are likely to be achieved by 2024? And by the end of the project?</p> <p>24. Did the other outcome(s) and output(s) gender-targeted, gender-blind or gender-negative (GRES) turn to be more gender sensitive? How?</p> <p>25. Have there been any unintended or unplanned gender-related achievements or impacts of UNDP's interventions?</p> <p>26. What factors have contributed to achieving or not achieving gender-responsive or gender-transformative results as intended in the respective initiatives?</p>	<p>Desk review (DR) for all levels</p> <p>Meetings with UNDP / Implementing partners staff (remote and in-person) for Levels 2 and 3, Level 1 if needed</p> <p>Key Informants in Depth-Interviews (KIII) (remote and in-</p>	<p>Project Document (PRODOC)</p> <p>Annual Work Plan</p> <p>Semestral and Annual reports</p> <p>Knowledge products</p> <p>Communication</p> <p>Evaluation (mid-term and final) reports where</p>



<p><b>results</b></p>	<p>27. How appropriate and effective are or have been the implementation strategies in delivering gender equality results within the outcome area (strengths and weaknesses)? Have they been proven to be effective from a gender perspective?</p> <p>28. To what extent has UNDP’s partnership model/ strategy been successful? What are the key gaps that UNDP interventions could address within its comparative advantage, which could significantly contribute to the achievement of GEWE outcome, output or result?</p> <p>29. To what extent has UNDP contributed to capacity development of women in the communities and the local/national governments and other partners to create an enabling environment that help change the lives of women on the ground (Capacity development in this context may refer to increase in knowledge and skills at individual level or the capability to deliver services or formulate policies at organizational level)? And for LNOB groups?</p> <p>30. Were there tools or mechanisms used during implementation to ensure GEWE advancement?</p> <p>31. Is gender parity and diversity ensured in the project management and project implementation team? Were women represented in positions of power in the teams?</p> <p>32. Did the project management and project implementation team receive training on gender, are they knowledgeable and sensitive to gender equality, and intersectional discrimination elimination?</p> <p>33. Was the environment, place, timeline, context, etc. conducive for all women’s participation, taking into consideration LNOB principle?</p> <p>34. Was the environment of project implementation safe? Were staff, partners and target population protected against sexual harassment and violence? Were some measures adopted to ensure that?</p> <p>35. Has UNDP’s partnership strategy been appropriate and effective in contributing to the gender outcome/output or in advancing GEWE as a result of the intervention? Would another or additional partnership been more effective?</p> <p>36. Did the partners demonstrate engagement, knowledge and skills to effectively contribute to GEWE during implementation project?</p> <p>37. Did the partners enhance their strategic framework, capacities, institutional structure, Human resources policies or any other aspects from a GEWE perspective?</p> <p><b>Monitoring and Evaluation:</b></p> <p>38. Did the M&amp;E take into consideration the gender-related risks if any? Did it readjust accordingly where needed?</p> <p>39. Did the monitoring mechanisms, such as PMU, QA, monitoring reports, etc. address systematically the gender-related aspects, delve into them and adequately take them into consideration and reflect achievements and loopholes or shortcomings?</p> <p>40. Did the monitoring reports reflect unattended or unplanned gender-related achievements if any?</p> <p>41. Was there an attempt to insert accordingly a new gender-related outcome, output, indicator or activity in the project or another one?</p>	<p>person) for level 2 and 3</p> <p>Focus Groups Discussion (FGD) for level 3</p>	<p>available</p> <p>Missions reports and minutes of Project Board meetings where available</p> <p>ROAR</p> <p>Key Informants from civil society organizations (CSOs), community-based organizations (CBOs), women’s and feminist organisations (WFOs), non-governmental organisations (NGOs), governmental organizations (GOs), private companies (PC), other UN partners involved, and beneficiaries and targeted groups.</p>
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	<p><b>42.</b> Did the evaluation mid-term or final evaluation reports adequately and sufficiently reflect on GEWE? Were there sound and useful recommendations in this field?</p> <p><b>43.</b> Were those recommendations taken into consideration and translated into practice by implementation entities?</p>		
<p><b>Efficiency of GEWE strategies and from a gender lens</b></p>	<p><b>Identification and design:</b></p> <p><b>44.</b> Was a gender analysis conducted and was there a sufficient amount allocated to it?</p> <p><b>45.</b> Were there sufficient resources, focusing on the use of gender expertise and budget (financial, time, people) allocated to integrate GEWE in the design of the project?</p> <p><b>46.</b> Was the budget allocated to gender-responsive and gender-transformative outputs/outcomes flagged or calculated at design stage? Which percentage of the budget was planned to be allocated to gender-responsive and gender-transformative outputs/outcomes? Was it above 15%?</p> <p><b>Implementation:</b></p> <p><b>47.</b> Which % of total amount was finally allocated to gender-responsive and gender-transformative outcomes/outputs/activities? Was it above 15%?</p> <p><b>48.</b> Were there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate GEWE in the implementation of gender-related outcomes/outputs/activities? And in comparison with other similar items (for instance renting for general training and for training on gender issues or regarding consultants' cost)?</p> <p><b>49.</b> Were there sufficient resources, focusing on the use of gender expertise and budget (financial, time, people) allocated to integrate GEWE on the eve of implementation of the project?</p> <p><b>50.</b> Have the gender equality results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proven to be more cost-efficient?</p> <p><b>51.</b> Have program funds allocated to gender-related outputs been delivered in a timely manner? If not, what were the bottlenecks encountered? How were they solved?</p> <p><b>52.</b> Did women and men receive the same income, earnings or financial benefits from the project? (e.g, if some financial instrument was launched, which % of it benefitted to women's led companies?)</p> <p><b>53.</b> If the budget was shared among several partners, was it divided equally or fairly to women's or gender-specific entities in contrast with others?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>54.</b> Are there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate GEWE in the M&amp;E of the project?</p> <p><b>55.</b> Was the part of the budget allocated to gender-responsive and gender-transformative outputs/outcomes flagged or calculated in the M&amp;E process? Which percentage of the</p>	<p>Desk review (DR) for all levels</p> <p>Meetings with UNDP / Implementing partners staff (remote and in-person) for Levels 2 and 3, Level 1 if needed</p> <p>Key Informants in Depth-Interviews (KIII) (remote and in-person) for level 2 and 3</p> <p>Focus Groups Discussion (FGD) for level 3</p>	<p>Project Document (PRODOC)</p> <p>Annual Work Plan</p> <p>Semestral and Annual reports</p> <p>Knowledge products</p> <p>Communication</p> <p>Evaluation (mid-term and final) reports where available</p> <p>Missions reports and minutes of Project Board meetings where available</p> <p>ROAR</p> <p>Key Informants from civil society organizations (CSOs), community-based organizations (CBOs), women's and feminist organisations</p>

	<p>budget was finally allocated to gender-responsive and gender-transformative outputs/outcomes? Did it increase compared to design?</p> <p><b>56.</b> Was this % reflected in Quality assurance reports, final reports, evaluation reports and ROAR? In another M&amp;E tool or mechanism?</p> <p><b>57.</b> Was this assessed and discussed internally for accountability or lesson-learning perspective?</p>		<p>(WFOs), non-governmental organisations (NGOs), governmental organizations (GOs), private companies (PC), other UN partners involved, and beneficiaries and targeted groups.</p>
<p><b>Sustainability of GEWE results</b></p>	<p><b>Identification and design:</b></p> <p><b>58.</b> Did the sustainability analysis in the project document contemplate gender issues to ensure social, institutional, financial, cultural an environmental sustainability of the results?</p> <p><b>59.</b> Did it contain considerations to ensure the sustainability of gender-related results of the project (e.g if enhancement of the status of women is sustained by a legal or institutional change in their favor)?</p> <p><b>Implementation:</b></p> <p><b>60.</b> To what extent will the benefits of the projects in respect to GEWE continue, or are likely to continue in future?</p> <p><b>61.</b> To what extent did the selected interventions contribute towards sustaining the positive gender-targeted, gender-responsive or gender-transformative results in the area or in the country?</p> <p><b>62.</b> Were women’s associations or formal and informal women’s networks organizations participating in the implementation and M&amp;E of the project?</p> <p><b>63.</b> Were they empowered and did they receive the mandate to continue being substantial part of projects results follow-up beyond the end of the project?</p> <p><b>64.</b> Are women equally involved in the financial sustainability mechanisms of the project, as source of funding and at a decision-making/ management level?</p> <p><b>65.</b> As per LNOB principle, are all women involved and is the project likely to provide services and resources to women with vulnerability status (disability, class, age, religion, ethnic minority belonging, migration and rural residence)?</p> <p><b>66.</b> What recommendations and what potential new areas of work and innovative measures for sustaining the gender results in the respective interventions and beyond?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>67.</b> Were those aspects addressed in the M&amp;E mechanisms and tools?</p>	<p>Desk review (DR) for all levels</p> <p>Meetings with UNDP / Implementing partners staff (remote and in-person) for Levels 2 and 3, Level 1 if needed</p> <p>Key Informants in Depth-Interviews (KIII) (remote and in-person) for level 2 and 3</p> <p>Focus Groups Discussion (FGD) for level 3</p>	<p>Project Document (PRODOC)</p> <p>Annual Work Plan</p> <p>Semestral and Annual reports</p> <p>Knowledge products</p> <p>Communication</p> <p>Evaluation (mid-term and final) reports where available</p> <p>Missions reports and minutes of Project Board meetings where available</p> <p>ROAR</p> <p>Key Informants</p>

			<p>from civil society organizations (CSOs), community-based organizations (CBOs), women's and feminist organisations (WFOs), non-governmental organisations (NGOs), governmental organizations (GOs), private companies (PC), other UN partners involved, and beneficiaries and targeted groups.</p>
<p><b>Impact on GEWE</b></p>	<p><b>Implementation:</b></p> <p><b>68.</b> To what extent the selected interventions have brought gender positive changes in the lives of the targeted women and men beneficiaries in terms of GEWE?</p> <p><b>69.</b> To what extent has the project promoted positive changes in the lives of women, especially those from vulnerable groups, and ensuring no one is left behind? Were there any unintended effects?</p> <p><b>70.</b> To what extent has the project created unattended or unexpected negative changes, constrains or barriers, including as collateral effect to a positive one, in the lives of women, especially those from vulnerable groups, and ensuring no one is left behind? Were some mitigation or solution measures identified? Were those negative effects solved?</p> <p><b>71.</b> Did women, including those for vulnerable groups, gain in representation, participation, status, leadership and power to change the reality?</p> <p><b>72.</b> Did the project had a positive impact on GEWE at the levels of agency (capacity to decide and make change by oneself or the group), relations (between and within individuals &amp; groups) and structure (laws, rules, institutions, etc.) ?</p> <p><b>73.</b> Did the project have a positive impact on GEWE engagement and capacity on the project management and the project team?</p> <p><b>74.</b> Are partners and other institutions involved or targeted by the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p>	<p>Desk review (DR) for all levels</p> <p>Meetings with UNDP / Implementing partners staff (remote and in-person) for Levels 2 and 3, Level 1 if needed</p> <p>Key Informants in Depth-Interviews (KIII) (remote and in-person) for level 2 and 3</p>	<p>Project Document (PRODOC)</p> <p>Annual Work Plan</p> <p>Semestral and Annual reports</p> <p>Knowledge products</p> <p>Communication</p> <p>Evaluation (mid-term and final) reports where available</p> <p>Missions reports</p>

	<p>75. Are women and men targeted by or involved in the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p> <p>76. Were the roots of gender inequality addressed and modified by the project, for instance in the realm of gender stereotypes, norms, roles, relationships?</p> <p>77. Were there unanticipated or unintended effects of the intervention on human rights and gender equality and women’s empowerment? Did the intervention produce or contribute to increased risk of GBV or gender-related conflicts? How were they solved?</p> <p>78. How will the selected interventions contribute to changing society for the better, especially with regard to closing gender gaps and empowering women and disadvantaged groups? Did the project address and redress GBV, unequal non-remunerated care work division, gender norms for instance in the field of sexual and reproductive rights from a GEWE perspective at any point of the project? Why? Which impact did the project have on these issues if any?</p> <p>79. Is the selected intervention leading to higher-level effects or other changes, including scalable or replicable results in terms of GEWE?</p> <p>80. Were there knowledge-products on GEWE produced, widely disseminated and effectively exploit to contribute to multiplier effect and/or scale-up?</p> <p>81. Was the ToC in the realm of gender confirmed, and if not why?</p> <p>82. Were the results on GEWE at the core of communication on the project, and was the communication strategy and products gender-responsive or gender-transformative? Was for instance man-nels avoided?</p> <p>83. Is the final environment modified by the project more conducive to GEWE?</p> <p><b>Monitoring and Evaluation:</b></p> <p>84. Was a final evaluation conducted highlighting some or part of the gender impact of the project?</p> <p>85. Was the gender impact fairly and honestly -not exaggerating its impact- in ROAR, reports and websites and knowledge management products?</p>	<p>Focus Groups Discussion (FGD) for level 3</p>	<p>and Project Board meetings where available</p> <p>ROAR</p> <p>Key Informants from civil society organizations (CSOs), community-based organizations (CBOs), women’s and feminist organisations (WFOs), non-governmental organisations (NGOs), governmental organizations (GOs), private companies (PC), other UN partners involved, and beneficiaries and targeted groups. groups.</p>
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## ANNEX 2: GENDER-DISAGGREGATED LIST OF INDIVIDUALS OR GROUPS INTERVIEWED OR CONSULTED

Project Name	Level	Meetings with staff & IP	KIII	FGD	DO
A2J GBV	3	02-09. Senior technical advisor cum program manager (M)	04-09. UHAMKA, main researcher of immersive research (F) and other male researcher (M) 04-09. Head of PPT Bunga Tanjung (M) and Head of nurses (F)	Not possible.	04-09. PPT Bunga Tanjung at RSUD Tarakan
ATSEA2	3	06-07. Former National Project Coordinator (M), Project Clerk (F), MNE (M), Project Assistant (F)	22-08, Bank NTT (loan officer and manager)	21-08, Boa and Oaseli Village 22-08, Rote Ndao, LGs	21-09. Boa and Oaseli Village
ACCESS	3	15-08. Technical officer local capacity development for operators in Muara Ripung (F), MNE (M), Local institution enhancement (M), Project manager (F), Officer activity 1 (F)	15-08. SME owner, female, senior	BUMDES management, Local Operators, Head of Village	SME owner's house
ASSIST	3	08-08, Impact investment assistant (F), Gender MNE Associate (F), Technical assistant (F), Coordinator (F)	23-08. Founder of Startups company in Bali (F), Partners of the startup's company in Bali (2Fs, 1M)	N/A	N/A
SMILE	2	08-08. National Project Manager of SMILE project (F)	13-08. UNDP help-desk officer of SMILE. (F) 13-08. SMILE user at Puskesmas in West Nusa Tenggara (F).	N/A	N/A

PETRA	2	09-08, Budget Management Associate (F), PM Based in Palu (M), Communication-MNE-Reporting (M), TL resilience and construction unit (M)	22-08. Woman Empowerment and Child Protection Agency of North Lombok District, F	N/A	N/A
Migration Governance	2	12-08. Senior technical advisor cum program manager (M) and Technical Officer (F)	15-08. Head of SBMI (M). 15-08. OIM (F)	N/A	N/A
CONVEY	2	02-09. Senior technical advisor program manager (M).	05-09. PPIM UIN (M) and PPIM UIN (F)	N/A	N/A
REDD+	2	08-08. Technical assistance of M&E and awareness raisin (F), National project coordinator (F), Gender specialist from IEF, BPHLD (F), National coordinator (M).	09-08. Gender specialist, BRGM (F) Deputy, BRGM (F).	N/A	N/A
KALFOR	2	08-08 National coordinator of project (F). Project manager (M), Multistakeholder investment in Kalfor project (F). Regional facilitator in Sintang district (West Kalimantan) (F). GRS project. (M) Communication support (M).	14-08. Forest Ecosystem Controller - MOEF (M) 14-08. Executive Director of ASPUUKK (F)	N/A	N/A
PEA	2	06-08 Project Clerk for Gender and Climate Financing (F), Acting Coordinator Climate Finance Project (M)	26-08 (Senior Policy Analyst at Center of Climate Change and Multilateral, Ministry of Finance)	N/A	N/A

GUYUB	1	12-08. Senior technical advisor & project manager (M)	N/A	N/A	N/A
GOLD ISMIA	1	09-08. National PM (F), Gender Associate (F)	N/A	N/A	N/A
CIWT	1	08-08, (Manager), (Project Associate), (Support/Safeguard & Gender)	N/A	N/A	N/A
RESTORE	1	09-08, MNE (F), Technical Analyst (M), RRU Programme Assistant (F), RRU Former Team Leader (M)	N/A	N/A	N/A



## **ANNEX 3: LIST OF SUPPORTING DOCUMENTS REVIEWED**

### **A2J-GBV:**

- PRODOC
- Final report Applying BI to Gender Justice in Indonesia, bit, June 2023
- COM-B barriers to help-seeking for GBV survivors, January 2023
- PARs

### **SMILE:**

- PRODOC
- PARs
- Gender Analysis

### **Migration Governance:**

- PRODOC
- FINAL REPORT
- PARs
- UNDP activity reports (annexes not shared)
- Empowering Migrant Workers:
  - Feasibility Study of Innovative Financing Mechanism on Labour Migration January, 2024
  - Policy Brief, July 2023
- Migration MPTF Joint Programme Update
- Assessment on Migration Policy gap at subnational level, Policy Brief, June 2023
- Fact Sheets

### **CONVEY:**

- PRODOC
- Final Report
- PARs
- Evaluation report of Convey 1 & 2
- National survey "Indonesian Students' Views on Religion, Pandemic and Disasters. Impact and resilience of secondary education institutions in Islamic boarding schools during the covid-19 pandemic crisis: the study of 15 islamic boarding schools (pesantrens) in Jakarta, Banten, and West Java

### **KALFOR**

- PRODOC
- Annual Reports
- PARs
- Gender Strategy and Action Plan for KALFOR
- GESI Strategy (mid-term)
- Annex 7 (integration gender activities)

- Policy Brief Pengarusutamaan Gender dalam pengelolaan hutan di APL
- Kalfor Yout Innovation 2023 report.
- Other Knowledge products.

### **REDD+**

- Indonesia REDD+ national strategy (STRANAS) 2021-2030
- Validation methodology v2, Independent Assessor for Conducting Independent, Assessment of the GCF REDD+ Results-Based Payments Project in Indonesia Environmental & Social Management Plan, 13 July 2022
- Adat Community Plan (ACP), March 2023
- Stakeholder engagement plan, 2022, Paramita Iswari
- Pedoman Penyusunan Rencana Aksi REDD+ Provinsi, Solichin Manuri, PhD, Juni 2024
- PARs
- Gender Action Plan of REDD+
- Interim Evaluation Final Report, Submitted on 15 December 2, 2023
- Independent Assessments for Year 1,2 and 3 of GCF REDD+ Results-Based Payments Project in Indonesia

### **GUYUB**

- PRODOC.
- External evaluation report.
- PARs.
- Final report.
- Training Module to Build an Early Prevention System for Tackling Violent-Based Extremism in Schools through a Human Security Approach. PUSHAM.
- Religious Extension Workshop Module, PUSAD
- GUYUB PVE virtual conference

### **ACCESS**

- PRODOC
- AWPs
- Mid-Term Evaluation Report
- Annual Progress Report 2022
- PARs

### **ATSEA2**

- PRODOC
- AWPs
- Mid-Term Reviiew
- Report Gender Assessment (Aru and Rote)
- PARs

### **CIWT**

- PRODOC
- Gender Module
- Ranger Power
- Women Fighting Wildlife Crime

- Women in Action Defenders of Indonesia National Park
- Mid-Term Review
- Final Report

#### **GOLD ISMIA**

- PRODOC
- PIRs
- PAR
- Terminal Evaluation
- Gender Mainstreaming Guideline in ASGM

#### **ASSIST**

- PRODOC
- AWP
- SheDisrupts
- Final Report
- Mid-term Review
- Annual Reports

#### **PEA**

- PRODOC
- PARs
- Pedoman Teknis Penandaan Anggaran Perubahan Iklim yang Responsif Gender
- Annual Progress Report

#### **PETRA**

- PRODOC
- PARs
- Technical guideline GM and Inclusive in construction

#### **RESTORE**

- PRODOC
- PARs
- Terminal Evaluation
- SOP Penanganan Kasus Penyandang Disabilitas (SOP to Handle Violence Against Disability)
- Alur Layanan Korban Kekerasan Terhadap Perempuan dan Anak pada Masa COVID19 (Service Flow on the Handling of the Victims of Violence Against Women and Children during COVID19)

## ANNEX 4: TOR FOR THE EVALUATION WITH WITH UNEG CODE OF CONDUCT FORM SIGNED

### Terms of Reference (ToR)

<b>Assignment Title:</b>	UNDP Indonesia Country Office Gender Thematic Evaluation
<b>Duty Station:</b>	Home-based with travel in Jakarta and selected project locations within Indonesia.
<b>Application Deadline:</b>	12 April 2024
<b>Category:</b>	National Evaluator/ Expert
<b>Type of Contract:</b>	Individual Consultant (IC)
<b>Assignment Type:</b>	Gender Thematic Evaluation, National Evaluator
<b>Languages Required:</b>	English
<b>Starting Date:</b>	April 2024
<b>Duration of Initial Contract:</b>	38 days spread over 2.5 months
<b>Expected Duration of Assignment:</b>	April – June 2024

### BACKGROUND AND CONTEXT

Gender equality and women empowerment are recognized as integral to successful human development and is grounded in a rights-based approach that recognizes women's rights as human rights and human rights as women rights. Gender equality and women's empowerment are at the heart of reaching the 2030 Agenda for Sustainable Development. Gender equality targets and indicators cuts across all 17 goals, with a standalone focus under Goal 5 on Gender Equality. UNDP Strategic Plan 2022-2025 identifies Six Signature Solutions including 1) poverty and inequality, 2) governance, 3) resilience, 4) environment, 5) energy, and 6) gender equality. Aligning to the Strategic Plan, UNDP also launched its fourth Gender Equality Strategy 2022-2025 which lays out the future direction of UNDP engagement and interventions on gender equality and women's empowerment and has mainstreamed gender in 5 of the Signature Solutions with Signature Solution 6 remaining as the standalone goal on gender equality.

In line with this commitment, UNDP Indonesia Office (CO), under the Country Programme Document (CPD) 2021-2025, has remained focused on gender equality as an integral part of all programmatic work while engaging with partners and striving to ensure to leave no one behind. The CPD has four programme priorities including: inclusive human development, economic transformation, resilience to climate change and disasters, and innovations for accelerating SGDs achievements. Some of the recent key initiatives across these programmatic areas in advancing gender equality and women's empowerment, marked as GEN3 or GEN2, include the following:

**Inclusive human development.** The programme area includes the capacity to promote inclusive local development and service delivery. The provision of hospital-based integrated services for GBV victims has been regulated through a Regulation of Ministry of Health in 2009, however, the implementation

has been uneven. In strengthening service provision for GBV survivors, UNDP strengthened the Integrated Service Center (PPT) Service Provision through the adoption of development of M&E framework for Quality Assurance for Service Provision at the Hospital Based Integrated Service Center by the Provincial Government of DKI Jakarta in 32 public hospitals in the province in early 2022. UNDP also supported the Ministry of Health in ensuring equitable access of quality vaccines for women and children in remote areas of Indonesia through improved online vaccine logistic management and monitoring (called SMILE). Through our Community-Based of AIDS Global Fund Program, UNDP has mapped issues related to human rights and gender in HIV intervention and the assistance needed to reduce stigma and discrimination against HIV key populations including women in accessing public health services. At the local level, UNDP supported village level governments and communities, especially in remote area, to exercise inclusive governance process. For example, through ATSEA2 initiative, the women's customary groups in archipelagic area in Eastern Indonesia are revitalized and empowered to promote women's right to manage coastal management plan and the access to support their livelihood, and meaningfully participate in village's planning processes (Musrebangdes).

**Economic transformation.** Female labor force participation in Indonesia has been stagnant in the past two decades at around 53% compared to around 83% for male. In addition, several studies suggest that in general, women in Indonesia are lacking access to information, skills, resources, and influence in decision-making process related to green economy. Within the efforts to promote economic diversification and green growth while addressing low emission and climate-resilient objectives, UNDP initiatives have supported the expansion of access to clean energy resources which provide opportunities for more gender-equitable green growth. UNDP supported the Ministry of Energy and Mineral Resources to develop and revitalize five micro hydro power plants in the Jambi province that give access to electricity to 916 households and other public facilities. Women are directly benefited by having their livelihoods and quality of life improved with changes such as brighter outdoor areas, indoor lighting, cooking and possibility to carry out economic activities such as coffee production and making frozen food and beverages for sale. In remote area where access to electricity is poor, UNDP constructed off-grid solar-PV and has successfully promoted the gender inclusion to the communities by engaging the Head of the Villages to issue assignment letter to both men and women in the operation and maintenance of the solar-PV plants.

**Resilience to climate change and disasters.** With the intention of establishing gender-responsive measures in place for sustainable use of natural resources, UNDP supported Ministry of Environment and Forestry and regional government capacity to regulate and provide improved extension services to the artisanal and small-scale mining (ASGM) sector to protect human health and the environment by reducing or eliminating mercury. New set of gender mainstreaming guidelines in ASGM sector was published by the to help national and local governments, and other relevant parties to better address the needs of women and men miners by integrating gender mainstreaming in all internal programmatic decision-making. This has facilitated the inclusion of gender strategy in the Regional Action Plan for Mercury Reduction and Elimination. UNDP also supported Indonesian government to address the impact of COVID-19 on the economy and public health, with a particular focus on micro, small and medium enterprises (MSMEs) that were disproportionately affected. An MSMEs revitalization concept called *Bisnis Lestari* (Sustainable Business) was developed to help them transform into inclusive and green businesses. Over 75% of the MSMEs are women owned and around 2.24 % are people with disabilities.

**Innovations for accelerating SGDs achievements.** Capacity development around gender responsive climate budgeting and financing is being implemented with relevant line ministries and agencies, particularly the

Ministry of Finance and the Ministry of Women Empowerment and Child Protection. Attempts are also being made to conduct initial study on gender and green sukuk project, which aims to assessing the impact of green sukuk against gender aspects, as well as provide further recommendation on gender indicators which can be used by green/climate financing instruments to support in achieving emission reduction targets.

As part of the process to ensure and maintain high standards in programming, the thematic evaluation is undertaken to assess the gender results of the CO's interventions within the recent years (2021 onwards), in bringing about change either as gender responsive or gender transformative and where the process has not reached fruition to assess the potential of selected interventions to bring about meaningful and impactful gender results at the end of the present country program. In this respect, the thematic evaluation needs to provide recommendations to the selected projects on measure to be taken to ensure gender responsive or transformative results.

## EVALUATION PURPOSE, SCOPE AND OBJECTIVES

### **Purpose and Objectives of the Evaluation**

The objective of the Gender Thematic Evaluation is to:

- assess UNDP Indonesia's performance and contribution towards gender equality in areas that are critical<sup>24</sup> to ensure sustained contribution to development results,
- examine the achievements and challenges faced by UNDP Indonesia in the area of gender mainstreaming across programmatic priorities,
- assess the effectiveness of the gender mainstreaming work, impact, relevance, sustainability, as well as provide recommendations to strengthen gender transformative results by UNDP Indonesia

### **Scope of the Evaluation**

This thematic evaluation will focus on assessing the effectiveness, relevance, efficiency, and sustainability of gender results as well as impacts across multiple projects that have ended or are still ongoing during the current cycle of CPD. The particular projects or interventions will be discussed between UNDP and the evaluators. The evaluation is also envisioned to be a formative assessment of the overall status and results of gender equality and women's empowerment by UNDP Indonesia through the selected interventions across the four CPD outcomes and in what way they are aligned with mainstreaming gender across UNDP Signature Solutions as described in the UNDP global Gender Equality Strategy. Evaluation report is expected to identify in which area UNDP Indonesia have produced strongest gender equality results and which area that needs to be strengthened further.

The evaluation report will also serve as a repository of good practices, recommendations and lessons learned for the government, UNDP and other stakeholders to help enhance their ability to identify space for improvement to address gender inequality issues in the country. The evaluation findings will also contribute to the implementation of the Country Office's Gender Equality Action Plan 2021 – 2025 and will be used as main reference to inform the development of the next one in addition to identifying possible synergies that could make a more impactful change in the lives of beneficiaries of programmes of UNDP Indonesia.

A team of two independent evaluators will conduct the evaluation – one International Consultant as

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<sup>24</sup> Areas related to the UNDP's six signature solutions.

the team leader (with international experience and exposure to projects and evaluations in other regions) and one National Consultant, who, albeit having specific deliverables, will work as a team to harmonize deliverables, tools, and methodologies and on the final report and recommendations. The International Evaluator will be the Team Leader and responsible for the overall design, writing, and presentation of the final report. The International Evaluator will also assess emerging trends concerning regulatory frameworks, budget allocations, and work with the project team in developing the evaluation itinerary, etc. The National Evaluator will work closely with the Team Leader in supporting any work that needs to be undertaken as laid out in this TOR and other tasks are required. The National Evaluator will also act as a focal point for coordinating and working with relevant stakeholders at national and sub-national levels. In the case of international travel restrictions and the mission is not possible, alternative interview and data collection methods such as Zoom/Teams/online interviews, mobile questionnaires, etc., and field visits will be undertaken by the National Evaluator under the Team Leader’s guidance.

Working under the International Evaluator, *the National Evaluator will be responsible for:*

- a) *Developing evaluation design, work plan and strategies in her/his respective areas.*
- b) *Developing draft of her/his respective part of the inception report including evaluation matrix.*
- c) *Collecting information, conducting desk reviews of relevant documents and interviews with key stakeholders.*
- d) *Note: The arrangement for the field visit shall be designed to efficiently and effectively achieve the evaluation overall output. It shall be coordinated with the Team Leader and clearly reflected in the inception report to get approval from UNDP.*
- e) *Draft her/his part and provide inputs on her/his assigned output and result-related parts of her/his respective area of assignments of the Inception Report, Debriefing Presentation, Draft Report and Final Report that meets all of UNDP’s evaluation quality standards under close coordination of Team Leader.*
- f) *Close coordination with Team Leader to ensure the quality and timely expected deliverable.*

**EVALUATION CRITERIA AND KEY GUIDING QUESTIONS**

The outcome evaluation will assess gender equality and women’s empowerment outcome and related outputs against the OECD/ DAC evaluation criteria <sup>25</sup> on relevance, coherence, effectiveness, efficiency, sustainability, and impact. The evaluation team should propose the additional questions and/or tailor the questions to the selected interventions for this thematic evaluation when submitting the inception report.

<b>Criteria</b>	<b>Evaluation Questions</b>
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<sup>25</sup> Access at: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<p>Relevance</p>	<ul style="list-style-type: none"> <li>• To what extent the gender equality and women’s empowerment outcome is in line with national and local priorities and peoples’ development expectations?</li> <li>• Has UNDP been able to adapt its programming to the changing context to address the country’s priority needs related to the outcome?</li> <li>• To what extent is this aligned with UNDP’s mandate, as envisioned in the country CPD, and gender equality strategy across UNDP Signature Solutions?</li> <li>• To what extent are the outputs relevant to the planned outcome?</li> <li>• What are potential areas of engagement for UNDP’s next CPD within UNDP’s mandate?</li> </ul>
<p>Effectiveness</p>	<ul style="list-style-type: none"> <li>• To what extent have the gender equality and women’s empowerment outcome been achieved?</li> <li>• To what extent have programmes/projects outputs to produce gender results been achieved or are likely to be achieved by 2024?</li> <li>• Have there been any unintended or unplanned achievements or impacts of UNDP’s interventions?</li> <li>• What factors have contributed to achieving or not achieving gender-responsive or transformative results asintended in the respective initiatives?</li> <li>• Have the implementation strategies been proven to be effective?</li> <li>• To what extent has UNDP’s partnership model/ strategy been successful? What are the key gaps that UNDP interventions could address within its comparative advantage, which could significantly contribute to the achievement of the outcome?</li> <li>• Has UNDP’s partnership strategy been appropriate and effective in contributing to the outcome?</li> <li>• To what extent did the results, both at the outcome and output levels, benefit women and men equally?</li> <li>• To what extent has UNDP contributed to capacity development of women in the communities and the local/national governments and other partners to create an enabling environment that help change the lives of women on the ground? Capacity development in this context may refer to increase in knowledge and skills at individual level or the capability to deliver services or formulate policies at organizational level.</li> </ul>
<p>Efficiency</p>	<ul style="list-style-type: none"> <li>• How appropriate are the implementation strategies in delivering gender equality results within the outcome area (strengths and weaknesses)?</li> <li>• Have the gender equality results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proven to be more cost-efficient?</li> <li>• Have programme funds and activities allocated for gender-related outputs been delivered in a timely manner? If not, what were the bottlenecks encountered?</li> <li>• Are there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of these outcomes?</li> </ul>



Sustainability	<ul style="list-style-type: none"> <li>• To what extent will the benefits of the projects in respect to gender equality and women’s empowerment continue, or are likely to continue in future?</li> <li>• To what extent did the selected interventions contribute towards sustaining the positive gender results (based on the GRES Framework) in the country?</li> <li>• What could be potential new areas of work and innovative measures for sustaining the gender results in the respective interventions?</li> <li>• What are the recommendations to strengthen sustainability of the gender responsive and transformative (if any) results and the changes it brings about?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• To what extent the selected interventions have brought gender positive changes in the lives of the targeted women and men beneficiaries?</li> <li>• To what extent has the project promoted positive changes of women and vulnerable groups, and ensuring no one is left behind? Were there any unintended effects?</li> <li>• Are the selected intervention leading to higher-level effects or other changes, including scalable or replicable results?</li> <li>• How will the selected interventions contribute to changing society for the better, especially with regard to closing gender gaps and empowering women and disadvantaged groups?</li> </ul>

## METHODOLOGY

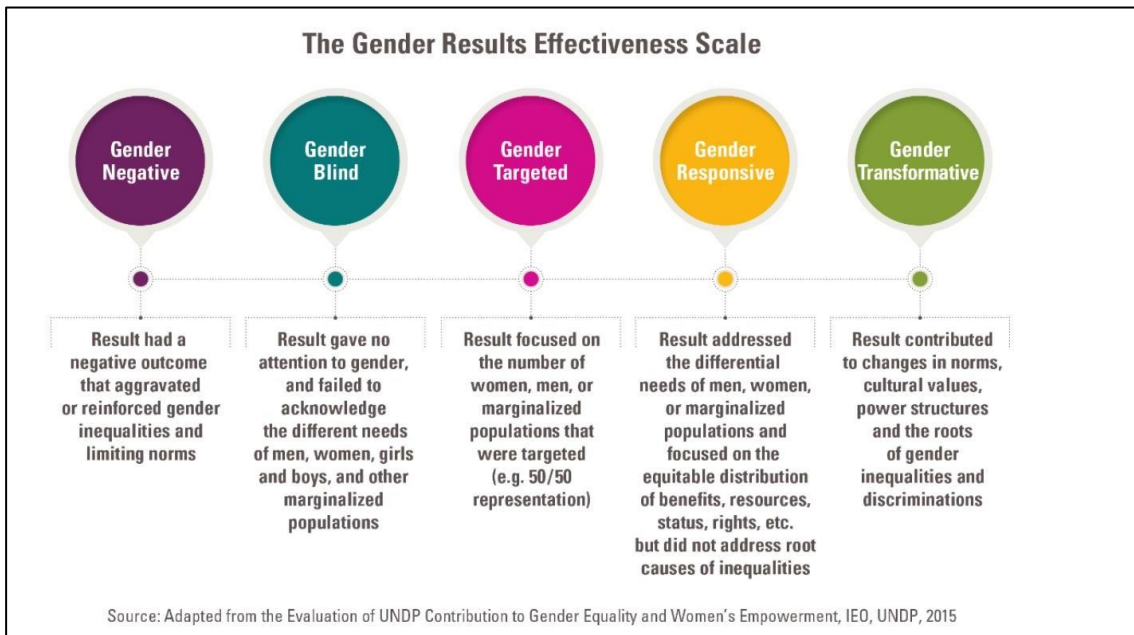
The final decisions about the specific design and method for the evaluation should be developed in consultation with the UNDP team on the basis of what is appropriate and feasible to meet the evaluation purpose, objectives, and answers to evaluation questions. An appropriate mix of qualitative and quantitative methodologies will be used to gather and analyze data/information, in order to offer diverse perspectives to the evaluation, and to promote participation of different groups of stakeholders. This could include some of the following:

- Document review: review of existing programs/projects log frames/ result frameworks under each unit; review of AWP’s; review of progress and annual reports.
- Key informant interviews (KII) and FGDs with relevant stakeholders. KII guiding questions should address relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
- Field visits and on-site validation of key tangible outputs and interventions.
- Survey questionnaires where appropriate involving other stakeholders at strategic and programmatic levels.
- Mapping and analysis of existing data: Preparation of profile of existing data from UNDP systems (such as Results Oriented Annual Report (ROAR), progress report, evaluation reports, etc.)
- Use of existing studies on gender, strategies and action plans including CO Gender Equality Strategy and the CPD as an input.

The evaluators must apply gender analysis and relevant tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the SDGs, are included in the final evaluation report. The final methodological approach including interview schedule, field visits

and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon with UNDP, relevant stakeholders, and the evaluators

In this regard, the evaluation team will need to adopt the Gender Results Effectiveness Scale (or similar gender screening tools) inspired by the document UN Women’s Good Practices in Gender Responsive Evaluation document (2020). The scale created to be utilized in the context of the evaluation of UNDP initiatives to advance Gender Equality and Women’s Empowerment (GEWE) is provided below<sup>26</sup>. This scale also needs to be contextualized to the projects and portfolio participating in this particular thematic evaluation.



The evaluation team will develop a logical framework or model of how the selected interventions can be accelerated and lead to an improvement of the lives of women in the Indonesia and an increase in GEWE scale.

## EVALUATION PRODUCTS (DELIVERABLES)

### Evaluation Process

#### a. Design Phase - (output: **Inception Report**)

This phase includes the following activities:

- Desk review of all relevant documents available for the selected interventions and identify relevant stakeholders for the evaluation such as governments and agencies, CSOs, and other development actors.
- Develop the evaluation matrix – finalize the evaluation questions, identify related assumptions and indicators to be assessed, and data sources;
- Develop a data collection and analysis framework as well as a concrete work plan for the field phase, including division of labor;
- Specify limitations and challenges expected to conduct the evaluation and any mitigation efforts to be taken to overcome these;
- Share with UNDP and relevant stakeholders for review, discussion and finalization of the report addressing all comments received; and

<sup>26</sup> See IOE Evaluation Guideline on Gender Results Effectiveness Framework (GRES): [https://erc.undp.org/pdf/GRES\\_English.pdf](https://erc.undp.org/pdf/GRES_English.pdf)

- Clearance of the design report by UNDP CO approval of the design report.
- b. Field phase – (output: **debriefing presentation** on the preliminary results of the evaluation and testing conclusions)

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

The field phase is expected to cover the following:

No	Destination	Duration/days	Note
1	Greater Jakarta area	8 weekdays for series of meeting in one travel	
2	Rote Ndao District, Village Landu Tii, Oeseli	3 weekdays for series of meeting in one travel	This visit is to be conducted by the National Evaluator.

- c. Reporting phase – (Output: First Draft and Final Report)

During this phase, the evaluation team will continue the analytical work initiated during the field phase and prepare a **first draft** of the evaluation report, taking into account comments made by the UNDP CO at the field phase debriefing meeting. This first draft report will form the basis for an in-country dissemination workshop, which will be attended by the UNDP Indonesia as well as all the key project stakeholders (including key national counterparts). The evaluation team will submit the **final report** will be addressing the comments made by UNDP and relevant stakeholders in the dissemination workshop. The Report will be cleared by the UNDP CO.

**Expected Outputs**

The International Evaluator and the National Evaluator shall jointly prepare and submit:

Outputs/ deliverables	Key activities	Estimated working days and completion date
<p><b>Deliverable 1:</b> Submission of Inception Report containing detailed evaluation plan and schedule as well as an outline for a gender thematic evaluation report.</p> <p><b>Payment 1: 20%</b> (upon satisfactory completion)</p>	<p>The evaluation team will have a briefing meeting with UNDP team before submitting the inception report, along with proposing the stakeholders to be interviewed, interview and travel schedules.</p>	<p>3 days 10 May 2024</p>
<p><b>Deliverable 2:</b> Submission of Debriefing Presentation of preliminary findings and recommendations to the UNDP team.</p>	<p>The evaluation team will conduct a interviews, discussions, and field visit based on the proposed plan. The evaluation team will deliver a presentation of preliminary findings to UNDP team before</p>	<p>20 days 7 June 2024</p>

<b>Payment 2: 20%</b> (upon satisfactory completion)	submitting the first draft evaluation report.	
<b>Deliverable 3:</b> Submission of First Draft of Gender Thematic Evaluation report.  <b>Payment 3: 20%</b> (upon satisfactory completion)	The first full report draft of evaluation report should incorporate the comments and feedbacks from UNDP team during the debriefing meeting. The report will be disseminated for second round of review to UNDP and key stakeholders in a dissemination/ validation workshop.	10 days 21 June 2024
<b>Deliverable 4:</b> Submission of Final Gender Thematic Evaluation Report and audit trail incorporated all comments and feedbacks.  <b>Payment 4: 40%</b> (upon satisfactory completion)	The evaluation team submits Final Report with Audit Trail detailing how all received comments have (and have not) been addressed in the final report.	5 days 28 June 2024
<b>Total</b>		38 days

## 1. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The National Evaluator will be a specialist in evaluation of development projects with a broad set of relevant competencies and technical capacities that include but not limited to gender responsive evaluation the following qualification:

### *Education*

- Minimum of master’s degree in Gender Studies, Development Studies, Sociology, Social Work, Project Management or relevant fields of study
- A first-level university degree in combination with 10 additional years of qualifying experience may be accepted in lieu of the advanced university degree.

### *Experience*

- Experience in relevant technical areas for at least 8 years.
- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience in gender responsive evaluation and analysis;
- Experience in conducting interviews, stakeholders' consultation, FGD.
- Experience in Gender Equality and Social Inclusion in multi-sectoral context such as GBV prevention, health, resilience building, governance, women’s economic empowerment, gender-responsive budgeting, Covid-19 pandemic, climate action and/or promotion of sustainable development will be considered as an asset.
- Demonstrable analytical skills;

- Project evaluation/review experience within the United Nations system will be considered an asset;
- Experience and willingness of working with another Evaluator as a team leader.

**Language**

Fluency in written English.

**Evaluation Method**

The selection process will follow a cumulative scoring of 70% technical and 30% financial. The minimum passing score of technical offers shall be 70% of the total marks obtained. Technical offers will be evaluated based on the following criteria and corresponding points. Only applicants that obtained minimum technical score of 70% of the total marks will be included in the financial evaluation.

<b>EVALUATION METHOD AND CRITERIA</b>		
<p><u>Cumulative analysis</u>                      When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:</p> <p>a) responsive/compliant/acceptable, and                      b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.</p> <p>* Technical Criteria weight; [70%]                      * Financial Criteria weight; [30%]</p> <p>Only candidates obtaining a minimum of 70 point would be considered for the Financial Evaluation</p>		
<b>Criteria</b>	<b>Weight</b>	<b>Maximum Point</b>
<u>Technical</u>	70%	100
<i>Criteria A: qualification requirements as per TOR:</i>		
1. Minimum of master’s degree in Gender Studies, Development Studies, Sociology, Social Work, Project Management or relevant fields of study OR Bachelor’s degree in combination with 10 years of experience.		15
2. Experience in relevant technical areas for at least 8 years.		15
3. Relevant experience with results-based management evaluation methodologies		5
4. Experience in applying SMART indicators and reconstructing or validating baseline scenarios;		5
5. Experience in gender responsive evaluation and analysis;		10
		10

<p>6. Experience in conducting interviews, stakeholders' consultation, FGD.</p> <p>7. Experience in Gender Equality and Social Inclusion in multi-sectoral context such as GBV prevention, health, resilience building, governance, women's economic empowerment, gender-responsive budgeting, Covid-19 pandemic, climate action and/or promotion of sustainable development will be considered as an asset.</p>			
<p><i>Criteria B: Brief description of approach to assignment</i></p> <ul style="list-style-type: none"> <li>• The technical proposal demonstrates understanding of the task and applies methodology appropriate for the task.</li> <li>• Important aspects of the task are addressed clearly and in sufficient details.</li> <li>• Planning is logical, realistic, and efficient implementation<sup>3</sup></li> </ul>		<p>10</p> <p>10</p> <p>10</p>	
<p><i>Financial</i></p>	<p>30%</p>	<p>100</p>	

## 2. EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant 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 consultant 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 with the express authorization of UNDP and partners.

## 3. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing the Gender Thematic Evaluation resides with the Commissioning Unit. The Commissioning Unit for this evaluation is the UNDP Country Office, represented by the Head of Programme and Management Oversight Unit (PMO) and Gender Analyst.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluators. The Program/Projects Team (selected interventions) will be responsible for liaising with the evaluators to provide all relevant documents, set up stakeholder interviews, and arrange field visits. While the Country Office will provide some logistical support during the evaluation, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant sites and to arrange most interviews. Planned travels and associated cost will be included in the Inception Report and agreed with the Country Office.

## APPLICATION SUBMISSION PROCESS AND CRITERIA FOR SELECTION

### Recommended Presentation of Proposal

- a) **Letter of Confirmation of Interest and Availability** using the [template<sup>27</sup>](#) provided by UNDP;
- b) **CV** and a **Personal History Form (P11 form)<sup>28</sup>**; Including experiences that mentioned in the Required Skills and Experience.
- 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, including approach of issues related to gender and public complaint handling mechanisms; (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 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 Selection of the Best Offer

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

#### 4. PAYMENT MODALITY

Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules. Fee payment will be made upon acceptance and approval by the UNDP based on the following schedule:

- 20% payment upon satisfactory delivery of the Inception Report and approval by the Commissioning Unit.

<sup>27</sup>[https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%](https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20)

<sup>28</sup> <https://www.undp.org/media/document/964196>

- 20% payment upon satisfactory delivery of the Debriefing Presentation and approval by the Commissioning Unit
- 20% payment upon satisfactory delivery of the First Draft of Gender Thematic Evaluation Report and approval by the Commissioning Unit.
- 40% payment upon satisfactory delivery of the Final Gender Thematic Evaluation Report and approval by the Commissioning Unit, CO Senior Management, and RTA (via signatures on the GTE Report Clearance Form) and delivery of completed GTE Audit Trail. Serving as the RTA here is the BRH Gender Team. .

Criteria for issuing the final payment of 40%

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

Cleared by:

<b>Name:</b>		<b>Designation</b> :	
<b>Signature:</b>		<b>Date:</b>	

ToR Approved by:

<b>Name:</b>		<b>Designation</b> :	
<b>Signature:</b>		<b>Date:</b>	

**ANNEXES TO THE ToR**

**Annex 1: Evaluation matrix (to include in the inception report)**

<b>Evaluative Criteria Questions</b>	<b>Indicators</b>	<b>Sources</b>	<b>Methodology</b>
Relevance: How do the selected interventions relate to UNDP program priorities, contribute towards gender mainstreaming across UNDP Signature Solutions, and in line with national and local priorities and peoples' development expectations?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>



	<i>activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>throughout the TE mission, etc.)</i>	
Effectiveness: To what extent have the expected gender equality outcomes and objectives of the project been achieved?			
Efficiency: Were the selected interventions implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent will the benefits of the projects in respect to gender equality and women's empowerment continue, or are likely to continue in future?			
Impact: To what extent the selected interventions have brought gender positive changes in the lives of the targeted women and men beneficiaries?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

**Annex 2: Document to be reviewed and consulted for both non-Vertical and Vertical Fund projects**

#	Item (electronic versions preferred if available)
1	UNDP Project Document with all annexes
2	UNDP Project progress reports (PAR, PIR)
3	Interim Evaluation (IE) or Terminal Evaluation (TE) and management response to the IE or TE recommendations
4	Results Oriented Annual Report (ROAR), Quarterly and annual progress reports and other monitoring reports such as BTOR
5	Annual Workplan
6	Oversight mission reports
7	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
8	Project expenditure data, by gender marker
9	Audit reports
10	Electronic copies of project outputs or deliverables (booklets, manuals, technical reports, articles, etc.)
11	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities

12	UNDP Indonesia Country Programme Document (CPD) 2021-2025
13	UNDP Gender Equality Strategy 2022-2025
14	UNCT Report
15	GOI CEDAW Report
16	<i>Additional documents, as required</i>

### **Annex 3: Suggested outline of the evaluation report format**

- 1) Title and opening pages
- 2) Project and evaluation information details
- 3) Table of Contents
- 4) List of Abbreviations
- 5) Executive Summary
- 6) Introduction and Background
  - Context and background
  - Description of GEWE Thematic Area in CPD
  - The Context for GEWE
- 7) Evaluation Purpose, Scope and Objectives
  - Purpose of the Evaluation
  - Evaluation Objectives and Scope
- 8) Evaluation Approach and Methods
  - Theory of Change Approach
  - Evaluation criteria
  - Sources of Information
  - Data Analysis
  - Standards of Measure
  - Evaluation Ethics and Standards
  - Limitations
- 9) Key Findings
  - Relevance
  - UNDP Strategic Position to advance GEWE
  - Effectiveness
    - Effectiveness of CPD Strategies and Approaches
    - Effectiveness of Gender Mainstreaming Across Outcomes
    - Assessment of GEWE Results of Outcome 1
    - Assessment of GEWE Results of Outcome 2
    - Assessment of GEWE Results of Outcome 3
    - Assessment of GEWE Results of Outcome 4
  - Efficiency
  - Sustainability
- 10) Conclusion, Lessons learned, and Recommendations
  - Conclusion
  - Lessons learned
  - Recommendations

11) References

12) Annexes

Annex 4: Gender Results Effectiveness Framework (GRES) and The 3 domains of gender equality

- **GRES:** [http://web.undp.org/evaluation/documents/guidance/gender/GRES\\_English.pdf](http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf)
- **The 3 domains of gender equality: WHAT DO WE NEED TO CHANGE?**

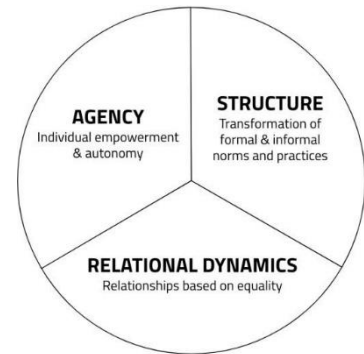
**Agency, structure, and relational dynamics** are the three domains we need to effect change in to make progress for gender equality. When designing interventions, we must look at all and effect change in all 3 domains to ensure that the changes are sustainable.

Agency

Agency is the capacity of individuals to make free choices on what they want to do with their time. *Changes in the following areas indicate that a person’s agency has changed:* knowledge, voice in decision-making, resources, time for herself and not just others, level of self-confidence, independent mobility, physical security, and social security.

*Examples:*

- Girls and women going to the training institute to participate in business development skills training
- Women going to the market to sell their local products
- Girls having the autonomy to decide on their higher education field and career progression



Structure

Structure refers to factors of influence that determine or limit agents and their decisions, whether **formal** (eg. laws, policies, procedures, services) or **informal** (eg. social norms, values, customs, practices). Effecting change in this domain means developing or modifying laws so that they are gender-responsive and not discriminatory, or addressing discriminatory gender- excluding social norms that perpetuate the privilege for one gender over others. To ensure that the changes effected to the structure are sustainable, the relational dynamics must change as well. *Examples:*

- Banks providing customised financial packages for women who want to start small businesses
- Implementing social media campaigns to highlight the role of female scientists, engineers, mathematicians, et cetera
- National governments introducing a regulation mandating all private sector companies to meet a certain target for female board members

Relational dynamics

Relational dynamics refers to the power relations between individuals or groups of individuals. People live their lives through nauseating power relations with other individuals and groups of individuals by having unequal relational dynamics. If power relations are not based on power equality, the one group or individual will have power over the other. The ones with less power will not be able to make their own choices or have a voice in decision-making. In this case, women, girls, and other members of the household who are in a similar situation do not have strong agency. Without agency, they will not be able to influence or effect changes to the structure or relational dynamics. *Examples:*

- Establishment of a platform that allows male and female political leaders to meet, mentor and coach women aspiring to become political leaders

- Engaging male members of the household to equitably share unpaid care and domestic work responsibilities so that women will have more time for doing paid work
- National government officials having the right set of skill to lead on gender sensitive urban planning and inclusive consultations

• **UNDP Gender Marker (2016)**

<i>Gender Marker Code</i>	<i>Description</i>
<b>GEN 3:</b>	<p>The <i>achievement of gender equality and/or the empowerment of women are an explicit objective<sup>29</sup></i> of the output and the main reason that this output was planned. Narrowing gender inequalities or empower women is the main reason this initiative is being undertaken.</p> <p>E.g. A gender-based violence resource centre is established.</p> <p>[Motivation for rating: Provides support to survivors of gender-based violence; increased awareness, advocacy for reduction of gender-based violence.]</p>
<b>GEN 2:</b>	<p>Gender equality is not the <i>main</i> objective of the expected output, but <i>the output promotes gender equality in a significant and consistent way.</i></p> <p>Must be evidence that a gender analysis has been done, that there will be change related to gender equality/women’s empowerment and there are indicators to measure/track this change. Sometimes called “gender mainstreamed<sup>30</sup>” initiatives, where gender equality is adequately integrated as a cross-cutting issue by the rationale, activities, indicators and budget associated with the output.</p> <p>E.g. Post-crisis community security and cohesion is restored.</p>

<sup>29</sup> Gender equality stand-alone initiatives aim to address the structural causes of gender-based inequalities that impede the realization of women’s rights and empowerment.

<sup>30</sup> Gender mainstreaming is the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels (ECOSOC)

	<p>[Motivation for rating: Restoring security and cohesion for the whole community is the principal objective of the project. The project ensures that that women make decisions and benefit from the project, survivors of gender-based violence are reintegrated into their families and communities, etc.]</p>
<p><b>GEN 1:</b></p>	<p>Output at the project level <i>contributes in a limited way to gender equality</i>, but not significantly. Gender equality is not consistently mainstreamed and has not been critical in the project design. Nevertheless, some aspect(s) of the output at the project level (i.e. one or more of its activities) are expected to promote gender equality but not in a consistent way.</p> <p>E.g. New systems and procedures are established to enhance efficiency and transparency in public service.</p> <p>[<b>Motivation for rating:</b> The main objective of most of the activities that constitute this output is to promote government accountability and transparency in public service. One or two of the activities include some punctual activities that will focus on promoting gender equality, for example, by organizing a training to share information with women organizations.]</p>
<p><b>GEN 0:</b></p>	<p><i>Outputs at the project level are not contributing to gender equality.</i> No activities or components of the output contribute to the promotion of gender equality. GEN0 output at the project levels are “gender blind” and it is therefore recommended to reduce as much the GEN0 rated outputs.</p> <p>AIDS responses are integrated into poverty reduction strategies. [Motivation for rating: The planned activities that make up this output do not take the different needs and interests of women and men into account. Activities are planned in a way that assumes that services “for people” will meet the needs of everyone.]</p>

## **Annex 5: Ethical Code of Conduct for UNDP Evaluations<sup>31</sup>**

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

### **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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### **Evaluation Consultant Agreement Form**

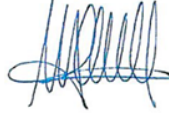
<sup>31</sup> <http://www.unevaluation.org/document/detail/2866>

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

Name of Evaluator: Magaly THILL

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, Spain on 15<sup>th</sup> July 2024 Signature:

**Evaluation Consultant Agreement Form**

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

Name of Evaluator: Irmia Fitriyah

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 on 16<sup>th</sup> July 2024

Signature:

## ANNEX 5: LIST OF SUBCRITERIA

<p>Relevance, alignment and coherence with GEWE strategic frame and goals.</p>	<p>Standalone GEWE output/outcome (GT, GR, GT):                      Indicators measuring change in gender:                      Gender Analysis:                      SDG5 / other gendered SDG:                      GESI/gendered outcome CPD (Output 3.1.32) or indicator (Indicators 1.2.333, 3.1.3.34, 3.3.235. 3.3.336)                      Relevant partners for GEWE:                      Relevant needs/ interests for GEWE in targeted community/sector:                      ToC integrates GEWE/GESI:                      Implementation: Adaptation to gender needs/interests to GEWE:                      M&amp;E relevant GEWE indicators/data:</p>	<p>H - M - L.                      Best practice (BP)                      Lesson learnt (LL).</p>
<p>Effectiveness to obtain GEWE substantial results                      H - M - L. Best practice (BP) Lesson learnt (LL).</p>	<p>Gender-related risks addressed:                      Project benefits equally 4 W &amp; M and LNOB:                      Outputs gender-targeted, gender responsive or gender transformative:                      GE outputs &amp; indicators reached or exceeded (%):                      Results obtained + gendered than logframe:                      Internal/external factors 4 positive gender results:                      Unplanned negative or positive gender results:                      Women's LNOB capacity development/ Power &amp; status gained:                      Roles, norms, perceptions and relations changed:                      GM awareness knowledge, capacity, engagement, HR, mechanisms, tools, institutions of team, partners, other stakeholders developed:                      GE highly mainstreamed in M&amp;E mechanisms (PBM, PAR, evaluation reports, others):                      GEWE recommendations of evaluation report implemented:                      Effectiveness equally for LNOB women:</p>	<p>H - M - L.                      Best practice (BP)                      Lesson learnt (LL).</p>
<p>Efficiency of GEWE strategies and from a gender lens                      H - M - L. Best practice (BP) Lesson learnt (LL).</p>	<p>GA conducted and outsourced:                      Gender expertise. Staff or consultant. All period and full time:                      Budget to GEWE tagged or estimated: enough resources on it:</p>	<p>H - M - L.                      Best practice (BP)                      Lesson learnt (LL).</p>

<sup>32</sup> Output 3.1. Gender-responsive measures in place for conservation, and sustainable use of natural resources, biodiversity and ecosystems (Strategic Plan output 2.4.1)

<sup>33</sup> Indicator 1.2.3. Integrated service delivery in place to prevent and respond to sexual and gender-based violence.

<sup>34</sup> Indicator 3.1.3. Number of men and women who have benefitted from improved governance of commodities productions at land and sea (30% women).

<sup>35</sup> Indicator 3.3.2. Number of high-risk districts capacitated to identify, implement and monitor locally appropriate risk management solutions, including for women and people living with disabilities

<sup>36</sup> Indicator 3.3.3. Number of farmers who benefit from adaptive farming technology and access to credit and market for climate smart agriculture (40% women)



	<p>GEWE component cost-effective compared to other alternative to reach GEWE result:</p> <p>Women and men equal income or financial benefit from project:</p> <p>Women groups/ companies/CSOs/individuals received same share/credit/grants as others:</p> <p>M&amp;E mechanism and reports (incl. evaluation reports) focus on those aspects:</p>	
<p>Sustainability of GEWE results H - M - L. Best practice (BP) Lesson learnt (LL).</p>	<p>GEWE results sustainability in PRODOC:</p> <p>GEWE results likely to be sustained after projects:</p> <p>Social/community sustainability of GEWE results:</p> <p>Financial sustainability of GEWE results:</p> <p>Institutional sustainability of GEWE results:</p> <p>Women empowerment and increased capacity and status to sustain results:</p> <p>Equally sustainable for LNOB (rural, disable, poor, etc. women):</p> <p>Women participation in structures / mechanisms / institutions which ensure sustainability:</p>	<p>H - M - L. Best practice (BP) Lesson learnt (LL).</p>
<p>Impact on GEWE H - M - L. Best practice (BP) Lesson learnt (LL).</p>	<p>Gender positive changes in the lives of the targeted women and LNOB:</p> <p>Unexpected negative changes, constrains or barriers, including as collateral effect to a positive one, in the lives of women, including LNOB:</p> <p>Increase in women representation, participation, status, leadership and power in partners, institutions, community, decision making mechanisms (agency):</p> <p>Impact on women's agency, gender relations (in community and in family), and structures (laws, rules, practices/ procedures/ institutions, etc.):</p> <p>Indirectly increased commitment on GEWE and skills of UNDP team, partners, institutions, community (here not as a result of activity or effectiveness but as an impact of overall project):</p> <p>Gender stereotypes, norms, roles and relations transformed (roots or inequality):</p> <p>Risk or GBV or gender-based exploitation reduced:</p> <p>Gender related rights, including sexual and reproductive rights enhanced:</p> <p>Contribution to higher-level GEWE effects including scalable or replicable results:</p> <p>Policy impact towards GEWE or GM of knowledge-products or other multiplier effect activities:</p> <p>Final environment more conducive to GEWE:</p> <p>Results on GEWE at the core of communication on the project, and was the communication strategy and products gender-responsive (no mannels) or gender-transformative:</p> <p>Gender impact addressed -fairly and not exaggerating impact- in PAR, PIR, evaluation reports and communication products:</p>	<p>H - M - L. Best practice (BP) Lesson learnt (LL).</p>

## ANNEX 6: TEMPLATE FOR DR, MwS, KIII AND FGD

### Gender Thematic Evaluation UNDP Indonesia - TOOL 0: Questionnaire for Desk Review

<b>Project Title</b>		<b>Name of evaluator and date of meeting</b>	
<b>Project summary and main partners</b>		<b>Comments after reading project documentation</b>	
<b>Documents reviewed:</b>	<b>Project design:</b>	<b>Project and Evaluation reports:</b>	<b>Communication and Knowledge products developed:</b>
<b>Questions on the project based on documentation / Request of documentations:</b>	1. 2. 3. 4.	<b>Documents mentioned and lacking (to be requested):</b>	
<b>Potential Kill</b>		<b>Potential FGD participants:</b>	
<b>Criteria</b>	<b>Evaluation Questions</b>	<b>Answers</b>	
<b>Relevance, alignment and coherence with GEWE strategic</b>	<b>Identification and design:</b> 1. Was a gender analysis drafted at design stage? Were its findings and recommendations adequately		

<p><b>frame and goals</b></p>	<p>mainstreamed in the project document, including log frame, theory of change (ToC) and risks analysis?</p> <ol style="list-style-type: none"> <li>2. What is the GEN attributed to the intervention?</li> <li>3. Is there (a) clear GEWE outcome(s)/output(s) in the project document? Is it output or outcome or both? How many?</li> <li>4. Is it /are they gender-responsive or gender-transformative (GRES)?</li> <li>5. Is/are it/they formulated to measure change in gender relations, gender norms, gender roles and gender stereotypes?</li> <li>6. Are the other outcomes and outputs gender-targeted, gender-blind or gender-negative (GRES)?</li> <li>7. Are all indicators and targets sex-disaggregated? If not, what is the reason? Is there a need to develop capacities to collect sex-disaggregated data?</li> <li>8. Are there indicators to effectively measure gender-responsive or gender-transformative outputs and outcomes?</li> <li>9. To what extent the intervention, and its GEWE outcomes if existing, is in line with SDG 5? And with other specific targets under SDGs?</li> <li>10. To what extent the intervention, and its GEWE outcomes if existing, are in line with national and local priorities of Indonesia gender development goals? With the national gender equality legal, strategical and political framework?</li> <li>11. To what extent the intervention,</li> </ol>	
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	<p>and its GEWE outcomes if existing, are aligned with UNDP’s mandate, as envisioned in the country CPD, and gender equality strategy across UNDP Signature Solutions?</p> <p>12. To what extent the intervention, and its GEWE outcomes if existing, are contributing to UNDP Indonesia GESI 2021-2025? If not, with the UNDP Gender Equality Strategy?</p> <p>13. To what extent are the gender-related outputs relevant to the planned gender-related outcome?</p> <p>14. Does the Theory of Change (ToC) integrate GEWE issues and is it consistent?</p> <p>15. Were the partners selected relevant to ensure that the intervention integrates gender issues? Does the partner have a clear commitment towards GEWE (e.g. GEWE policy, strategy, goal, gender-sensitive human resources policy, gender parity, etc.)?</p> <p><b>Implementation:</b></p> <p>16. Has UNDP been able to adapt its programming to the changing context to address the country’s, partners’ or targeted population priority needs related to the gender-related outcome/output?</p> <p><b>Monitoring and Evaluation:</b></p> <p>17. Were indicators and targets sex-disaggregated in quality insurance and follow-up reports? If not, what is the reason?</p> <p>18. Is there a need to develop capacities to collect sex-disaggregated data? Was it recommended or requested to</p>	
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	<p>implementation partners or other institutions?</p>	
<p><b>Effectiveness to obtain GEWE substantial results</b></p>	<p><b>Identification and design:</b></p> <p>19. Did the project address gender-related risks and mitigation measures?</p> <p><b>Implementation:</b></p> <p>20. To what extent did the results, both at the outcome and output levels, benefit all women and men equally, including LNOB?</p> <p>21. To what extent have the gender equality and women's empowerment outcome(s)/output(s) been achieved if any? Did they produce all results planned?</p> <p>22. Was/were it/they gender-responsive or gender-transformative?</p> <p>23. To what extent have programs/projects outputs to produce gender results been achieved or are likely to be achieved by 2024? And by the end of the project?</p> <p>24. Did the other outcome(s) and output(s) gender-targeted, gender-blind or gender-negative (GRES) turn to be more gender sensitive? How?</p> <p>25. Have there been any unintended or unplanned gender-related achievements or impacts of UNDP's interventions?</p> <p>26. What factors have contributed to achieving or not achieving gender-responsive or gender-transformative results as intended</p>	

	<p>in the respective initiatives?</p> <p><b>27.</b> How appropriate and effective are or have been the implementation strategies in delivering gender equality results within the outcome area (strengths and weaknesses)? Have they been proven to be effective from a gender perspective?</p> <p><b>28.</b> To what extent has UNDP's partnership model/ strategy been successful? What are the key gaps that UNDP interventions could address within its comparative advantage, which could significantly contribute to the achievement of GEWE outcome, output or result?</p> <p><b>29.</b> To what extent has UNDP contributed to capacity development of women in the communities and the local/national governments and other partners to create an enabling environment that help change the lives of women on the ground (Capacity development in this context may refer to increase in knowledge and skills at individual level or the capability to deliver services or formulate policies at organizational level)? And for LNOB groups?</p> <p><b>30.</b> Were there tools or mechanisms used during implementation to ensure GEWE advancement?</p> <p><b>31.</b> Is gender parity and diversity ensured in the project management and project implementation team? Were women represented in positions of power in the teams?</p>	
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	<p><b>32.</b> Did the project management and project implementation team receive training on gender, are they knowledgeable and sensitive to gender equality, and intersectional discrimination elimination?</p> <p><b>33.</b> Was the environment, place, timeline, context, etc. conducive for all women's participation, taking into consideration LNOB principle?</p> <p><b>34.</b> Was the environment of project implementation safe? Were staff, partners and target population protected against sexual harassment and violence? Were some measures adopted to ensure that?</p> <p><b>35.</b> Has UNDP's partnership strategy been appropriate and effective in contributing to the gender outcome/output or in advancing GEWE as a result of the intervention? Would another or additional partnership been more effective?</p> <p><b>36.</b> Did the partners demonstrate engagement, knowledge and skills to effectively contribute to GEWE during implementation project?</p> <p><b>37.</b> Did the partners enhance their strategic framework, capacities, institutional structure, Human resources policies or any other aspects from a GEWE perspective?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>38.</b> Did the M&amp;E take into consideration the gender-related risks if any? Did it readjust accordingly where needed?</p> <p><b>39.</b> Did the monitoring mechanisms,</p>	
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	<p>such as PMU, QA, monitoring reports, etc. address systematically the gender-related aspects, delve into them and adequately take them into consideration and reflect achievements and loopholes or shortcomings?</p> <p>40. Did the monitoring reports reflect unattended or unplanned gender-related achievements if any?</p> <p>41. Was there an attempt to insert accordingly a new gender-related outcome, output, indicator or activity in the project or another one?</p> <p>42. Did the evaluation mid-term or final evaluation reports adequately and sufficiently reflect on GEWE? Were there sound and useful recommendations in this field?</p> <p>43. Were those recommendations taken into consideration and translated into practice by implementation entities?</p>	
<p><b>Efficiency of GEWE strategies and from a gender lens</b></p>	<p><b>Identification and design:</b></p> <p>44. Was a gender analysis conducted and was there a sufficient amount allocated to it?</p> <p>45. Were there sufficient resources, focusing on the use of gender expertise and budget (financial, time, people) allocated to integrate GEWE in the design of the project?</p> <p>46. Was the budget allocated to gender-responsive and gender-transformative outputs/outcomes flagged or calculated at design stage? Which percentage of the budget was planned to be allocated to gender-responsive and gender-</p>	



	<p>transformative outputs/outcomes? Was it above 15%?</p> <p><b>Implementation:</b></p> <p><b>47.</b> Which % of total amount was finally allocated to gender-responsive and gender-transformative outcomes/outputs/activities? Was it above 15%?</p> <p><b>48.</b> Were there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate GEWE in the implementation of gender-related outcomes/ outputs/ activities on the eve of implementation of the project?</p> <p><b>49.</b> And in comparison with other similar items (for instance renting for general training and for training on gender issues or regarding consultants' cost)?</p> <p><b>50.</b> Have the gender equality results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proven to be more cost-efficient?</p> <p><b>51.</b> Have program funds allocated to gender-related outputs been delivered in a timely manner? If not, what were the bottlenecks encountered? How were they solved?</p> <p><b>52.</b> Did women and men receive the same income, earnings or financial benefits from the project? (e.g, if some financial instrument was</p>	
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	<p>launched, which % of it benefitted to women's led companies?)</p> <p><b>53.</b> It the budget was shared among several partners, was it divided equally or fairly to women's or gender-specific entities in contrast with others?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>54.</b> Are there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate GEWE in the M&amp;E of the project?</p> <p><b>55.</b> Was the part of the budget allocated to gender-responsive and gender-transformative outputs/outcomes flagged or calculated in the M&amp;E process? Which percentage of the budget was finally allocated to gender-responsive and gender-transformative outputs/outcomes? Did it increase compared to design?</p> <p><b>56.</b> Was this % reflected in Quality assurance reports, final reports, evaluation reports and ROAR? In another M&amp;E tool or mechanism?</p> <p><b>57.</b> Was this assessed and discussed internally for accountability or lesson-learning perspective?</p>	
<p><b>Sustainability of GEWE results</b></p>	<p><b>Identification and design:</b></p> <p><b>58.</b> Did the sustainability analysis in the project document contemplate gender issues to ensure social, institutional, financial, environmental and cultural sustainability of the results?</p> <p><b>59.</b> Did it contain considerations to</p>	

	<p>ensure the sustainability of gender-related results of the project (e.g if enhancement of the status of women is sustained by a legal or institutional change in their favor)?</p> <p><b>Implementation:</b></p> <p><b>60.</b> To what extent will the benefits of the projects in respect to GEWE continue, or are likely to continue in future?</p> <p><b>61.</b> To what extent did the selected interventions contribute towards sustaining the positive gender-targeted, gender-responsive or gender-transformative results in the area or in the country?</p> <p><b>62.</b> Were women’s associations or formal and informal women’s networks organizations participating in the implementation and M&amp;E of the project?</p> <p><b>63.</b> Were they empowered and did they receive the mandate to continue being substantial part of projects results follow-up beyond the end of the project?</p> <p><b>64.</b> Are women equally involved in the financial sustainability mechanisms of the project, as source of funding and at a decision-making/management level?</p> <p><b>65.</b> As per LNOB principle, are all women involved and is the project likely to provide services and resources to women with vulnerability status (disability, class, age, religion, ethnic minority belonging, migration, sexual</p>	
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	<p>orientation, gender identity and rural residence)?</p> <p><b>66.</b> What recommendations and what potential new areas of work and innovative measures for sustaining the gender results in the respective interventions and beyond?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>67.</b> Were those aspects addressed in the M&amp;E mechanisms and tools?</p>	
<p><b>Impact on GEWE</b></p>	<p><b>Implementation:</b></p> <p><b>68.</b> To what extent the selected interventions have brought gender positive changes in the lives of the targeted women and men beneficiaries in terms of GEWE?</p> <p><b>69.</b> To what extent has the project promoted positive changes in the lives of women, especially those from vulnerable groups, and ensuring no one is left behind? Were there any unintended effects?</p> <p><b>70.</b> To what extent has the project created unattended or unexpected negative changes, constrains or barriers, including as collateral effect to a positive one, in the lives of women, especially those from vulnerable groups, and ensuring no one is left behind? Were some mitigation or solution measures identified? Were those negative effects solved?</p> <p><b>71.</b> Did women, including those for vulnerable groups, gain in representation, participation, status, leadership and power to change the reality?</p> <p><b>72.</b> Did the project had a positive</p>	

	<p>impact on GEWE at the levels of agency (capacity to decide and make change by oneself or the group), relations (between and within individuals &amp; groups) and structure (laws, rules, institutions, etc.) ?</p> <p><b>73.</b> Did the project have a positive impact on GEWE engagement and capacity on the project management and the project team?</p> <p><b>74.</b> Are partners and other institutions involved or targeted by the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p> <p><b>75.</b> Are women and men targeted by or involved in the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p> <p><b>76.</b> Were the roots of gender inequality addressed and modified by the project, for instance in the realm of gender stereotypes, norms, roles, relationships?</p> <p><b>77.</b> Were there unanticipated or unintended effects of the intervention on human rights and gender equality and women's empowerment? Did the intervention produce or contribute to increased risk of GBV or gender-related conflicts? How were they solved?</p> <p><b>78.</b> How will the selected interventions contribute to changing society for</p>	
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	<p>the better, especially with regard to closing gender gaps and empowering women and disadvantaged groups? Did the project address and redress GBV, unequal non-remunerated care work division, gender norms for instance in the field of sexual and reproductive rights from a GEWE perspective at any point of the project? Why? Which impact did the project have on these issues if any?</p> <p><b>79.</b> Is the selected intervention leading to higher-level effects or other changes, including scalable or replicable results in terms of GEWE?</p> <p><b>80.</b> Were there knowledge-products on GEWE produced, widely disseminated and effectively exploit to contribute to multiplier effect and/or scale-up?</p> <p><b>81.</b> Was the ToC in the realm of gender confirmed, and if not why?</p> <p><b>82.</b> Were the results on GEWE at the core of communication on the project, and was the communication strategy and products gender-responsive or gender-transformative? Was for instance man-nels avoided?</p> <p><b>83.</b> Is the final environment modified by the project more conducive to GEWE?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>84.</b> Was a final evaluation conducted highlighting some or part of the gender impact of the project?</p> <p><b>85.</b> Was the gender impact fairly and honestly -not exaggerating its</p>	
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	impact- in ROAR, reports and websites and knowledge management products?	
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### Gender Thematic Evaluation UNDP Indonesia - TOOL 1: Questionnaire Meeting with staff

Before the meeting, complete the first part in pink.

Step 1: At the beginning present yourself and explain the main goal of GTE, which is to:

Step 2: Ask if the person accepts to be recorded for the only purpose of notes taking. The recording won't be shared with anybody and will be destroyed after the evaluation. Confidentiality will be respected regarding sources of information.

Step 3: Explain that you will follow a questionnaire to assess several criteria and that the meeting will take 1 hour.

Step 4: Follow the grid below (white cells).

General guidance: Since we have initial questions + questions across 5 criteria, divide the time of the meeting in 10 minutes slots and choose the questions to be made accordingly (not more than 3-4 questions by criteria) after reading the project documentation, take those more relevant and adapt to the project (for instance, when it is written "in the field or domain of the project", mention it/them. Many questions do not have to be made because the project document or follow-up reports and final reports or mid-term reports allow you to answer and we will have the other data collection activities that will allow filling gaps. Also when the staff will answer they will perhaps answer several questions at a time.

<b>Project Title</b>		<b>Name of evaluator and date of meeting</b>	
<b>Project summary and main partners</b>		<b>Comments after reading project documentation</b>	
<b>Name, position / institution or implementing partner staff and <u>emails or contacts</u></b>			
<b>Questions on the project based on documentation / Request of documentations:</b>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>Etc.</li> </ol>	<b>Answers:</b>	



<p><b>Potential KI and FGD participants:</b></p>	<p><b>FII (2 max 3 persons):</b></p> <p><b>FGD (2, max 20 people in total):</b></p>	<p><b>Question: Which key informant persons would you recommend interviewing about how GEWE is mainstreamed in the project or what is its different impact on men and women, and on specific vulnerable groups? After he/she replies: We had thought of these? What do you think?</b></p>	<p><b>FII (2 max 3 persons):</b></p> <p><b>FGD (2, max 20 people in total):</b></p>
<p><b>Criteria</b></p>	<p><b>Evaluation Questions</b></p>	<p><b>Questions to be made</b></p>	<p><b>Answers</b></p>
<p><b>Relevance, alignment and coherence with GEWE strategic frame and goals</b></p>	<p><b>Identification and design:</b></p> <ol style="list-style-type: none"> <li>1. Was a gender analysis drafted at design stage? Were its findings and recommendations adequately mainstreamed in the project document, including log frame, theory of change (ToC) and risks analysis?</li> <li>2. What is the GEN attributed to the intervention?</li> <li>3. Is there (a) clear GEWE outcome(s)/output(s) in the project document? Is it output or outcome or both? How many?</li> <li>4. Is it /are they gender-responsive or gender-transformative (GRES)?</li> <li>5. Is/are it/they formulated to measure change in gender relations, gender norms, gender roles and gender stereotypes?</li> <li>6. Are the other outcomes and outputs gender-targeted, gender-blind or gender-negative (GRES)?</li> <li>7. Are all indicators and targets sex-disaggregated? If not, what is the</li> </ol>	<ol style="list-style-type: none"> <li>1. How was the gender analysis conducted if any? Was it useful?</li> <li>2. Is GEN2 or 3 accurately attributed to the project? Why?</li> <li>3. Is there a gender-related output or outcome?</li> <li>4. Do indicators allow measuring changes in gender equality and women empowerment? How?</li> <li>5. Was there a change in the context that affected or made more difficult to advance gender equality or women's rights or reach gender equality outcomes during the implementation? How did you adapt to it?</li> </ol>	

	<p>reason? Is there a need to develop capacities to collect sex-disaggregated data?</p> <ol style="list-style-type: none"> <li>8. Are there indicators to effectively measure gender-responsive or gender-transformative outputs and outcomes?</li> <li>9. To what extent the intervention, and its GEWE outcomes if existing, is in line with SDG 5? And with other specific targets under SDGs?</li> <li>10. To what extent the intervention, and its GEWE outcomes if existing, are in line with national and local priorities of Indonesia gender development goals? With the national gender equality legal, strategical and political framework?</li> <li>11. To what extent the intervention, and its GEWE outcomes if existing, are aligned with UNDP's mandate, as envisioned in the country CPD, and gender equality strategy across UNDP Signature Solutions?</li> <li>12. To what extent the intervention, and its GEWE outcomes if existing, are contributing to UNDP Indonesia GESI 2021-2025? If not, with the UNDP Gender Equality Strategy?</li> <li>13. To what extent are the gender-related outputs relevant to the planned gender-related outcome?</li> <li>14. Does the Theory of Change (ToC) integrate GEWE issues and is it consistent?</li> <li>15. Were the partners selected relevant to ensure that the intervention integrates gender issues? Does the partner have a clear commitment towards GEWE</li> </ol>	<ol style="list-style-type: none"> <li>6. Why the indicators and targets weren't sex-disaggregated in quality insurance and follow-up reports? (<u>Only ask if they are not in reports</u>)</li> <li>7. Is there a need to develop capacities to collect sex-disaggregated data among partners or other institutions to? <u>Only ask if they are not in reports</u>) Was it recommended or requested to implementation partners or other institutions?</li> </ol>	
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	<p>(e.g. GEWE policy, strategy, goal, gender-sensitive human resources policy, gender parity, etc.)?</p> <p><b>Implementation:</b></p> <p>16. Has UNDP been able to adapt its programming to the changing context to address the country's, partners' or targeted population priority needs related to the gender-related outcome/output?</p> <p><b>Monitoring and Evaluation:</b></p> <p>17. Were indicators and targets sex-disaggregated in quality insurance and follow-up reports? If not, what is the reason?</p> <p>18. Is there a need to develop capacities to collect sex-disaggregated data? Was it recommended or requested to implementation partners or other institutions?</p>		
<p><b>Effectiveness to obtain GEWE substantial</b></p>	<p><b>Identification and design:</b></p> <p>19. Did the project address gender-related risks and mitigation measures?</p> <p><b>Implementation:</b></p> <p>20. To what extent did the results, both at the outcome and output levels, benefit all women and men equally, including LNOB?</p> <p>21. To what extent have the gender equality and women's empowerment outcome(s)/output(s) been achieved if any? Did they produce all results planned?</p> <p>22. Was/were it/they gender-responsive or gender-transformative?</p>	<p>8. Did something related to roles of men and women, or social relations within the community have a unexpected negative impact on the project results? Or on the activities implementation? How did you deal with that?</p> <p>9. Were gender-related risks contemplated in the design of the project? Were the mitigation measures effective? Were these risks assessed and monitored during implementation? Was the project design or</p>	

<p><b>results</b></p>	<p><b>23.</b> To what extent have programs/projects outputs to produce gender results been achieved or are likely to be achieved by 2024? And by the end of the project?</p> <p><b>24.</b> Did the other outcome(s) and output(s) gender-targeted, gender-blind or gender-negative (GRES) turn to be more gender sensitive? How?</p> <p><b>25.</b> Have there been any unintended or unplanned gender-related achievements or impacts of UNDP's interventions?</p> <p><b>26.</b> What factors have contributed to achieving or not achieving gender-responsive or gender-transformative results as intended in the respective initiatives?</p> <p><b>27.</b> How appropriate and effective are or have been the implementation strategies in delivering gender equality results within the outcome area (strengths and weaknesses)? Have they been proven to be effective from a gender perspective?</p> <p><b>28.</b> To what extent has UNDP's partnership model/ strategy been successful? What are the key gaps that UNDP interventions could address within its comparative advantage, which could significantly contribute to the achievement of GEWE outcome, output or result?</p> <p><b>29.</b> To what extent has UNDP contributed to capacity development of women in the</p>	<p>implementation readjusted accordingly where needed?</p> <p><b>10.</b> How would you describe the results of the project on men? And on women? and on women specially at risks or vulnerable for instance with disability, rural, poor, LGTBI, migrants, victims of violence, head of families, etc.</p> <p><b>11.</b> Was there in the logframe of the project a gender-related output or outcome? Was it attained? Why? <u>(this question is only if we do not clearly identify a gender-related output or outcome)</u></p> <p><b>12.</b> Do you think we could have done more to promote GEWE in the project? How? <u>(Ask only if you see that not much has been achieved)</u></p> <p><b>13.</b> To what extent has the project contributed to capacity development of women in the communities?</p> <p><b>14.</b> And to develop the capacities of the national or local governments and other partners to create an enabling environment that help change the lives of women on the ground? And for vulnerable groups? And</p>	
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	<p>communities and the local/national governments and other partners to create an enabling environment that help change the lives of women on the ground (Capacity development in this context may refer to increase in knowledge and skills at individual level or the capability to deliver services or formulate policies at organizational level)? And for LNOB groups?</p> <p><b>30.</b> Were there tools or mechanisms used during implementation to ensure GEWE advancement?</p> <p><b>31.</b> Is gender parity and diversity ensured in the project management and project implementation team? Were women represented in positions of power in the teams?</p> <p><b>32.</b> Did the project management and project implementation team receive training on gender, are they knowledgeable and sensitive to gender equality, and intersectional discrimination elimination?</p> <p><b>33.</b> Was the environment, place, timeline, context, etc. conducive for all women’s participation, taking into consideration LNOB principle?</p> <p><b>34.</b> Was the environment of project implementation safe? Were staff, partners and target population protected against sexual harassment and violence? Were some measures adopted to ensure that?</p> <p><b>35.</b> Has UNDP’s partnership strategy been appropriate and effective in contributing to the gender outcome/output or in advancing</p>	<p>for women within these groups?</p> <p><b>15.</b> Did the UNDP or implementing partners or target groups use some mechanisms or techniques or tools to ensure gender equality and empowerment of women in the implementation or M&amp;E of the project? Was it useful?</p> <p><b>16.</b> How many staff were assigned to the project at UNDP? And at partners for instance in the PMU? How many men and women? In which positions?</p> <p><b>17.</b> Did you receive training on GEWE during the project? Did you develop your knowledge and awareness and engagement on GEWE during the implementation? And the rest of the team? And the partners’ staff? Was is as a result of the project?</p> <p><b>18.</b> Was the environment, place, timeline, context, etc. conducive for all women’s participation, taking into consideration LNOB principle (vulnerable groups)?</p> <p><b>19.</b> Was the environment of project implementation safe? Were staff, partners and</p>	
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	<p>GEWE as a result of the intervention? Would another or additional partnership been more effective?</p> <p>36. Did the partners demonstrate engagement, knowledge and skills to effectively contribute to GEWE during implementation project?</p> <p>37. Did the partners enhance their strategic framework, capacities, institutional structure, Human resources policies or any other aspects from a GEWE perspective?</p> <p><b>Monitoring and Evaluation:</b></p> <p>38. Did the M&amp;E take into consideration the gender-related risks if any? Did it readjust accordingly where needed?</p> <p>39. Did the monitoring mechanisms, such as PMU, QA, monitoring reports, etc. address systematically the gender-related aspects, delve into them and adequately take them into consideration and reflect achievements and loopholes or shortcomings?</p> <p>40. Did the monitoring reports reflect unattended or unplanned gender-related achievements if any?</p> <p>41. Was there an attempt to insert accordingly a new gender-related outcome, output, indicator or activity in the project or another one?</p> <p>42. Did the evaluation mid-term or final evaluation reports adequately and sufficiently reflect on GEWE? Were there sound and useful recommendations in this field?</p> <p>43. Were those recommendations</p>	<p>target population effectively protected against sexual harassment and GBV? Were some measures adopted to ensure that?</p> <p>20. Were the partners selected relevant to ensure that the intervention integrates gender issues? Does the partner have a clear commitment towards GEWE (e.g. GEWE policy, strategy, goal, gender-sensitive human resources policy, gender parity, etc.)? (<b>For relevance criteria</b>)</p> <p>21. Did the partners demonstrate engagement, knowledge and skills to effectively contribute to GEWE during implementation project? Would another or additional partnership been more effective?</p> <p>22. Did the partners enhance their strategic framework, capacities, institutional structure, Human resources policies or any other aspects from a GEWE perspective?</p> <p>23. Were there some unexpected or unplanned GEWE results obtained which were not included in the project design? Were there reflected in reports?</p>	
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	<p>taken into consideration and translated into practice by implementation entities?</p>	<p>Was there an attempt to insert accordingly a new gender-related outcome, output, indicator or activity in the project or another one?</p> <p>24. Were gender issues systematically addressed in every PMU meeting, COPIL meetings, QA procedures, and monitoring reports?</p> <p>25. Were the recommendations on GEWE results or gender mainstreaming found in mid-term or final evaluation reports translated into practice (<u>Only if there were recommendations in a mid term or final evaluation report, look at it before</u>)</p>	
<p><b>Efficiency of GEWE strategies and from a gender lens</b></p>	<p><b>Identification and design:</b></p> <p>44. Was a gender analysis conducted and was there a sufficient amount allocated to it?</p> <p>45. Were there sufficient resources, focusing on the use of gender expertise and budget (financial, time, people) allocated to integrate GEWE in the design of the project?</p> <p>46. Was the budget allocated to gender-responsive and gender-transformative outputs/outcomes flagged or calculated at design stage? Which percentage of the budget was planned to be allocated to gender-responsive and gender-transformative outputs/outcomes? Was it above 15%?</p>	<p>26. Did women and men receive the same income, earnings or financial benefits from the project? (e.g, if some financial instrument was launched, which % of it benefitted to women’s led companies?)</p> <p>27. If the budget was shared among several partners, was it divided equally or fairly to women’s or gender-specific entities in contrast with others? (<u>ask only if this is the case</u>)</p> <p>28. How much of the budget in</p>	

	<p><b>Implementation:</b></p> <p>47. Which % of total amount was finally allocated to gender-responsive and gender-transformative outcomes/outputs/activities? Was it above 15%?</p> <p>48. Were there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate GEWE in the implementation of gender-related outcomes/ outputs/ activities on the eve of implementation of the project?</p> <p>49. And in comparison with other similar items (for instance renting for general training and for training on gender issues or regarding consultants' cost)?</p> <p>50. Have the gender equality results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proven to be more cost-efficient?</p> <p>51. Have program funds allocated to gender-related outputs been delivered in a timely manner? If not, what were the bottlenecks encountered? How were they solved?</p> <p>52. Did women and men receive the same income, earnings or financial benefits from the project? (e.g, if some financial instrument was launched, which % of it benefitted to women's led companies?)</p>	<p>your views was initially allocated on GEWE? Was this calculation made at the design stage? Could you assess % more or less (for instance for gender analysis gender specialist, activities, etc)? Do you think it is much? (<u>This last part of the question allows assessing engagement of staff on GEWE</u>)</p> <p>29. Was the part of the budget allocated to gender-responsive and gender-transformative outputs/outcomes flagged or calculated in the M&amp;E process? Did someone bring this issue or discussion at any stage (design, implementation, M&amp;E)? (<u>we assume no, because CO said the budget on GEN is for total of project, not by output/outcome, but perhaps they did the exercise</u>)</p> <p>30. Do you think the % of budget allocated to GEWE was finally same, less or more than as initially planned? What % do you think?</p> <p>31. Was there sufficient budget allocated to implement gender-related activities (financial, time, people, gender expertise) or attain</p>	
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	<p><b>53.</b> It the budget was shared among several partners, was it divided equally or fairly to women’s or gender-specific entities in contrast with others?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>54.</b> Are there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate GEWE in the M&amp;E of the project?</p> <p><b>55.</b> Was the part of the budget allocated to gender-responsive and gender-transformative outputs/outcomes flagged or calculated in the M&amp;E process? Which percentage of the budget was finally allocated to gender-responsive and gender-transformative outputs/outcomes? Did it increase compared to design?</p> <p><b>56.</b> Was this % reflected in Quality assurance reports, final reports, evaluation reports and ROAR? In another M&amp;E tool or mechanism?</p> <p><b>57.</b> Was this assessed and discussed internally for accountability or lesson-learning perspective?</p>	<p>gender-related outcomes/ outputs?</p> <p><b>32.</b> And in comparison with other similar items for other outcomes or in other fields (for instance renting for general training and for training on gender issues or regarding consultants’ cost)?</p> <p><b>33.</b> Do you think that the GEWE outputs or outcomes have been reached in a cost-effective manner? Do you think we might have attained them in a more cost-effective way?</p> <p><b>34.</b> Were the funds allocated to GEWE outputs/outcomes delivered in a timely manner? Were there some problems to implement those budget items? Why and what solutions were provided?</p>	
<p><b>Sustainability of GEWE results</b></p>	<p><b>Identification and design:</b></p> <p><b>58.</b> Did the sustainability analysis in the project document contemplate gender issues to ensure social, institutional, financial, environmental and cultural sustainability of the results?</p> <p><b>59.</b> Did it contain considerations to ensure the sustainability of gender-related results of the project (e.g if</p>	<p><b>35.</b> To what extent will the benefits of the projects in respect to GEWE continue, or are likely to continue in future? How?</p> <p><b>36.</b> Were formal or informal women’s networks or organizations participating in</p>	

	<p>enhancement of the status of women is sustained by a legal or institutional change in their favor)?</p> <p><b>Implementation:</b></p> <p><b>60.</b> To what extent will the benefits of the projects in respect to GEWE continue, or are likely to continue in future?</p> <p><b>61.</b> To what extent did the selected interventions contribute towards sustaining the positive gender-targeted, gender-responsive or gender-transformative results in the area or in the country?</p> <p><b>62.</b> Were women's associations or formal and informal women's networks organizations participating in the implementation and M&amp;E of the project?</p> <p><b>63.</b> Were they empowered and did they receive the mandate to continue being substantial part of projects results follow-up beyond the end of the project?</p> <p><b>64.</b> Are women equally involved in the financial sustainability mechanisms of the project, as source of funding and at a decision-making/management level?</p> <p><b>65.</b> As per LNOB principle, are all women involved and is the project likely to provide services and resources to women with vulnerability status (disability, class, age, religion, ethnic minority belonging, migration, sexual orientation, gender identity and rural residence)?</p>	<p>the implementation and M&amp;E of the project? How likely is it that they will continue taking part in the management and implementation of the action after the end of the project? <u>(this is to measure the social sustainability)</u></p> <p>37. Were the women of the communities or women within the field or domain of the project intervention empowered to continue participating and influencing decisions after the end of the project? How? <u>(this is to measure the social sustainability)</u></p> <p>38. Will there be or was there a mechanism or a quota or an institutional rule or structure to ensure their participation beyond the project? <u>(this is to measure the institutional sustainability)</u></p> <p>39. Have the institutions, governments and other entities involved in the decision-making regarding the field or domain of the project, taken a stand to ensure parity and/or GEWE beyond the end of the project? Were some rules, laws, procedures or mechanisms created for such a purpose? <u>(this is to</u></p>	
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	<p><b>66.</b> What recommendations and what potential new areas of work and innovative measures for sustaining the gender results in the respective interventions and beyond?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>67.</b> Were those aspects addressed in the M&amp;E mechanisms and tools?</p>	<p><u>measure the institutional sustainability)</u></p> <p>40. Are/were some financing mechanisms be created to ensure GEWE outcomes after the end of the project? <u>(this is to measure the financial sustainability)</u></p> <p>41. Are women at least equally involved in the 1) functioning, 2) management and 3) decision-making of financial instrument or mechanism that will contribute to the sustainability of the project after the end of it? <u>(this is to measure the financial sustainability)</u></p> <p>42. Do you think that the community in general, and males specifically, acknowledge the need of participation of women in equal proportion, with men, in the field or domain of the project? In all activities? And in the decision-taking or control of resources and services? <u>(this is to measure cultural sustainability, can be assessed better through KIII and FGD)</u></p>	
<p><b>Impact on GEWE</b></p>	<p><b>Implementation:</b></p> <p><b>68.</b> To what extent the selected interventions have brought gender</p>	<p>43. Which positive changes has started or has already produced in the lives of targeted women, especially</p>	

	<p>positive changes in the lives of the targeted women and men beneficiaries in terms of GEWE?</p> <p><b>69.</b> To what extent has the project promoted positive changes in the lives of women, especially those from vulnerable groups, and ensuring no one is left behind? Were there any unintended effects?</p> <p><b>70.</b> To what extent has the project created unattended or unexpected negative changes, constrains or barriers, including as collateral effect to a positive one, in the lives of women, especially those from vulnerable groups, and ensuring no one is left behind? Were some mitigation or solution measures identified? Were those negative effects solved?</p> <p><b>71.</b> Did women, including those for vulnerable groups, gain in representation, participation, status, leadership and power to change the reality?</p> <p><b>72.</b> Did the project had a positive impact on GEWE at the levels of agency (capacity to decide and make change by oneself or the group), relations (between and within individuals &amp; groups) and structure (laws, rules, institutions, etc.) ?</p> <p><b>73.</b> Did the project have a positive impact on GEWE engagement and capacity on the project management and the project team?</p> <p><b>74.</b> Are partners and other institutions involved or targeted by the project more aware of gender inequality</p>	<p>those from vulnerable groups, like women with disability, poor women, women heads of families, women living in rural areas, etc.? Were there intended by the project as outcome or output in the logframe?</p> <p><b>44.</b> Were there any unattended or unexpected negative changes, constrains or barriers, in the lives of women, including as collateral effect to a positive one or as increased risk to be victim of GBV, especially those from vulnerable groups? Were some mitigation or solution measures identified? Were those negative effects solved?</p> <p><b>45.</b> Did women, including those for vulnerable groups, gain in representation, participation, status, leadership and power to change the reality? How?</p> <p><b>46.</b> Did you gain as staff or as team knowledge, engagement and capacity to promote gender equality?</p> <p><b>47.</b> Are partners and other institutions involved or targeted by the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society? And the communities or sectors where the project intervened?</p>	
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	<p>with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p> <p><b>75.</b> Are women and men targeted by or involved in the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p> <p><b>76.</b> Were the roots of gender inequality addressed and modified by the project, for instance in the realm of gender stereotypes, norms, roles, relationships?</p> <p><b>77.</b> Were there unanticipated or unintended effects of the intervention on human rights and gender equality and women's empowerment? Did the intervention produce or contribute to increased risk of GBV or gender-related conflicts? How were they solved?</p> <p><b>78.</b> How will the selected interventions contribute to changing society for the better, especially with regard to closing gender gaps and empowering women and disadvantaged groups? Did the project address and redress GBV, unequal non-remunerated care work division, gender norms for instance in the field of sexual and reproductive rights from a GEWE perspective at any point of the project? Why? Which impact did the project have on these issues if any?</p> <p><b>79.</b> Is the selected intervention leading to higher-level effects or other</p>	<p>Did you notice positive changes in perceptions on GEWE, gender stereotypes, gender roles and gender norms?</p> <p>48. Did the project address and redress GBV, unequal non-remunerated care work division, gender norms for instance in the field of sexual and reproductive rights from a GEWE perspective at any point of the project? Why? Which impact did the project have on these issues if any?</p> <p>49. Were the results on GEWE at the core of communication on the project, and was the communication strategy and products gender-responsive or gender-transformative? Were there some activities (training, dissemination, conference, etc.), with only male speakers or trainers? Why? for instance manels avoided?</p> <p>50. Is the final environment modified by the project more conducive to GEWE?</p>	
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	<p>changes, including scalable or replicable results in terms of GEWE?</p> <p><b>80.</b> Were there knowledge-products on GEWE produced, widely disseminated and effectively exploit to contribute to multiplier effect and/or scale-up?</p> <p><b>81.</b> Was the ToC in the realm of gender confirmed, and if not why?</p> <p><b>82.</b> Were the results on GEWE at the core of communication on the project, and was the communication strategy and products gender-responsive or gender-transformative? Was for instance man-nels avoided?</p> <p><b>83.</b> Is the final environment modified by the project more conducive to GEWE?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>84.</b> Was a final evaluation conducted highlighting some or part of the gender impact of the project?</p> <p><b>85.</b> Was the gender impact fairly and honestly -not exaggerating its impact- in ROAR, reports and websites and knowledge management products?</p>		
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### Gender Thematic Evaluation UNDP Indonesia - TOOL 2: Questionnaire KIII

Before the meeting, complete the first part in pink.

Step 1: At the beginning present yourself and explain the main goal of GTE, which is to:

Step 2: Ask if the person accepts to be recorded for the only purpose of notes taking. The recording won't be shared with anybody and will be destroyed after the evaluation. Confidentiality will be respected regarding sources of information.

Step 3: Explain that you will follow a questionnaire to assess several criteria and that the meeting will take 1 hour.

Step 4: Follow the grid below (white cells).

General guidance: Since we have initial questions + questions across 5 criteria, divide the time of the meeting in 10 minutes slots and choose the questions to be made accordingly (not more than 3-4 questions by criteria) after reading the project documentation, take those more relevant and adapt to the project (for instance, when it is written "in the field or domain of the project", mention it/them).

The questions shall also be adapted based on the project documents review and the meeting with the staff held previously.

<b>Project Title</b>		<b>Name of evaluator and date of KIII</b>	
<b>Project summary and main partners</b>		<b>Comments after reading project documentation</b>	
<b>Name, position and institution and <u>emails or contact data</u> (max. 3)</b>	1.	2.	3.
<b>Criteria</b>	<b>Evaluation Questions</b>	<b>Questions to be made</b>	<b>Answers</b>

<p style="text-align: center;"><b>Relevance, alignment and coherence with GEWE strategic frame and goals</b></p>	<p><b>Identification and design:</b></p> <ol style="list-style-type: none"> <li>1. Was a gender analysis drafted at design stage? Were its findings and recommendations adequately mainstreamed in the project document, including log frame, theory of change (ToC) and risks analysis?</li> <li>2. What is the GEN attributed to the intervention?</li> <li>3. Is there (a) clear GEWE outcome(s)/output(s) in the project document? Is it output or outcome or both? How many?</li> <li>4. Is it /are they gender-responsive or gender-transformative (GRES)?</li> <li>5. Is/are it/they formulated to measure change in gender relations, gender norms, gender roles and gender stereotypes?</li> <li>6. Are the other outcomes and outputs gender-targeted, gender-blind or gender-negative (GRES)?</li> <li>7. Are all indicators and targets sex-disaggregated? If not, what is the reason? Is there a need to develop capacities to collect sex-disaggregated data?</li> <li>8. Are there indicators to effectively measure gender-responsive or gender-transformative outputs and outcomes?</li> <li>9. To what extent the intervention, and its GEWE outcomes if existing, is in line with SDG 5? And with other specific targets under SDGs?</li> <li>10. To what extent the intervention, and its GEWE outcomes if existing, are in line with national and local priorities of Indonesia gender</li> </ol>	<ol style="list-style-type: none"> <li>1. Did the project contain activities or results aimed at reducing inequalities between men and women or increase the participation, defend rights or improve the situation, resources or services for women? Did these activities or expected results respond to the needs of women in the country or in the area? How? And to the particularities of the communities or sector of interventions?</li> <li>2. Was this gender component of the project aligned with the priorities of Indonesian government or local governments, in terms of gender equality and in the field of women and men's relationships? And with SDG and UNDP GESI Strategy? (To ask only if the KI is someone knowledgeable of these frameworks)?</li> <li>3. And the other components, activities or outcomes of the project, do you think they were well identified to promote gender equality and participation, status and power of women? How?</li> <li>4. Was there a change in the context that affected or made more difficult to advance gender equality or women's rights or reach gender equality outcomes during the implementation? Was it solved?</li> <li>5. Has UNDP been able to adapt its programming to the changing</li> </ol>	
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	<p>development goals? With the national gender equality legal, strategical and political framework?</p> <p>11. To what extent the intervention, and its GEWE outcomes if existing, are aligned with UNDP's mandate, as envisioned in the country CPD, and gender equality strategy across UNDP Signature Solutions?</p> <p>12. To what extent the intervention, and its GEWE outcomes if existing, are contributing to UNDP Indonesia GESI 2021-2025? If not, with the UNDP Gender Equality Strategy?</p> <p>13. To what extent are the gender-related outputs relevant to the planned gender-related outcome?</p> <p>14. Does the Theory of Change (ToC) integrate GEWE issues and is it consistent?</p> <p>15. Were the partners selected relevant to ensure that the intervention integrates gender issues? Does the partner have a clear commitment towards GEWE (e.g. GEWE policy, strategy, goal, gender-sensitive human resources policy, gender parity, etc.)?</p> <p><b>Implementation:</b></p> <p>16. Has UNDP been able to adapt its programming to the changing context to address the country's, partners' or targeted population priority needs related to the gender-related outcome/output?</p> <p><b>Monitoring and Evaluation:</b></p> <p>17. Were indicators and targets sex-disaggregated in quality insurance and follow-up reports? If not, what is the reason?</p>	<p>context to address the country's, partners' or targeted population priority needs related to the gender-related outcome/output?</p> <p>6. Is there a need to develop capacities to collect sex-disaggregated data among partners or other institutions to? Was it contemplated in the project? Only ask if indicators are sex-disaggregated in reports)</p> <p>7. Were the partners selected relevant to ensure that the intervention integrates gender issues? Does the partner have a clear commitment towards GEWE (e.g. GEWE policy, strategy, goal, gender-sensitive human resources policy, gender parity, etc.)?</p>	
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	<p>18. Is there a need to develop capacities to collect sex-disaggregated data? Was it recommended or requested to implementation partners or other institutions?</p>		
<p><b>Effectiveness to obtain GEWE substantial results</b></p>	<p><b>Identification and design:</b></p> <p>19. Did the project address gender-related risks and mitigation measures?</p> <p><b>Implementation:</b></p> <p>20. To what extent did the results, both at the outcome and output levels, benefit all women and men equally, including LNOB?</p> <p>21. To what extent have the gender equality and women's empowerment outcome(s)/output(s) been achieved if any? Did they produce all results planned?</p> <p>22. Was/were it/they gender-responsive or gender-transformative?</p> <p>23. To what extent have programs/projects outputs to produce gender results been achieved or are likely to be achieved by 2024? And by the end of the project?</p> <p>24. Did the other outcome(s) and output(s) gender-targeted, gender-blind or gender-negative (GRES) turn to be more gender sensitive? How?</p> <p>25. Have there been any unintended or unplanned gender-related achievements or impacts of UNDP's interventions?</p>	<p>8. How would you describe the results of the project on men? And on women? and on women specially at risks or vulnerable for instance with disability, rural, poor, LGTBI, migrants, victims of violence, head of families, etc.</p> <p>9. Were the results or benefits (resources or services) of the project or the improvement obtained (for instance capacity development), equal, lower or higher towards women or men? why?</p> <p>10. In your view did the project use the most effective way to reduce inequalities between men and women and to improve the participation, the status or the power of women in the society?</p> <p>11. Did something related to roles of men and women, or social relations within the community bring an unexpected negative impact on the project results? Or on the activities implementation? How did you deal with that?</p> <p>12. Were these risks effectively addressed by the project? UNDP? Implementing partners? What mitigation measures were adopted and were they effective?</p> <p>13. Do you think we could have done more to promote GEWE in the</p>	

	<p><b>26.</b> What factors have contributed to achieving or not achieving gender-responsive or gender-transformative results as intended in the respective initiatives?</p> <p><b>27.</b> How appropriate and effective are or have been the implementation strategies in delivering gender equality results within the outcome area (strengths and weaknesses)? Have they been proven to be effective from a gender perspective?</p> <p><b>28.</b> To what extent has UNDP's partnership model/ strategy been successful? What are the key gaps that UNDP interventions could address within its comparative advantage, which could significantly contribute to the achievement of GEWE outcome, output or result?</p> <p><b>29.</b> To what extent has UNDP contributed to capacity development of women in the communities and the local/national governments and other partners to create an enabling environment that help change the lives of women on the ground (Capacity development in this context may refer to increase in knowledge and skills at individual level or the capability to deliver services or formulate policies at organizational level)? And for LNOB groups?</p> <p><b>30.</b> Were there tools or mechanisms used during implementation to ensure GEWE advancement?</p> <p><b>31.</b> Is gender parity and diversity</p>	<p>project? How? (Ask only if you see that not much has been achieved)</p> <p><b>14.</b> Do you think that the implementing partners were effective to promote GEWE? Would you recommend to have involved / involve other actors for this purpose? Why?</p> <p><b>15.</b> To what extent has the project contributed to capacity development of women in the communities? All groups of women equally?</p> <p><b>16.</b> Did it develop the capacities of the national or local governments to create an enabling environment that help change the lives of women on the ground? Of vulnerable groups? And of women within these groups?</p> <p><b>17.</b> Do you think that men and women had the same participation and influence? Were they equally managing and influencing all components, fields and issues?</p> <p><b>18.</b> Were there women from vulnerable groups involved in the activities of the project, for instance women with disabilities, rural women, migrants or from ethnic minorities? What was their position? Were they empowered through the project?</p> <p><b>19.</b> Do you know if the UNDP or implementing partners or target groups use some mechanisms or techniques or tools to ensure gender equality and empowerment of women in the implementation or M&amp;E of the project? Was it useful? <u>(Only ask if the KI might be knowledgeable of these project-</u></p>	
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	<p>ensured in the project management and project implementation team? Were women represented in positions of power in the teams?</p> <p><b>32.</b> Did the project management and project implementation team receive training on gender, are they knowledgeable and sensitive to gender equality, and intersectional discrimination elimination?</p> <p><b>33.</b> Was the environment, place, timeline, context, etc. conducive for all women’s participation, taking into consideration LNOB principle?</p> <p><b>34.</b> Was the environment of project implementation safe? Were staff, partners and target population protected against sexual harassment and violence? Were some measures adopted to ensure that?</p> <p><b>35.</b> Has UNDP’s partnership strategy been appropriate and effective in contributing to the gender outcome/output or in advancing GEWE as a result of the intervention? Would another or additional partnership been more effective?</p> <p><b>36.</b> Did the partners demonstrate engagement, knowledge and skills to effectively contribute to GEWE during implementation project?</p> <p><b>37.</b> Did the partners enhance their strategic framework, capacities, institutional structure, Human resources policies or any other aspects from a GEWE perspective?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>38.</b> Did the M&amp;E take into consideration</p>	<p><u>related aspects</u>)</p> <p>20. How many staff were assigned to the project at UNDP? And at level of partners, for instance in the PMU? How many men and women? In which positions? (<u>Only ask if the KI might be knowledgeable of these project-related aspects</u>)</p> <p>21. Was the environment, place, timeline, context, etc. conducive for women’s participation? For all women, including those from vulnerable groups?</p> <p>22. Was the environment of project implementation safe? Were staff, partners and target population effectively protected against sexual harassment and GBV? Were some measures adopted to ensure that?</p> <p>23. Did the partners demonstrate engagement, knowledge and skills to effectively contribute to GEWE during implementation project? Would another or additional partnership been more effective?</p> <p>24. Did the partners enhance their strategic framework, capacities, institutional structure, Human resources policies or any other aspects from a GEWE perspective? (<u>Only ask if the KI might be knowledgeable of these project-related aspects</u>)</p> <p>25. Were the recommendations on GEWE results or gender mainstreaming found in mid-term or final evaluation reports translated into practice (<u>Only if there were recommendations in a mid term or</u></p>	
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	<p>the gender-related risks if any? Did it readjust accordingly where needed?</p> <p><b>39.</b> Did the monitoring mechanisms, such as PMU, QA, monitoring reports, etc. address systematically the gender-related aspects, delve into them and adequately take them into consideration and reflect achievements and loopholes or shortcomings?</p> <p><b>40.</b> Did the monitoring reports reflect unattended or unplanned gender-related achievements if any?</p> <p><b>41.</b> Was there an attempt to insert accordingly a new gender-related outcome, output, indicator or activity in the project or another one?</p> <p><b>42.</b> Did the evaluation mid-term or final evaluation reports adequately and sufficiently reflect on GEWE? Were there sound and useful recommendations in this field?</p> <p><b>43.</b> Were those recommendations taken into consideration and translated into practice by implementation entities?</p>	<p><u>final evaluation report, look at it before and ask about them concretely) (Only ask if the KI might be knowledgeable of these aspects)</u></p>	
<p><b>Efficiency of GEWE strategies and from a gender lens</b></p>	<p><b>Identification and design:</b></p> <p><b>44.</b> Was a gender analysis conducted and was there a sufficient amount allocated to it?</p> <p><b>45.</b> Were there sufficient resources, focusing on the use of gender expertise and budget (financial, time, people) allocated to integrate GEWE in the design of the project?</p> <p><b>46.</b> Was the budget allocated to gender-responsive and gender-transformative outputs/outcomes</p>	<p><b>26.</b> Did women and men receive the same income, earnings or financial benefits from the project? (e.g, if some financial instrument was launched, which % of it benefitted to women's led companies?)</p> <p><b>27.</b> Do you feel that the budget shared among several partners, divided equally or fairly to women's or gender-specific entities in contrast</p>	

	<p>flagged or calculated at design stage? Which percentage of the budget was planned to be allocated to gender-responsive and gender-transformative outputs/outcomes? Was it above 15%?</p> <p><b>Implementation:</b></p> <p>47. Which % of total amount was finally allocated to gender-responsive and gender-transformative outcomes/outputs/activities? Was it above 15%?</p> <p>48. Were there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate GEWE in the implementation of gender-related outcomes/ outputs/ activities on the eve of implementation of the project?</p> <p>49. And in comparison with other similar items (for instance renting for general training and for training on gender issues or regarding consultants' cost)?</p> <p>50. Have the gender equality results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proven to be more cost-efficient?</p> <p>51. Have program funds allocated to gender-related outputs been delivered in a timely manner? If not, what were the bottlenecks encountered? How were they solved?</p>	<p>with others?</p> <p>28. Do you think the % of budget allocated to GEWE was finally same, less or more than as initially planned? What % do you think?</p> <p>29. In your opinion, was there sufficient budget allocated to implement gender-related activities (financial, time, people, gender expertise) or attain gender-related outcomes/ outputs?</p> <p>30. And in comparison with other similar items for other outcomes or in other fields (for instance renting for general training and for training on gender issues or regarding consultants' cost)?</p> <p>31. Do you think that the GEWE outputs or outcomes have been reached in a cost-effective manner? Do you think we might have attained them in a more cost-effective way? And the other outcomes of the project or the overall project?</p> <p>32. Were the funds allocated to GEWE outputs/outcomes delivered in a timely manner? Were there some problems to implement those budget items? Why and what solutions were provided?</p>	
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	<p><b>52.</b> Did women and men receive the same income, earnings or financial benefits from the project? (e.g, if some financial instrument was launched, which % of it benefitted to women’s led companies?)</p> <p><b>53.</b> It the budget was shared among several partners, was it divided equally or fairly to women’s or gender-specific entities in contrast with others?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>54.</b> Are there sufficient resources, focusing on the use of gender expertise, budget allocated to implement gender-related activities (financial, time, people) allocated to integrate GEWE in the M&amp;E of the project?</p> <p><b>55.</b> Was the part of the budget allocated to gender-responsive and gender-transformative outputs/outcomes flagged or calculated in the M&amp;E process? Which percentage of the budget was finally allocated to gender-responsive and gender-transformative outputs/outcomes? Did it increase compared to design?</p> <p><b>56.</b> Was this % reflected in Quality assurance reports, final reports, evaluation reports and ROAR? In another M&amp;E tool or mechanism?</p> <p><b>57.</b> Was this assessed and discussed internally for accountability or lesson-learning perspective?</p>		
<p><b>Sustainability of GEWE results</b></p>	<p><b>Identification and design:</b></p> <p><b>58.</b> Did the sustainability analysis in the project document contemplate gender issues to ensure social,</p>	<p><b>33.</b> Do you know if an analysis of gender relations, norms and roles was conducted for the design of the</p>	

	<p>institutional, financial, environmental and cultural sustainability of the results?</p> <p>59. Did it contain considerations to ensure the sustainability of gender-related results of the project (e.g if enhancement of the status of women is sustained by a legal or institutional change in their favor)?</p> <p><b>Implementation:</b></p> <p>60. To what extent will the benefits of the projects in respect to GEWE continue, or are likely to continue in future?</p> <p>61. To what extent did the selected interventions contribute towards sustaining the positive gender-targeted, gender-responsive or gender-transformative results in the area or in the country?</p> <p>62. Were women's associations or formal and informal women's networks organizations participating in the implementation and M&amp;E of the project?</p> <p>63. Were they empowered and did they receive the mandate to continue being substantial part of projects results follow-up beyond the end of the project?</p> <p>64. Are women equally involved in the financial sustainability mechanisms of the project, as source of funding and at a decision-making/ management level?</p> <p>65. As per LNOB principle, are all women involved and is the project likely to provide services and resources to women with</p>	<p>project? Do you think that this analysis has helped drafting actions that would ensure the perennity of the GEWE outcomes of the project? (<u>Only ask if the KI might be knowledgeable of these aspects</u>)</p> <p>34. To what extent will the benefits of the projects in respect to GEWE continue, or are likely to continue in future? How?</p> <p>35. Were formal or informal women's networks or organizations participating in the implementation and M&amp;E of the project? How likely is it that they will continue taking part in the management and implementation of the action after the end of the project? (<u>this is to measure the social sustainability</u>)</p> <p>36. Were the women of the communities or women within the field or domain of the project intervention empowered to continue participating and influencing decisions after the end of the project? How? (<u>this is to measure the social sustainability</u>)</p> <p>37. Will there be or was there a mechanism or a quota or an institutional rule or structure to ensure their participation beyond the project? (<u>this is to measure the institutional sustainability</u>)</p> <p>38. Have the institutions, governments and other entities involved in the</p>	
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	<p>vulnerability status (disability, class, age, religion, ethnic minority belonging, migration, sexual orientation, gender identity and rural residence)?</p> <p><b>66.</b> What recommendations and what potential new areas of work and innovative measures for sustaining the gender results in the respective interventions and beyond?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>67.</b> Were those aspects addressed in the M&amp;E mechanisms and tools?</p>	<p>decision-making regarding the field or domain of the project, taken a stand to ensure parity and/or GEWE beyond the end of the project? Were some rules, laws, procedures or mechanisms created for such a purpose? (<u>this is to measure the institutional sustainability</u>)</p> <p><b>39.</b> Are/were some financing mechanisms be created to ensure GEWE outcomes after the end of the project? (<u>this is to measure the financial sustainability</u>)</p> <p><b>40.</b> Are women at least equally involved in the 1) functioning, 2) management and 3) decision-making of financial instrument or mechanism that will contribute to the sustainability of the project after the end of it? (<u>this is to measure the financial sustainability</u>)</p> <p><b>41.</b> Do you think that the community in general, and males specifically, acknowledge the need of participation of women in equal proportion, with men, in the field or domain of the project? In all activities? And in the decision-taking or control of resources and services? (<u>IMPORTANT to assess through relevant KIII and through FGD</u>)</p> <p><b>42.</b> What recommendations and what potential new areas of work and innovative measures for sustaining the gender results in the respective interventions and beyond?</p>	
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<p><b>Impact on GEWE</b></p>	<p><b>Implementation:</b></p> <p><b>68.</b> To what extent the selected interventions have brought gender positive changes in the lives of the targeted women and men beneficiaries in terms of GEWE?</p> <p><b>69.</b> To what extent has the project promoted positive changes in the lives of women, especially those from vulnerable groups, and ensuring no one is left behind? Were there any unintended effects?</p> <p><b>70.</b> To what extent has the project created unattended or unexpected negative changes, constrains or barriers, including as collateral effect to a positive one, in the lives of women, especially those from vulnerable groups, and ensuring no one is left behind? Were some mitigation or solution measures identified? Were those negative effects solved?</p> <p><b>71.</b> Did women, including those for vulnerable groups, gain in representation, participation, status, leadership and power to change the reality?</p> <p><b>72.</b> Did the project had a positive impact on GEWE at the levels of agency (capacity to decide and make change by oneself or the group), relations (between and within individuals &amp; groups) and structure (laws, rules, institutions, etc.) ?</p> <p><b>73.</b> Did the project have a positive impact on GEWE engagement and</p>	<p>43. Which positive changes has started or has already produced in the lives of targeted women? Were there intended by the project as outcome or output in the logframe?</p> <p>44. And for those from vulnerable groups, like women with disability, poor women, women heads of families, women living in rural areas, etc.</p> <p>45. Were there any unattended or unexpected negative changes, constrains or barriers, in the lives of women, including as collateral effect to a positive one or as increased risk to be victim of GBV, especially those from vulnerable groups? Were some mitigation or solution measures identified? Were those negative effects solved?</p> <p>46. Did women gain in representation, participation, status, leadership and power to change the reality? How? And those for vulnerable groups?</p> <p>47. Are partners and other institutions involved or targeted by the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p> <p>48. Did you notice positive changes in perceptions on GEWE, gender stereotypes, gender roles and gender norms in the communities? Among whom? Men or women? How?</p> <p>49. Did the project address and redress GBV, unequal non-remunerated</p>	
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	<p>capacity on the project management and the project team?</p> <p><b>74.</b> Are partners and other institutions involved or targeted by the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p> <p><b>75.</b> Are women and men targeted by or involved in the project more aware of gender inequality with intersectional lens, and more engaged and skilled to transform them to reach a more equitable society?</p> <p><b>76.</b> Were the roots of gender inequality addressed and modified by the project, for instance in the realm of gender stereotypes, norms, roles, relationships?</p> <p><b>77.</b> Were there unanticipated or unintended effects of the intervention on human rights and gender equality and women's empowerment? Did the intervention produce or contribute to increased risk of GBV or gender-related conflicts? How were they solved?</p> <p><b>78.</b> How will the selected interventions contribute to changing society for the better, especially with regard to closing gender gaps and empowering women and disadvantaged groups? Did the project address and redress GBV, unequal non-remunerated care work division, gender norms for instance in the field of sexual and reproductive rights from a GEWE</p>	<p>care work division, gender norms for instance in the field of sexual and reproductive rights from a GEWE perspective at any point of the project? Why? Which impact did the project have on these issues if any?</p> <p><b>50.</b> Were the results on GEWE at the core of communication on the project, and was the communication strategy and products gender-responsive or gender-transformative?</p> <p><b>51.</b> Were there some activities (training, dissemination, conference, etc.), with only male speakers or trainers? Why? for instance manels avoided?</p> <p><b>52.</b> Is the final environment modified by the project more conducive to GEWE? Is the environment now more safe for women?</p>	
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	<p>perspective at any point of the project? Why? Which impact did the project have on these issues if any?</p> <p><b>79.</b> Is the selected intervention leading to higher-level effects or other changes, including scalable or replicable results in terms of GEWE?</p> <p><b>80.</b> Were there knowledge-products on GEWE produced, widely disseminated and effectively exploit to contribute to multiplier effect and/or scale-up?</p> <p><b>81.</b> Was the ToC in the realm of gender confirmed, and if not why?</p> <p><b>82.</b> Were the results on GEWE at the core of communication on the project, and was the communication strategy and products gender-responsive or gender-transformative? Was for instance man-nels avoided?</p> <p><b>83.</b> Is the final environment modified by the project more conducive to GEWE?</p> <p><b>Monitoring and Evaluation:</b></p> <p><b>84.</b> Was a final evaluation conducted highlighting some or part of the gender impact of the project?</p> <p><b>85.</b> Was the gender impact fairly and honestly -not exaggerating its impact- in ROAR, reports and websites and knowledge management products?</p>		
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## Gender Thematic Evaluation UNDP Indonesia - TOOL 3: Questionnaire FGD

### RELEVANCE

1. How have you been involved?
2. Are there any challenges or difficulties you face in participating? How do you overcome them?

### EFFECTIVENESS AND EFFICIENCY

1. In your opinion, what are the benefits of participating in the activities? Have you ever heard about gender issues before?  
After participating in the activities, do you feel you have a better understanding of gender issues?
2. Are there specific groups of women who benefit more? For instance, women from lower economic backgrounds?

### SUSTAINABILITY

1. Do you think women's participation is important? Why?
2. What suggestions can you provide to ensure the continued participation of both women and men?

### IMPACT

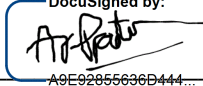
1. Are there specific impacts on particular groups of women, such as female-headed households or women from lower economic backgrounds?
2. In your opinion, are there any unintended negative impacts of this project?
3. Are there any information/communication materials (e.g., posters or brochures) that you think have left a positive impression or contributed to raising awareness about the importance of gender equality?

## ANNEX 7: GTE Report Clearance Form

**Gender Thematic Evaluation Report for (Project Title & ProjectID and/or UNDP PIMS ID) Reviewed and Cleared By:**

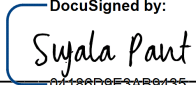
**Commissioning Unit (M&E Focal Point)**

**Name:** Ari Pratama (Management Performance Oversight Unit)

**Signature:**  **Date:** 31 December 2024

**Deputy Resident Representative**

**Name:** Sujala Pant

**Signature:**  **Date:** 31 December 2024