Terms of Reference (ToR)
(2 Posts)

BASIC CONTRACT INFORMATION
Locations: 1. DKI Jakarta, West Java, East Java (1 consultant)
          2. West Nusa Tenggara, Central Sulawesi, West Sulawesi (1 consultant)
Duty Station: Home based with possible travel to her/his areas of responsibility
Application Deadline: 21 September 2022
Type of Contract: Individual Contract
Post Level: Senior Specialist
Languages Required: English
Starting Date: 13 October 2022
Duration of Initial Contract: 13 October – 31 December 2022
Expected Duration of Assignment: 38 working days

1. INTRODUCTION

In accordance with UNDP policies and procedures, all full-sized UNDP-supported projects are required to undergo a Terminal Evaluation (TE) at the end of the project. These Terms of Reference (ToR) set out the expectations for the Senior Specialist Consultant for National Evaluator. The consultant will be part of the project terminal evaluators to conduct the evaluation of the full-sized project titled “00126825 - Response Toward COVID-19 Resilience (RESTORE”) implemented by UNDP Indonesia. The project was started on 13 October 2021 and is expected to be completed by 31st December 2022. The TE process must follow the guidance outlined in the document ‘UNDP Evaluation Guidelines’ (http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf).

2. PROJECT BACKGROUND AND CONTEXT

Indonesia continues to face deep and multi-sectoral impacts of COVID-19. As of July 2022, the country has confirmed over 6,13 million total cases and more than 150 thousand deaths, and the country is currently strengthening the measures to anticipate the 4th pandemic wave triggered by the new variants of BA.4 and BA.5. The country’s micro, small and medium-sized enterprises (MSMEs) have been disproportionately impacted and are struggling to survive. The economic shock is destroying jobs and livelihoods – with women, people with disabilities, youth, and those working in the informal economy most heavily affected. Furthermore, Indonesia has to manage the dual objectives of protecting its economy – in particular its vulnerable MSMEs – in order to safeguard jobs, livelihoods and macro-economic stability; and preventing the further spread of COVID-19.
UNDP Indonesia is implementing the Response towards COVID-19 Resilience (RESTORE) Project in partnership with the Government of Indonesia (GoI). The project’s main objective is to support the GoI in responding to its immediate needs, through improved health systems and its longer COVID-19 economic recovery through stimulus measures that are: a) Climate and environmentally sensitive, b) Gender-sensitive, and c) Inclusive, in line with the GoI’s RPJMN. The project contributes to the achievement of Outcome 3 of UNSDCF/CPD 2021 – 2025 where institutions, communities and people actively apply and implement low carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender-sensitive. The project’s outputs are also pertinent to UNDP Global Strategic Plan 2022 – 2025 Outcome 3 focusing on Resilience built to respond to systemic uncertainty and risk.

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

<table>
<thead>
<tr>
<th>RESTORE PROJECT DOCUMENT (OUTCOME &amp; OUTPUT)</th>
<th>UNDP Global Strategic Plan, 2022-2025</th>
<th>2021-2025 UNSDCF/ CPD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia is responding to its immediate needs, through improved health systems and its longer COVID-19 economic recovery through stimulus measures that are: a) Climate and environmentally sensitive, b) Gender sensitive, and c) Inclusive, in line with the Government’s RPJMN.</td>
<td>OUTCOME 3: Resilience built to respond to systemic uncertainty and risk.</td>
<td>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.</td>
</tr>
<tr>
<td>Output 1: Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence.</td>
<td>3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels.</td>
<td>Output 3.3. Strengthened preparedness of institutions and communities to climate change and disasters risks, including deployment of sustainable solutions.</td>
</tr>
<tr>
<td>Output 2: Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender sensitive, and inclusive.</td>
<td>3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels.</td>
<td>Output 3.3. Strengthened preparedness of institutions and communities to climate change and disasters risks, including deployment of sustainable solutions.</td>
</tr>
<tr>
<td>Output 3: Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.</td>
<td>4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods.</td>
<td>Output 2.1. Vulnerable groups supported to build productive capacities and to benefit from sustainable livelihoods.</td>
</tr>
</tbody>
</table>

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

1. Support to inclusive and multi-sectoral response at the sub-national level and maintaining social coherence. The output would be achieved through provision of health equipment, advocacy, policy dialogue and technical assistance in pursuing the following strategies:
1.1 Strengthening Health Systems.
Under the coordination of the Health Governance of Democratic Governance of Poverty Reduction Unit (DGPRU), the project supported the Ministry of Health (MoH) to effectively and timely respond to and manage the health impact of the pandemic. UNDP provided (four) 4 sets of Autoclaves and 31 units of High Flow Nasal Canula (HFNCs) benefiting six (6) hospitals across the country and 1 directorate of the MoH. Gender equality is mainstreamed in the project approach.

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

This output aims to generate comprehensive assessment of socio-economic impact of COVID-19 to the Indonesians, particularly the vulnerable groups. It provides recommendations for the inclusive, evidence-based and sustainable policy formulations of the COVID-19 response and recovery. The project commissioned various research centers to conduct eight studies and assessments to support Bappenas, Ministry of Social Affairs (MoSA), Ministry of Cooperative and Small Medium Enterprises (MoCSME), Fiscal Policy Agency (BKF) of MoF, Ministry of Village (MoV) and Ministry of Women Empowerment and Child Protection (MoWECP/KPPA). To better mobilize resources and leverage the expected results, the project also collaborated with other UN agencies, as well as external development partners, such as, UNICEF, IOM and PROSPERA-DFAT.

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

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

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

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

2.4 Empowering CSOs to support inclusive green recovery processes.

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

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

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

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

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

From October 2021 to February 2022, UNDP engaged PT. ASYX Indonesia as the implementing partner in the capacity building of MSMEs to participate in the green recovery and digital economy. 1,293 MSMEs registered to participate in the activity with the composition of 259 youth (20%), 32 people with disabilities (2.5%), and 729 women (56.38%) in three (3) metropolitan cities of Bandung, Jakarta and Surabaya.

3.3 Supporting business associations, CSOs and other nongovernment stakeholders to assist MSMEs to transition to an inclusive green economy.

The approach of the project is collaborating with relevant associations and institutions pertinent to MSMEs’ support. The 1,293 MSMEs who are beneficiaries of the program are automatically registered in APINDO UMKM Academy, which is under auspice of APINDO (Indonesia’s Businesses Association). Furthermore, selected best 25 who have submitted their final assignment of Pitch Deck were invited to pitch their businesses in a showcase event of Bisnis Lestari Program.
The RESTORE project is fully implemented since October 2021 and expected to be completed by 31 December 2022 (14 months). Acknowledging the multidimensionality of the COVID-19 impacts in the country, the project collaborates with partners of diverse sectors and at multiple levels. At the national level, the project supports Bappenas, Ministry of Administrative and Bureaucratic Reform (KemenpanRB), Ministry of Social Affairs (MoSA), Ministry of Health (MoH), BNPB, Ministry of Cooperative and Small Medium Enterprises (MoCSME), Fiscal Policy Agency (BKF) of MoF, Ministry of Village (MoV) and Ministry of Women Empowerment and Child Protection (MoWECP/KPPA). At the sub-national level, the project provided technical assistance to nine (9) provincial government of Riau, West Java, East Java, South Kalimantan, West Nusa Tenggara, West Sulawesi, Central Sulawesi, Gorontalo and Papua. Adhere to Leave No One Behind (LNOB) principle, the project streamlines the inclusion of vulnerable groups who are impacted severely by the pandemic into each activity of implementation. Among others, the project supports the resilient recovery of women, Persons with Disabilities (PwD), and youth.

3. EVALUATION DESCRIPTION, PURPOSES, OBJECTIVES

Description
In compliance with UNDP’s programming policies and procedures project quality assurance, the summative evaluation will aim at promoting accountability to beneficiaries and enhancing learning and documentation. The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The evaluation is expected to cover the time period 13 October 2021 to 31 December 2022; and included all activities planned and/or implemented under the project document at a national level, in 9 target provinces and...
in 3 metropolitan cities of Jabodetabek, Jakarta, Surabaya during this period within each programme component. Besides the assessment of the intended effects of the project, the evaluation also expected to identify unintended effects.

The findings from this evaluation will be used where necessary to improve on design, implementation and management of future projects and interventions. The evaluation will cover:

a) Project beneficiaries:
   - Output 1: 6 ministries, 1 agency and 9 provinces
   - Output 2: tbd
   - Output 3: 1,293

b) Geographical coverage: Riau, West Java, East Java, South Kalimantan, West Nusa Tenggara, West Sulawesi, Central Sulawesi, Gorontalo and Papua, and Jabodetabek.

c) Donor contributions: $ 2,663,193.00

**Purpose**

The Terminal Evaluation (TE) is expected to serve two main purposes, namely

a) To demonstrate accountability to stakeholders on performance in achieving development results under the Project Document (Prodoc). The evaluation will also assess the contributions of the project to the UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 and UNDP Country Programme Document 2021-2025;

b) To provide evidence of project accountability for implementing partners both government and non-governments, donors, and beneficiaries.

**Specific Objectives**

The specific objectives of the evaluation are:

a) To provide an independent assessment of the progress and performance of the project towards the expected outputs and outcomes set forth in the results framework of the project document;

b) To analyze factors that influenced the achievement of results and assess clear links among outcomes, outputs and activities;

c) To provide an analysis of how the project has positioned itself within the development community and national partners with a view to adding value to the country's development results;

d) To draw key lessons from current cooperation and provide a set of clear and forward-looking options leading to strategic and actionable recommendations;

e) To assess how the project was able to contribute to the development of a gender-responsive programming and assess the gender results achieved;

f) To draw up lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations on appropriate project strategies to improve future programming

g) To identify challenges in implementation and management, and determine effectiveness of actions taken; and

h) To assess the relevance and effectiveness of the project’s partnership strategies and identify innovative strategies, methodologies and approaches.
4. EVALUATION APPROACH, METHODOLOGY AND LIMITATION

Evaluation Approach
The Evaluation will utilize a mixed method approach, using qualitative and quantitative methods as necessary. The theory of change used to design the project will be reviewed and revised as necessary, based on stakeholder consultations to provide the basis for this evaluation. The evaluation will pay special attention to ensure equity, gender, social inclusion and human rights-based approaches are embedded into the data collection and analysis. It will be also guided by the United Nations Evaluation Group (UNEG) ethical guidelines for evaluation, as well as UNEG Norms and Standards.¹

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

Sampling Strategy
The evaluators will identify suitable sampling strategies to select, interventions to scrutinize, field visits as well as stakeholders to interview. Sampled sites and stakeholders should reflect the full range of interventions under the project in terms of themes and contexts (development programming and humanitarian response) across priority geographic areas of work as well as target groups. Gender equality and social inclusion shall be proportionally reflected in the sampling design.

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

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

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

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

¹ http://www.unevaluation.org/document/detail/102
The following table depicts the detail list of the TE audience:

Table 2: List of TE audience

<table>
<thead>
<tr>
<th>No</th>
<th>Stakeholders</th>
<th>Capacity</th>
<th>Interest</th>
</tr>
</thead>
</table>
| 1. | RESTORE Project Team                | RESTORE Project Team is responsible to coordinate the conduct of the evaluation, for instance, securing permits from the local government, ensuring community and related stakeholders’ participation in the evaluation process, provide beneficiaries list and relevant project documents. The project team will be interviewed to evaluate the effectiveness of operational management to accomplish the project’s outputs. | a. The evaluation results will be used as the program's accountability for the community, partners, and donor.  
b. The evaluation results can reference how the project met the expected outcomes and lessons learned for further better implementation.  
c. The evaluation results can be used for improvement of internal coordination of project implementation between and within relevant units and departments in UNDP CO.  
d. The evaluation results can be used also as advocacy tools for the Government and related stakeholders.  
e. The evaluation results can be used to propose follow-up or continuation programs from donors. |
| 2. | QARE Unit and RR Unit               | QARE Unit has the responsibility for managing the TE with the Commissioning Unit. The team will also provide technical assistance in developing evaluation methodology, provide review or feedback on evaluation tools, ensure the quality of data analysis and reporting, and to disseminate the evaluation result to the related stakeholders. | The evaluation report, which captures the project impact, can be utilized for UNDP’s program quality and accountability. Also, the recommendations can be developed for a future program or become a lesson learned to be considered in other ongoing/existing projects/programs. |
| 3. | Other relevant units in UNDP CO, namely, Health, LAPOR and SDG – DGPRU; Innovative Financing Lab; Circular Economy – Environment Unit | Those units have either been “extended hands” of RESTORE Project’s delivery partners or co-implementing partners in achieving UNDP CPD. | The result of this evaluation can be used to improve the operating model strategy in which how to develop more efficient and effective collaboration within the internal units of UNDP CO. |

   This group of audience will provide substantial and beneficial inputs to the evaluation implementation.

   a. The result of evaluation could be utilized for better aligning future projects to the priorities and prevailing mechanism within the government.
   
   b. The evaluation report will also be distributed to the Government and related partners as accountability.

5. **CSOs**

   CSOs will be a part of evaluation participants and provide feedback on built collaborations.

   The evaluation result will be useful for CSOs to improve their quality and accountability in delivering further program. At the same time, it will also provide UNDP with lessons learned for more efficient, effective and impactful future collaboration with CSOs.

6. **Communities and beneficiaries**

   Communities and beneficiaries will participate as respondents in the survey, census, FGD and KII. They will participate in evaluation dissemination workshop.

   a. The evaluation results will help the communities and partners to see the project impacts they have experienced.
   
   b. The dissemination workshop will be a way to validate findings and recommendations with the communities and partners.

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

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

- Given the complex nature of the programming and time constraints for the data collection by the evaluators, selection of stakeholders will be undertaken, and the results will be based on interpreting the responses obtained from the selection concerned. The evaluators will need to ensure sufficient level of representation of the diversity of stakeholders and implementation areas concerned;
- Unavailability of key government officials and other stakeholders during data collection; and
- The evaluators will assess the limitations and conclude with a clear description of mitigating measures such as triangulation and validation in the design report.

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5. **EVALUATION SCOPE**

The objective of the Terminal Evaluation is to assess project performance against expectations set out in the project’s Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the
criteria outlined in the Guidance for TEs of UNDP-supported Projects (Link: http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf). The Findings section of the TE report will cover the topics listed below. A full outline of the TE report’s content is provided in ToR Annex C.

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

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

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance, Effectiveness, Efficiency and overall project outcome
- Sustainability: financial, socio-political, institutional framework and governance, environmental, overall likelihood of sustainability
- Country ownership
- Gender equality and women’s empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, digitalisation, human rights, capacity development, South-South cooperation, knowledge management, etc., as relevant)
- Catalytic Role / Replication Effect
- Progress to impact

**Main Findings, Conclusions, Recommendations and Lessons Learned**

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

It is important for the main findings, conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

<table>
<thead>
<tr>
<th>Monitoring &amp; Evaluation (M&amp;E)</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>M&amp;E design at entry</td>
<td></td>
</tr>
<tr>
<td>M&amp;E Plan Implementation</td>
<td></td>
</tr>
<tr>
<td>Overall Quality of M&amp;E</td>
<td></td>
</tr>
<tr>
<td>Implementation &amp; Execution</td>
<td>Rating</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Quality of UNDP Implementation/Oversight</td>
<td></td>
</tr>
<tr>
<td>Quality of Implementing Partner Execution</td>
<td></td>
</tr>
<tr>
<td>Overall quality of Implementation/Execution</td>
<td></td>
</tr>
<tr>
<td>Assessment of Outcomes</td>
<td>Rating</td>
</tr>
<tr>
<td>Relevance</td>
<td></td>
</tr>
<tr>
<td>Effectiveness</td>
<td></td>
</tr>
<tr>
<td>Efficiency</td>
<td></td>
</tr>
<tr>
<td>Overall Project Outcome Rating</td>
<td></td>
</tr>
<tr>
<td>Sustainability</td>
<td>Rating</td>
</tr>
<tr>
<td>Financial resources</td>
<td></td>
</tr>
<tr>
<td>Socio-political/economic</td>
<td></td>
</tr>
<tr>
<td>Institutional framework and governance</td>
<td></td>
</tr>
<tr>
<td>Environmental</td>
<td></td>
</tr>
<tr>
<td>Overall Likelihood of Sustainability</td>
<td></td>
</tr>
</tbody>
</table>

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

6. EVALUATION PROCESS AND TIMELINE

Process

a) Design Phase (output: Inception Report)
   This phase will include:
   - Desk review by the evaluators of all relevant documents available for the period under assessment.
   - Develop a stakeholder map – The evaluators will prepare a map of stakeholders relevant to the evaluation and the strength of the relationship to the project. The mapping exercise will include state, civil-society stakeholders and other development actors including sister UN agencies and bilateral donors;
   - Reconstruct the programme Theory of Change (TOC) – revisit the existing TOC that links planned activities to the intended results of the project;
   - 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 strategy 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;
   - Division of labor among evaluator consultants, and
   - Clearance of the design report by UNDP CO Approval of the design report.
b) Field phase – (output: debriefing presentation on the preliminary results of the evaluation and testing conclusions)

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

c) Reporting phase – (Output: first draft of final report)

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

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

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

Timeframe

The total duration of the TE will be approximately 38 working days over a time period of 2.5 months starting on 13 October 2022 to 31 December 2022. The tentative TE timeframe is as follows:

Table 4: Tentative TE timeframe

<table>
<thead>
<tr>
<th>Activity</th>
<th># of days</th>
<th>Date of completion</th>
<th>Place</th>
<th>Responsible party</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase one: Desk review and inception report</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting briefing with UNDP (programme managers and project staff as needed)</td>
<td></td>
<td>At the time of contract signing</td>
<td>UNDP or remote</td>
<td>TE Team Leader and UNDP team</td>
</tr>
<tr>
<td>Sharing of the relevant documentation with the evaluators</td>
<td></td>
<td>At the time of contract signing 13 October 2022</td>
<td>Via email</td>
<td>TE Team Leader and UNDP team</td>
</tr>
<tr>
<td>Desk review, evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed</td>
<td>4 days</td>
<td>13 – 22 Oct 2022</td>
<td>Home based</td>
<td>TE Team Leader</td>
</tr>
<tr>
<td>Submission of the inception report (15 pages maximum)</td>
<td></td>
<td>Within ten days of contract signing 22 October 2022</td>
<td></td>
<td>TE Team leader</td>
</tr>
<tr>
<td>Presentation of the inception report</td>
<td></td>
<td>24 October 2022</td>
<td>UNDP/Online</td>
<td>TE Team Leader and UNDP team</td>
</tr>
<tr>
<td>Comments and approval of inception report</td>
<td></td>
<td>Within one week of submission of the report</td>
<td>UNDP</td>
<td>TE team leader and UNDP Team</td>
</tr>
<tr>
<td>Phase Two: Data-collection mission</td>
<td>31 October 2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultations and field visits, in-depth interviews, and focus group discussions</td>
<td>21 days</td>
<td>No later than 2 weeks after the inception report submission 01 - 26 November 2022</td>
<td>DKI Jakarta, West Java, East Java, West Nusa Tenggara, West Sulawesi, Central Sulawesi</td>
<td>Evaluator and UNDP team</td>
</tr>
<tr>
<td>Presentation of initial findings</td>
<td>1 day</td>
<td>6 December 2022</td>
<td>UNDP/online</td>
<td>TE Team Leader</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase Three: Evaluation report writing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (4-5 pages)</td>
<td>9 days</td>
</tr>
<tr>
<td>Submission of full report draft with annexes</td>
<td>20 December 2022</td>
</tr>
<tr>
<td>Presentation of the initial findings</td>
<td></td>
</tr>
<tr>
<td>Consolidated UNDP and stakeholder comments to the draft report</td>
<td>3 days</td>
</tr>
<tr>
<td>Debriefing with UNDP</td>
<td>28 December 2022</td>
</tr>
<tr>
<td>Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)</td>
<td>30 December 2022</td>
</tr>
</tbody>
</table>
7. EXPECTED OUTPUTS AND DELIVERABLES

Table 5: expected outputs and Deliverables

<table>
<thead>
<tr>
<th>No</th>
<th>Deliverables/Outputs</th>
<th>Estimated number of working days and completion date</th>
<th>Review and Approvals required (indicate designation of person who will review output and confirm acceptance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>TE Inception Report: Terminal evaluators clarify objectives and methods of the TE no later than 2 weeks before the TE mission. Evaluators under the coordination of TE Team Leader submit the Inception Report to the Commissioning Unit and project management.</td>
<td>4 days 22 October 2022</td>
<td>Head of Quality Assurance and Results Unit (QARE) UNDP and Head of Resilience and Reconstruction Unit UNDP</td>
</tr>
<tr>
<td>02</td>
<td>TE mission: stakeholder meetings, interviews, field visits to DKI Jakarta, West Java, West Nusa Tenggara, West Sulawesi, Central Sulawesi, East Java (field visit conducted by National Consultants)</td>
<td>21 days 26 November 2022</td>
<td></td>
</tr>
<tr>
<td>03</td>
<td>Presentation: Evaluators present initial findings to project management and the Commissioning Unit at the end of the TE mission.</td>
<td>1 day 6 December 2022</td>
<td></td>
</tr>
<tr>
<td>04</td>
<td>Draft TE Report: Evaluators submit full draft report with annexes within 3 weeks of the end of the TE mission.</td>
<td>9 days 20 December 2022</td>
<td></td>
</tr>
<tr>
<td>05</td>
<td>Final TE Report and Audit Trail: Evaluators submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft.</td>
<td>3 days 30 December 2022</td>
<td></td>
</tr>
</tbody>
</table>

UNDP expects an integrated and consolidated deliverables from the terminal evaluators. Under the leadership of Team Leader, each assigned evaluator will have to deliver his/her outputs with respect to his/her role and responsibility to deliver the outputs/deliverables as detailed on the table 5.

The final TE report must be in English. All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines. All deliverables will be in English.
8. INSTITUTIONAL ARRANGEMENTS/REPORTING LINES

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project’s TE is the UNDP Country Office, represented by the Head of Quality Assurance and Results Unit (QARE) and Head of Resilience and Reconstruction Unit UNDP.

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 Project Team will be responsible for liaising with the evaluators to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. DUTY STATION

Travel:
- If the Covid-19 situation allows, travel will be required to project locations in respect to her/his respective areas for 4 – 5 days mission including travel time for each province.
- The selected samplings are the provinces of DKI Jakarta, West Java, East Java, West Nusa Tenggara, Central Sulawesi and West Sulawesi. The field mission assignment among the national evaluators including the GESI evaluator will be arranged in view of achieving the TE evaluation objective. The arrangement will be coordinated by the TE Team leader and reflected in the Inception Report to get approval from UNDP.
- The BSAFE course must be successfully completed prior to commencement of travel. Here is the link to access this training: https://training.dss.un.org/course/category/6;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: https://dss.un.org/dssweb/.
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

10. COMPOSITION OF EVALUATORS

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

- A team leader (international consultant) with overall responsibility for the evaluation process including the production of the final report. S/he will lead and coordinate the work of the evaluators and will also be responsible for the quality assurance of all evaluation deliverables. She/he will be responsible for putting together the design/ inception report, the draft final and the final evaluation reports based on inputs from the national evaluators.
- Two national evaluator specialists will provide expertise in the following areas; DKI Jakarta, West Java, East Java, West Nusa Tenggara, West Sulawesi and Central Sulawesi. Each evaluator will take part in the data collection and analysis work during the design and field phases. Each evaluator will be responsible for drafting key parts of the design report and of the draft final and final evaluation reports, including
(but not limited to) sections relating to her/his area of expertise under coordination and guidance of team leader.

- One national GESI Evaluator will be responsible for ensuring the integration of Gender equality and social inclusion throughout the whole process of the evaluation. The selected consultant will work to ensure that GESI is incorporated in the TE design, data collection and validation process, analysis and report. S/he will be responsible for drafting the GESI analysis and report to be incorporated in the TE final report under the guidance of the team leader and the Country Office’s gender officer. In addition, the consultant shall collect and formulate gender stories from the field to capture and present the dynamic of gender situation/context affected by the project implementation.

11. QUALIFICATION OF NATIONAL EVALUATOR

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

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

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

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

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

**Language**
Fluency in written English.

The national evaluators for will be responsible for:
- Developing TE design, work plan and strategies in her/his respective areas
- Covering the evaluation design of one of output components of the project
- Developing draft of her/his respective output part and covering the design of her/his geographical assignment of the inception report including evaluation matrix;
- Collecting information, conducting desk reviews of relevant documents and interviews with key stakeholders in her/his respective areas;
  Note: while the selected consultant is responsible for ensuring the conduct of the data collection in her/his respective areas, it is possible to share field works with the GESI evaluator if it is considered more feasible.
  The field visit arrangement shall be designed to achieve the TE overall output efficiently and effectively. It shall be coordinated with Team Leader and other national evaluators and clearly reflected in the inception report to get approval from UNDP.
- Draft the her/his covered Output part and provide inputs on her/his assigned output and result-related related parts of her/his respective area of assignments of the 1st and 2nd drafts and the final evaluation report that meets all of UNDP’s evaluation quality standards under close coordination of team leader; and
- Close coordination with team leader and other national evaluators to ensure the quality and timely expected deliverable.

12. EVALUATION ETHICS

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

13. PAYMENT MODALITY

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

Criteria for issuing the final payment of 40%
- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

PAYMENT METHOD
Consultant shall quote an all-inclusive fixed total contract price in IDR for National Consultant, supported by a breakdown of costs, as per template provided for the entire assignment. The term “all-inclusive” implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the proposed fee submitted in the proposal. The contract price will be a
fixed output-based price regardless of the extension of the herein specified duration. Payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract).

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

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

14. APPLICATION PROCESS

Financial Proposal:
- Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all costs (professional fees, travel costs, living allowances etc.);
- All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.
- The lump sum is fixed regardless of changes in the cost components.

Recommended Presentation of Proposal:
  a) Letter of Confirmation of Interest and Availability using the template provided by UNDP;
  b) CV and a Personal History Form (P11 form);
  c) Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
  d) Financial Proposal that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP 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.

All application materials should be submitted by email at the following address ONLY: bids.id@undp.org by 21 September 2022 at 23:59 Jakarta time. Incomplete applications will be excluded from further consideration.

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

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2 Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP https://popp.undp.org/SitePages/POPPRoot.aspx
4 http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc
When using the weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of set of weighted combine technical evaluation of desk review and interview (70%), and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Maximum Point</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical Criteria</strong></td>
<td>70%</td>
<td>100</td>
</tr>
<tr>
<td>1. At least Bachelor’s degree in a field related to Monitoring and Evaluation, Environmental Science, Disaster Risk Management (DRM), Economic Science, Social Science, Public Policies, Sustainable Development or other closely related field from an accredited college or university</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>2. Experience in relevant technical areas for at least 6 years.</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>3. Relevant experience with result-based management evaluation methodologies;</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>4. Experience applying SMART indicators and reconstructing or validating baseline scenarios;</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>5. Competence in Resilience Analysis, as applied to DRM, Covid-19 pandemic, climate change mitigation and/or promotion of sustainable development.</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>6. Experience working with DRM, Green Economy, MSMEs Development related projects in Indonesia or Southeast Asia will be considered as an asset.</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>7. Demonstrated understanding of issues related to gender and social inclusion on sustainable development programmes or other related fields will be considered as an asset.</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>8. Experience in conducting interviews, stakeholders' consultation.</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>9. Demonstrable analytical skills.</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>10. Project evaluation/review experience within the United Nations system will be considered an asset.</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td><strong>Criteria B: Brief Description of Approach to Assignment</strong></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Understands the task and applies a methodology appropriate for the task?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Important aspects of the task addressed clearly and in sufficient detail?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is planning logical, realistic for efficient project implementation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial Criteria</strong></td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>
### ToR annex A: project logical/results framework

**Intended Outcome as stated in the UNPDF/Country [or Global/Regional] Programme Results and Resource Framework:**
- UNSDCF/CPD 2021-2025 Outcome

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**
- Indicator 2.2. (Goal 8.10.1(b)) Proportion of MSMEs that have access to financial services; Baseline: 24.7% (2019); Target: 30.8 (2025)
- Indicator 3.1. Number of high disaster risk provinces; Baseline: 18 (2019); Target: 15 (2025)
- PLEASE SELECT CPD 2021-2025 Relevant Outcome Indicator, Baseline, Target

**Applicable Output(s) from the UNDP Strategic Plan:**
- Project Output 1 attribute to CPD Output 3.4. Conservation and resilience strategies with local priorities (income and food security) contribute to global environment benefits (SP Output 2.4.1)
- Project Output 2 attribute to CPD Output 3.3. Strengthened preparedness of institutions and communities to climate change and disasters risks, including deployment of sustainable solutions (SP Output 3.3.1)
- Project Output 3 attribute to CPD Output 3.4. Conservation and resilience strategies with local priorities (income and food security) contribute to global environment benefits (SP Output 2.4.1)

**Project title and Atlas Project Number: 00126825-Response Toward Resilience**

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>OUTPUT INDICATORS</th>
<th>DATA SOURCE</th>
<th>BASELINE</th>
<th>TARGET</th>
<th>DATA COLLECTION METHODS &amp; RISKS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1:</strong> Support to inclusive and multi-sectoral response at sub-national level and maintaining social coherence.</td>
<td>1. Cumulative number of medical and medical waste equipment procured and distributed to the targeted facilities including provision of supporting facilities.</td>
<td>Asset handover record</td>
<td>39 (31 HFNC; 4 sets for autoclaves; and 4 civil works)</td>
<td>2021 (Purchased/Delivered)</td>
<td>39 (To be handed-over/BAST)</td>
</tr>
<tr>
<td></td>
<td>2. Cumulative number of socio-economic impact assessment produced and measures to address impacts are delivered, including specific measures on gender, social cohesion, and PwDs. Prototype of movable integrated hospital-based service center for GBV victims.</td>
<td>Report publication, Asset handover record</td>
<td>8 (conducted)</td>
<td>2021</td>
<td>8 (To be handed over/BA ST)</td>
</tr>
</tbody>
</table>

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Page 21 of 29
### Output 2:
**Government of Indonesia is adopting fiscal policy approaches for the COVID-19 economic recovery stimulus that are Climate and environmentally sensitive, Gender sensitive, and inclusive.**

<table>
<thead>
<tr>
<th>Output</th>
<th>Description</th>
<th>Ministry</th>
<th>Target Year</th>
<th>Handover</th>
<th>Review Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Cumulative number of green and inclusive recovery measures identified to be applied in short and medium term in the national strategies.</td>
<td>MoF</td>
<td>2021</td>
<td>4</td>
<td>Desk and document review</td>
</tr>
<tr>
<td>2.</td>
<td>Extent to which meso level recovery priorities of the cumulative 4 targeted Provinces are incorporated in national policy directives for economic recovery.</td>
<td>MoF</td>
<td>2021</td>
<td>4</td>
<td>Desk and document review</td>
</tr>
<tr>
<td>3.</td>
<td>Cumulative number of gender-sensitive green recovery, including circular economy, initiatives prioritised in the recovery plans of 4 targeted province.</td>
<td>Subnational government</td>
<td>2021</td>
<td>6</td>
<td>Desk and document review</td>
</tr>
<tr>
<td>4.</td>
<td>Cumulative number of green recovery stimulus package distributed to MSMEs (at least received by 50% of women led MSMEs).</td>
<td>Subnational government</td>
<td>2021</td>
<td>4 (50%)</td>
<td>Desk and document review</td>
</tr>
<tr>
<td>5.</td>
<td>Cumulative number of CSOs have increased capacity on inclusive green recovery programme (and number of CSO-Government partnership to support COVID-19 green recovery).</td>
<td>Training record</td>
<td>2021</td>
<td>10</td>
<td>Desk and document review</td>
</tr>
</tbody>
</table>
**Output 3.**

Indonesian MSMEs are mainstreaming COVID-19 prevention into their business strategies while benefiting from Government COVID-19 economic recovery stimulus measures.

<table>
<thead>
<tr>
<th>1. Cumulative number of MSMEs supported with OHS for COVID-19 safe practices. Disaggregated by women, PwDs, and youth - led MSMEs.</th>
<th>Training record and distribution list</th>
<th>0</th>
<th>2021</th>
<th>1200</th>
<th>Desk and document review</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Cumulative number of business improvement initiative on green recovery/digital economy/CE for ultra-micro and/or micro enterprises in four targeted sectors are developed.</td>
<td>Activity report</td>
<td>0</td>
<td>2021</td>
<td>4</td>
<td>Desk and document review</td>
</tr>
<tr>
<td>3. Percentage of the supported MSMEs participating in the Project adopt green economy recovery measures/CE and digital economy.</td>
<td>Training record, Activity report</td>
<td>0</td>
<td>2021</td>
<td>75%</td>
<td>Desk and document review</td>
</tr>
<tr>
<td>4. Cumulative number of priority sectors with Business Continuity Plan developed (cumulative number of partnership framework with businesses supporting MSMEs established).</td>
<td>Activity report</td>
<td>0</td>
<td>2021</td>
<td>4</td>
<td>Desk and document review</td>
</tr>
</tbody>
</table>
ToR annex B: project information package to be reviewed by evaluators

<table>
<thead>
<tr>
<th>#</th>
<th>Item (electronic versions preferred if available)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UNDP Initiation Plan</td>
</tr>
<tr>
<td>2</td>
<td>Final UNDP Project Document with all annexes</td>
</tr>
<tr>
<td>3</td>
<td>UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)</td>
</tr>
<tr>
<td>4</td>
<td>Mid-Term Review report and management response to MTR recommendations</td>
</tr>
<tr>
<td>5</td>
<td>All Project Assurance Reports (PARs) or donors report</td>
</tr>
<tr>
<td>6</td>
<td>Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)</td>
</tr>
<tr>
<td>7</td>
<td>Oversight mission reports</td>
</tr>
<tr>
<td>8</td>
<td>Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)</td>
</tr>
<tr>
<td>9</td>
<td>Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions</td>
</tr>
<tr>
<td>10</td>
<td>Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures</td>
</tr>
<tr>
<td>11</td>
<td>Audit reports</td>
</tr>
<tr>
<td>12</td>
<td>Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)</td>
</tr>
<tr>
<td>13</td>
<td>Sample of project communications materials</td>
</tr>
<tr>
<td>14</td>
<td>Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants</td>
</tr>
<tr>
<td>15</td>
<td>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</td>
</tr>
<tr>
<td>16</td>
<td>List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)</td>
</tr>
<tr>
<td>17</td>
<td>UNDP Country Programme Document (CPD) and United Nations Sustainable Development Cooperation Framework, 2021-2025</td>
</tr>
<tr>
<td>18</td>
<td>List/map of project sites, highlighting suggested visits</td>
</tr>
<tr>
<td>19</td>
<td>List and contact details for project staff, key project stakeholders, including Project Board members, Project Team members, and other partners to be consulted</td>
</tr>
<tr>
<td>20</td>
<td>Project deliverables that provide documentary evidence of achievement towards project outcomes</td>
</tr>
</tbody>
</table>

*Additional documents, as required*
ToR annex C: content of the TE report

i. Title page
   • Title of UNDP project
   • TE timeframe and date of final TE report
   • Region and countries included in the project
   • Executing Agency, Implementing partner and other project partners
   • Evaluator Team

ii. Acknowledgements

iii. Table of Contents

iv. Acronyms and Abbreviations

1. Executive Summary (3-4 pages)
   • Project Information Table
   • Project Description (brief)
   • Evaluation Ratings Table
   • Concise summary of findings, conclusions and lessons learned
   • Recommendations summary table

2. Introduction (2-3 pages)
   • Purpose and objective of the TE
   • Scope
   • Methodology
   • Data Collection & Analysis
   • Ethics
   • Limitations to the evaluation
   • Structure of the TE report

3. Project Description (3-5 pages)
   • Project start and duration, including milestones
   • Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
   • Problems that the project sought to address, threats and barriers targeted
   • Immediate and development objectives of the project
   • Expected results
   • Main stakeholders: summary list
   • Theory of Change

4. Findings
   4.1 Project Design/Formulation
   • Analysis of Results Framework: project logic and strategy, indicators
   • Assumptions and Risks
   • Lessons from other relevant projects (e.g. same focal area) incorporated into project design
   • Planned stakeholder participation
   • Linkages between project and other interventions within the sector
4.2 Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E
- UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution, coordination, and operational issues
- Risk Management, including Social and Environmental Standards (Safeguards)

4.3 Project Results and Impacts
- Progress towards objective and expected outcomes
- Relevance
- Effectiveness
- Efficiency
- Overall Outcome
- Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood
- Country ownership
- Gender equality and women’s empowerment
- Cross-cutting Issues
- Catalytic/Replication Effect
- Progress to Impact

5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

6. Annexes
- TE ToR (excluding ToR annexes)
- TE Mission itinerary, including summary of field visits
- List of persons interviewed
- List of documents reviewed
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- Annexed in a separate file: TE Audit Trail
TOR annex D: evaluation criteria matrix template

<table>
<thead>
<tr>
<th>Evaluative Criteria Questions</th>
<th>Indicators</th>
<th>Sources</th>
<th>Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relevance:</strong> How does the project relate to the main objectives of the UNDP Focal area, and to the environment and development priorities at the local, regional and national level?</td>
<td>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</td>
<td>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</td>
<td>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</td>
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**Effectiveness:** To what extent have the expected outcomes and objectives of the project been achieved?

**Efficiency:** Was the project implemented efficiently, in line with international and national norms and standards?

**Sustainability:** To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?

**Gender equality and women’s empowerment:** How did the project contribute to gender equality and women’s empowerment?

**Impact:** Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?

(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)
ToR annex E: UNEG code of conduct for evaluators

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

**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**

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

Name of Evaluator: ______________________________________________________________

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 _______________________ (Place) on ____________________ (Date)

Signature: _____________________________________________________________________
ToR annex F: TE audit trail

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

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

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

<table>
<thead>
<tr>
<th>Institution/ Organization</th>
<th>#</th>
<th>Para No./ comment location</th>
<th>Comment/Feedback on the draft TE report</th>
<th>TE team response and actions taken</th>
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