



# ILO EVALUATION

- **Evaluation Title:** Unemployment Protection in Indonesia - Quality Assistance for Workers Affected by Labour Adjustments (UNIQLO)
- **ILO TC/SYMBOL:** IDN/19/02/FRU
- **Type of Evaluation :** Independent Final Project Evaluation
- **Country(ies) :** Indonesia
- **Date of the evaluation:** August 2021
- **Name of consultant(s):** Mel Cousins, International evaluator and team leader & Maria Epik Pranasari, National evaluator and team member
- **ILO Administrative Office:** ILO Country Office for Indonesia and Timor-Leste
- **ILO Technical Backstopping Office:** ILO Decent Work Technical Support Team for East and South East Asia and the Pacific
- **Other agencies involved in joint evaluation:** None
- **Date project ends:** July 2021 (the project received no cost extension up to July 2022 during the evaluation )
- **Donor: country and budget:** Fast Retailing (UNIQLO), US\$1,851,480.20
- **Evaluation Manager:** Dilki Palliyeguruge, M&E Officer, ILO Country Office for Sri Lanka and the Maldives
- **Key Words:** Social protection; Employment Insurance; Unemployment insurance; South-east Asia

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

## Contents

List of acronyms .....	4
Executive Summary .....	5
Project background .....	5
Evaluation background & methodology .....	5
Evaluation findings .....	6
Relevance and strategic fit of the project .....	6
Validity of design .....	6
Coherence .....	6
Project effectiveness .....	6
Efficiency of resource use .....	7
Impact.....	7
Sustainability .....	7
Cross-cutting issues .....	8
Lessons learned .....	8
Emerging good practices .....	8
Recommendations .....	9
1. Project background .....	10
Introduction .....	10
Objectives.....	10
Key collaborators.....	10
Management set-up.....	11
Response to COVID .....	11
Terminology .....	12
2. Evaluation Background & Methodology .....	13
Background .....	13
Evaluation Criteria and Questions.....	14
Methodology .....	17
Evaluation limitations and biases.....	18
3. Project implementation .....	19
Outcome 1.....	19
Outcome 2.....	22
Outcome 3.....	25
Project management.....	26
4. Main evaluation findings.....	27
Relevance and strategic fit of the project .....	27

Validity of design .....	27
Coherence .....	28
Project effectiveness .....	31
Efficiency of resource use .....	33
Impact .....	34
Sustainability .....	35
Cross-cutting issues .....	35
5. Lessons learned & good practices .....	37
Lessons learned .....	37
Emerging good practices .....	37
6. Conclusions & recommendations .....	38
Conclusions .....	38
Recommendations .....	38
Appendices .....	40
Appendix 1. Activities and outcomes assessed against original plan .....	40
Appendix 2. Outputs .....	42
Appendix 3. Lessons learned .....	50
Appendix 4. Emerging good practice .....	51
Appendix 5. Terms of Reference .....	52
Appendix 6. Inception Report .....	69
Appendix 7. List of persons interviewed .....	80
Appendix 8. Data collection .....	82
Appendix 9. Documents consulted .....	84
Project documents .....	84
National documents .....	84
ILO/UN documents .....	84
Documents from other development partners .....	84

## List of acronyms

ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
BKK	Bangkok
BBPLK	Balai Besar Penempatan Latihan Tenaga Kerja [Vocational Training Centre]
BMZ	German Federal Ministry for Economic Cooperation and Development
BPJS	Badan Penyelenggara Jaminan Sosial [Social Security Agency]
CO	Country office
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EI	Employment insurance
ESSA	Extending Social Security Coverage in ASEAN (ILO project)
GDP	Gross Domestic Product
ILO	International Labor Organization
JKP	Unemployment Insurance
MoM	Ministry of Manpower
PES	Public Employment Service
ToC	Theory of Change
UI	Unemployment insurance
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Strategic Development Cooperation Framework

## Executive Summary

### Project background

The ILO/UNIQLO *Unemployment Protection in Indonesia - Quality Assistance for Workers Affected by Labour Adjustments* project is a public-private partnership that aims to strengthen support mechanisms for unemployed workers in Indonesia by designing an effective employment insurance (EI) system, expanding re-skilling training and improving public employment services. The project was funded by Fast Retailing (UNIQLO) and implemented by ILO. It was initially implemented from August 2019 to July 2021. However, during the course of this final evaluation a no cost extension was agreed between ILO and UNIQLO and the project will now continue until July 2022.

The overall objective of the project is

To strengthen support mechanisms for the unemployed by designing EI, expanding re-skilling training and improving PES.

The project has three outcomes:

1. National capacity and knowledge improved towards the establishment of EI system
2. Re-skilling training and employment placement services are strengthened to assist workers
3. National discussion on protection against unemployment is enriched by knowledge-sharing

### Evaluation background & methodology

The purpose of the evaluation is to assure the accountability and learning to the ILO constituents and key stakeholders. The evaluation does this by assessing the achievement of the project against its plan and identifying challenges and any external factors that may have affected the project and its implementation.

The evaluation adopts the ILO's Evaluation Guidelines as the basic evaluation framework and addresses the following criteria adopted by OECD: relevance, validity, coherence, efficiency, effectiveness, impact and sustainability in addition to cross-cutting issues. It was carried out in accordance with ILO standard policies and procedures, and complied with evaluation norms and followed ethical safeguards.

The evaluation methodology included:

- Desk review and analysis of documents related to the project.
- Desk review of other relevant documents such as the DWCP, UNSDCF for Indonesia, national documents on employment and social protection, etc.
- Online semi-structured interviews (Zoom) with key informants including project team and national counterparts
- Consultation with key ILO Specialists

- Online Stakeholder validation workshop/presentation on preliminary findings of the evaluation

Given the rise in COVID in Indonesia during the evaluation and the restrictions imposed by the Government, the evaluation was carried out entirely online using Zoom.

The primary clients of this final evaluation include the Government of Indonesia specifically via the key stakeholders (MoM, BPJS, Bappenas, etc.); workers and employers' organizations; the ILO country Office and the project team; and the donor Fast Retailing Co. Ltd. (UNIQLO). The secondary clients are ILO HQ, EMPLOYMENT, SOCPRO departments and ILO DWT- Bangkok.

In relation to scope, the evaluation examines the period of project implementation since project inception in 2019 until 31 July 2021 in Indonesia and, insofar as relevant, other countries covered in the project's work.

## Evaluation findings

### Relevance and strategic fit of the project

In terms of relevance, given the national decision to adopt a UI scheme the project was very timely and was fully in line with the needs and expectations of the national stakeholders, ILO and the donor.

### Validity of design

In general, the intervention strategies, outcomes and assumption were appropriate for achieving the planned results and the stated purpose within the given timeframe, the resources available and the social, economic and political environment. The project combined three outcomes: one related to UI itself, a second relating to training and PES and a third concerning knowledge sharing. When implemented the UI legislation also combines both cash and access to employment and, therefore, the approach adopted by the project reflected the needs of the stakeholders.

### Coherence

The project's the intervention logic was logical and coherent. The project did not have a specific Theory of Change (ToC) so, in the course of the evaluation, a ToC was developed. Again, this appears logical and coherent and the project implementation proceeded in line with the ToC. The project was also coherent with other work been carried out by the ILO country office such as the ILO/Japan Project Industry Skills for Inclusive Growth (InSIGHT Phase 2).

### Project effectiveness

Overall, the project has been very effective and has achieved its overall objective, i.e. to strengthen support mechanisms for the unemployed by designing unemployment insurance. It has made significant progress towards achieving its planned outcomes. Outcome 1 has been achieved in full based on an assessment against the original work plan and indicators. In relation to output 1.1 (comprehensive knowledge base), a range of

documents have been developed to build this knowledge base. Stakeholders stated that their capacity and knowledge had been significantly increased. In relation to output 1.2 (tripartite dialogue is facilitated), the project did facilitate such dialogue although there was perhaps less direct dialogue due mainly to COVID issues than there would have been in a non-COVID environment. Finally, the project clearly assessed EI system design options in terms of legal, institutional and financial sustainability (output 1.3).

Output 2.1 (re-skilling training courses and material) has seen the development of ICT training courses. While it has not yet been possible fully to deliver these courses as planned (largely due to COVID), it is planned to do so later this year as part of the project extension. Output 2.2 (training package on job search) has been fully implemented based on the work plan and indicators. Finally, output 3 has been almost fully implemented (with the exception of a planned international conference which it was not possible to hold due to COVID). Based on the information provided by key stakeholders in interviews, the project has certainly strengthened the Indonesian national capacity and knowledge in building social protection and UI and related issues.

The project has generally achieved (and in several cases exceeded) the targets set in the monitoring and evaluation plan (PRODOC, Appendix D). In general, the stakeholders interviewed were very positive about the value of the ILO inputs and the quality of the materials provided.

#### Efficiency of resource use

Resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes and have been used efficiently. In fact, the project has been implemented with significant budget savings which have allowed a no cost extension.

#### Impact

The impact of the project has been to strengthen the support mechanisms for unemployed people in Indonesia. UI has been not only designed but put on a legal basis and is now in the process of being implemented. The project has also moved towards achieving the other elements of the overall objective, i.e. expanding re-skilling training and improving PES. While these measures are still in the implementation phase, the impact of these measures is likely to be positive for unemployed people with increased financial protection in the case of unemployment and improved possibilities to upskill and find employment.

#### Sustainability

In relation to the UI scheme, it has been established on a statutory basis so it is likely to continue after the project has ceased. In relation to the UI scheme, the results do seem likely to be permanent, long-term gains. However, although the legislation has been adopted, there are still significant activities to support implementation of the project. The project has now agreed a no cost extension with the funder (utilising the resources saved due to the online approach) which will allow the project to provide ongoing support to implementation of UI and to the delayed implementation of the training under outcome

2. In relation to training and PES, the project activities can be seen as one step towards improving services. However, stakeholders identified the early stage of development of PES services in Indonesia and it is possible that the gains achieved may not be sustainable without ongoing ILO support. Significant further action will be needed to improve PES and reskilling programme within Indonesia including engaging with local governments.

### Cross-cutting issues

The project was very relevant to gender issues and there have been a number of specific areas where gender issues were taken into account in project outputs. However, one could not say that gender equality has been mainstreamed in the project design and implementation or that the project integrated gender equality as a cross-cutting concern throughout its methodology and deliverables. Disability is not mentioned at all in the PRODOC and there are no specific disability-related activities, although disability issues were identified under some of the outcome 2 activities.

The project has been able to leverage the ILO contributions, through its comparative advantages including International Labour Standards, social dialogue and tripartism. The project raised awareness of international labour standards and these formed the basis for discussion of the UI scheme.

The project has considered relevant SDG targets and indicators. For example, the of a new UI scheme is clearly in line with SDG target 1.3. In the longer-term the introduction of a new branch of social security may made a difference to specific SDGs such as indicator 1.3.1.

### Lessons learned

The main lesson learned from this project is that a well-designed and timely project *focusing on policy* which responds to the priority needs of the national stakeholders makes best use of the ILO's comparative advantage. Given the limited resources available to ILO (compared to some other development partners) a focus on policy is likely to provide most effective use of resources.

### Emerging good practices

In terms of emerging good practices, we have identified the project's move to online working as a critical good practice which allowed implementation of the project activities despite the restrictions imposed on face-to-face meetings due to COVID. This involved online meetings using Zoom, Webex and Skype and the recruitment of interpreters so that interpretation was always available to facilitate meetings. The project also organised online meetings with stakeholders for coordination purposes where the progress and plans of each specific activity were discussed. The project team also had weekly online meetings to organise project work. In relation to knowledge management, the project communication officer managed the social protection platform as a knowledge hub. This provides access to project reports and studies and to Power Point presentations and workshop programmes.



## Recommendations

In the short-medium term, we highlight the following recommendations:

- 1) **Support for UI review** – The agreement on a no cost extension of the project will allow ILO to support work on the implementation of the UI law by next year (2022). However, MoM have also identified the need for support with the two-year review of the Law and it is recommended that ILO should have regard to how this can be accommodated in its work planning.
- 2) **Assessment of support for PES** – As we have identified, the sustainability of the work on training and PES will require further support from ILO (or other development partners). ILO should consider what it can usefully do to strengthen PES services, recognising that – given the size of the country and the scale of the challenge – a major project to support PES would require very significant funding (beyond that normally available to ILO projects).
- 3) **Mainstreaming gender requires further support** - While the PRODOC identified gender issues and while the project did address some gender issues in its work, it is clear that ILO projects need more systematic support if gender is to be adequately mainstreamed. This could involve the use of internal ILO gender experts to advise on gender issue or contracting external experts to provide gender-focused supports on specific topics such as reviewing project reports and monitored outcomes. This should also include:
  - a) Explicitly include gender issues and analysis into project planning, monitoring, and evaluation (e.g. gender-relevant activities and indicators).
  - b) Specific focus on gender in training events, research and publication.
  - c) Requirements for reports and studies to have specific regard to gender issues.
- 4) **Detailed gender analysis in the no cost extension** – One area for work in the no cost extension is the development of proposals on maternity benefit. This is obviously relevant from a gender perspective and provides an ideal opportunity for the project to bring in additional expertise to ensure that gender issues are mainstreamed in its proposals. Of course, gender also needs to be mainstreamed in relation to the other aspects of the extension.

# 1. Project background

## Introduction

The ILO/UNIQLO *Unemployment Protection in Indonesia - Quality Assistance for Workers Affected by Labour Adjustments* project is a public-private partnership that aims to strengthen support mechanisms for unemployed workers in Indonesia by designing an effective employment insurance (EI) system,<sup>1</sup> expanding re-skilling training and improving public employment services. The policy context for the project is explained in more detail in chapter 3.

The project was funded by Fast Retailing (UNIQLO) and implemented by ILO. It was initially implemented from August 2019 to July 2021. However, during the course of this final evaluation a no cost extension was agreed between ILO and UNIQLO and the project will now continue until July 2022.

## Objectives

The overall objective of the project is

To strengthen support mechanisms for the unemployed by designing EI, expanding re-skilling training and improving PES.

The project has three outcomes:

1. National capacity and knowledge improved towards the establishment of EI system
2. Re-skilling training and employment placement services are strengthened to assist workers
3. National discussion on protection against unemployment is enriched by knowledge-sharing

## Key collaborators

The project was implemented by the ILO. The external stakeholders of the project included the following institutions: Ministry of Manpower and Transmigration, Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan, Bappenas, and Indonesian workers and employers' organizations (trade unions and APINDO).

The Ministry of Manpower is responsible for the policy and elements of implementation in relation to labour and social protection policy and law. BPJS Ketenagakerjaan is the public social insurance administration agency. Bappenas is the (ministry-level) National Development Planning Agency as is responsible for national development planning. APINDO is the employers' association while there are a number of trade union federations.

---

<sup>1</sup> See note on terminology below.

## Management set-up

The project operates under the ILO country office for Indonesia with backstopping support from the ILO Decent Work Technical Support Team for East and South East Asia and the Pacific (based in Bangkok). The detailed operation of project management is discussed in chapter 3.

## Response to COVID

At an early stage in project implementation, the current COVID situation arose and has continued throughout the project implementation. In 2021, the situation worsened in Indonesia which made the government implement a more restrictive form of lockdown wherein non-essential and non-critical commercial activities are not allowed. As of July 27, 2021, the number of confirmed COVID-19 positive cases in Indonesia has reached 3,239,936 cases with the number of deaths at 86,835. The pandemic has had a multidimensional impact across Indonesia and has negatively affected the SDG 8 Decent Work and Economic Growth in Indonesia. Economic growth contracted from 5% in 2019 and significantly declined to a negative growth of 2% in 2020. In addition, 24 million people have worked shorter hours, 1.7 million people have been furloughed, while 2.56 million have lost their jobs. The national data also shows the Gini Ratio increased to from 0.380 in 2019 to 0.385 in 2020.<sup>2</sup>

To mitigate the economic impacts of the pandemic, the Government has announced a package of IDR 695.2 trillion which includes larger allocations to the health sector, significant increases in social assistance, cash assistance to workers, large tax incentives for corporates, bailouts of state owned enterprises (SOEs), credit programs for medium and small sized enterprises (MSMEs) and equity injections for banks that restructure small and medium sized enterprises (SME) loans, and additional spending by local governments and line ministries.

The implementation of national level social restrictions in Indonesia from March 2020 to date has affected ways of working of industries, companies, schools, universities and organizations. Restrictions included non-essential workers working from home and other mobility restrictions including closure of non-essential shops.<sup>3</sup>

---

<sup>2</sup> UNDP, Survey of Socio-Economic Impact of the COVID–19 Pandemic on SDG Progress in Indonesia, 2021.

<sup>3</sup> The Minister of Home Affairs has issued Instruction No. 22/2021 on the implementation of COVID-19 Level 4 Restriction on Public Activities in Java and Bali, and Minister of Home Affairs Instruction No. 23/2021 on the extension of the restriction on public activities in the Micro-Scale or PPKM-Mikro. Instruction No. 22/2021 stipulates that all regional leaders in Java and Bali, including in areas designated as Level 3 in terms of the severity of their COVID-19 outbreaks, shall implement a level 4 (most severe) public restriction policy, which include barring all non-essential and critical workers from working from the office, as well as ceasing the operations of shopping centers and enforcing online schooling to prevent the spread of COVID-19. Meanwhile, Instruction No. 23/2021 extends the existing PPKM-Mikro policy in areas outside of Java and Bali, with the exception of a number of areas that must implement Level 4 restriction due to the severity of the outbreak in those areas, to July 25, 2021. Further, the Ministry of Home Affairs also issued Circular No. 440/3929/SJ on intensifying the implementation of the Emergency Restriction on Public Activities and the Acceleration of Public Vaccination. The Circular outlines the tasks regional authorities must take to ensure that the Emergency PPKM policy is followed properly and that the vaccination process is done as fast as possible.

In response to this, the project moved implementation largely online by organising meetings etc. online using Zoom, Webex and Skype since April 2020. This is discussed in more detail in subsequent chapters.

### Terminology

Although the title of the project is ‘Unemployment Protection’, the PRODOC refers to *Employment* Insurance (EI) while in implementation the scheme has generally been referred to (in English) as *Unemployment* Insurance (UI).<sup>4</sup> We have followed those usages in the report but it should be noted that, for the purposes of this report, EI and UI refer to the same scheme. A direct translation of the Indonesian title for the EI/UI scheme - Jaminan Kehilangan Pekerjaan (JKP) - is not UI or EI but Job Loss Guarantee

---

<sup>4</sup> For example, the title of the Actuarial Study is *Actuarial analysis of a proposed unemployment insurance scheme in Indonesia*.

## 2. Evaluation Background & Methodology

### Background

The purpose of the evaluation is to assure the accountability and learning to the ILO constituents and key stakeholders. The evaluation does this by assessing the achievement of the project against its plan and identifying challenges and any external factors that may have affected the project and its implementation.

The evaluation integrates the gender dimension and other non-discrimination issues as well as disability, social dialogue and International Labour Standards as cross-cutting concerns throughout the methodology, deliverables, and this final report. This UNIQLO project is classified as a general project, and therefore not specifically focusing on gender. However, the evaluation team applied a gender-sensitive approach within the evaluation process, including the integration of “*gender-inclusive*” terms such as men, women and other key groups into evaluation criteria and questions.<sup>5</sup> Gender needs were incorporated within the evaluation methodology, analysis and methods and (insofar as possible) equal numbers of male and female were interviewed. During the interview process, the evaluation team adhered to principle of gender equality that everyone has equal rights, responsibilities and opportunities, regardless of sex or gender. The team also considered and recognize different interests, needs and priorities of women, men and other key groups who participated during interview process.

The evaluation also examined achievements, good practices and lessons learned from the project in order for the key stakeholders to identify key areas which are replicable and the necessary conditions for sustainability. Knowledge and information obtained from the evaluation will be used as basis for better design and management for results of future ILO activities. The evaluation also supports public accountability of the donor and ILO.

The primary clients of this final evaluation include the Government of Indonesia specifically via the key stakeholders (MoM, BPJS, Bappenas, etc.); workers and employers’ organizations; the ILO country Office and the project team; and the donor Fast Retailing Co. Ltd. (UNIQLO). The secondary clients are ILO HQ, EMPLOYMENT, SOCPRO departments and ILO DWT- Bangkok.

In relation to scope, the evaluation examines the period of project implementation since project inception in 2019 until 31 July 2021 in Indonesia and, insofar as relevant, other countries covered in the project’s work. The evaluation verified good practices and lessons learned from the implementation of the project and includes a set of practical recommendations for immediate adoption/ application recommended for further integration in to ILO practices in similar future projects.

---

<sup>5</sup> Based on UNEG Guidance Integrating Human Rights and Gender Equality in Evaluation (pp. 76-88) & UNEG Handbook on Integrating Human Rights and Gender Equality in Evaluation (pp. 25-32).

## Evaluation Criteria and Questions

The conceptual framework used in this evaluation is one that is consistent with Results-based Management (RBM) and addresses the following criteria proposed by OECD: relevance, validity, coherence, efficiency, effectiveness, impact and sustainability in addition to cross-cutting issues (as specified in the ToRs).

The following evaluation criteria and questions were addressed in the evaluation:

Criteria	Questions
<b>RELEVANCE AND STRATEGIC FIT</b>	<ul style="list-style-type: none"> <li>• Is the project in line with the expectations of and does it meet the needs of the stakeholders including the tripartite constituents, workers, national development and social security protection frame works, 2030 Agenda for sustainable development goals, relevant ratified convention by the Indonesia, DWCP 2020-2025 Indonesia, UNSDCF 2021-2025 Indonesia?</li> <li>• How well did the project adapt its interventions to the changing context specifically under the COVID -19 situation to address priority needs of the above mention groups and frame works?</li> <li>• Were gender equality principles used (e.g. equality, participation, social transformation, inclusiveness, empowerment, etc.) in the design and planning of the intervention and the results achieved?</li> <li>• To what extent have gender considerations been integrated into the design, planning and implementation of the project and the results achieved?</li> <li>• Have the project interventions been relevant to women and other marginalized groups and addressed their interests &amp; needs?</li> </ul>
<b>VALIDITY OF INTERVENTION LOGIC</b>	<ul style="list-style-type: none"> <li>• Are the intervention strategies, outcomes and assumption appropriate for achieving the planned results and the stated purpose within the given timeframe, resources available and the social, economic and political environment?</li> <li>• To what extent did the project effectively mainstream international labor standard, tripartite mechanism and social dialogue, gender, disability and non-discrimination in project strategies and interventions?</li> <li>• Were the risks and assumptions to achieve project objectives properly identified, assessed and managed?</li> </ul>
<b>COHERENCE</b>	<ul style="list-style-type: none"> <li>• To what extent are the project design (priorities, outcomes, outputs and activities) and its underlying theory of change logical and coherent?<sup>6</sup></li> </ul>

<sup>6</sup> See below re ToC.

	<ul style="list-style-type: none"> <li>• How well did other interventions and policies support or undermine the project interventions, and vice versa?</li> <li>• How well has the project have complemented and/or harmonized or well-coordinated with other actors and their interventions on social protection and security in Indonesia?</li> </ul>
<b>EFFECTIVENESS</b>	<ul style="list-style-type: none"> <li>• What progress has the project made towards achieving its planned objectives?</li> <li>• To what extent has the project strengthened the Indonesian national capacity and knowledge in building social protection and insurance of the employees and providing space for job seekers to get employment?</li> <li>• To what extent have outputs/objectives/outcomes identified factors affecting project implementation (positively and negatively)?</li> <li>• What factors have contributed to achieving or not achieving intended results?</li> <li>• How effective was the project at stimulating interest and participation of project stakeholders at the individual, meso and macro levels? To what extent were the constituents able to fulfil the roles expected in the project strategies? How did the project address the capacity challenges?</li> <li>• How effectively have the project interventions integrated gender? To what extent are indicators, outputs, outcomes and objectives gender-sensitive?</li> <li>• How effective was the support provided to the programme team by the ILO, donors, and tripartite constituents in delivering results? What could have been done differently?</li> <li>• To what extent was results-based management implemented in the programme? To what extent the lessons learned and monitored data fed into the decision-making process of project stakeholders</li> </ul>
<b>EFFICIENCY</b>	<ul style="list-style-type: none"> <li>• Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and outcomes and overall objectives?</li> <li>• Were the project’s activities and operationalization in line with the schedule of activities as defined by the work plan? If not, what are the factors that hinder timely delivery and what are the counter measures taken to achieve project outcomes and impact during the life of the project?</li> <li>• Are there sufficient resource allocated to integrate gender,</li> </ul>

	<p>human rights and equality in the design, implementation and monitoring of the project outcomes?</p> <ul style="list-style-type: none"> <li>• To what extent the project has leveraged resources with other projects within the country programme internally or possible partnerships with other organizations and outside the country to enhance the project impact and efficiency?</li> </ul>
<p><b>IMPACT</b></p>	<ul style="list-style-type: none"> <li>• What are the both intended and unintended impacts of the project?</li> <li>• To what extent has the project supported the most relevant Employment Insurance mechanism, improving PES, and reskilling to assure the social security and protection of the Indonesian workers?</li> <li>• To what extent has the project been able to change the lives of workers including textile and garment sector workers through assuring security and insurance of the workplace?</li> <li>• What were the gender equality objectives achieved (or likely to be contributed to) and mainstreaming principles adhered to by the intervention?</li> </ul>
<p><b>SUSTAINABILITY</b></p>	<ul style="list-style-type: none"> <li>• To what extent will the results of the project continue after the project has ceased? Are the results permanent, long-term gains?</li> <li>• What are the strongest indications of the degree to which the project results are likely to be sustainable?</li> <li>• To what extent have the social partners, relevant government institutions, employer organization, institutionalized strategies, policies, social security products, mechanism and capacities to strengthen Employment Insurance, improving PES and reskilling programme within Indonesia?</li> <li>• What strategies has the project put in place to ensure continuation of actions initiated after the project support ends? How effective and realistic is the exit strategy of the project?</li> <li>• What were the intervention's long-term effects in terms of reducing gender inequalities and gender-based discrimination?</li> </ul>
<p><b>CROSS-CUTTING</b></p>	<ul style="list-style-type: none"> <li>• To what extent have gender equality and disability been mainstreamed in the project design and implementation? Has the project integrated gender equality and disability as a cross-cutting concern throughout its methodology and deliverables?</li> <li>• Has the project supported government to adopt gender-sensitive labour policies?</li> <li>• Has the use of resources on gender-related activities been sufficient to achieve the expected results?</li> </ul>



- Has the project been able to leverage the ILO contributions, through its comparative advantages including International Labour Standards, social dialogue and tripartism?
- To what extent has the project considered relevant SDG targets and indicators?
- Has the intervention made a difference to specific SDGs the project is linked to? If so, how has the intervention made a difference (explicitly or implicitly)?

As the project has not developed an explicit theory of change, the evaluation team worked with the project team to clarify the implicit ToC (see chapter 4).

## Methodology

The evaluation adopts the ILO’s Evaluation Guidelines as the basic evaluation framework.<sup>7</sup> It was carried out in accordance with ILO standard policies and procedures, and complied with evaluation norms and followed ethical safeguards. The detailed approach to data collection is set out in Appendix 8 and the documentation consulted is set out at Appendix 9.

The evaluation methodology included:

- Desk review and analysis of documents related to the project.
- Desk review of other relevant documents such as the Decent Work Country Programme, UNSDCF for Indonesia, national documents on employment and social protection, etc.
- Online semi-structured interviews<sup>8</sup> (Zoom) with key informants including project team and national counterparts (see attached list of stakeholders in Appendix 7)
- Consultation with key ILO Specialists
- Online Stakeholder validation workshop/presentation on preliminary findings of the evaluation (21 July 2021)

Given the rise in COVID in Indonesia during the evaluation and the restrictions imposed by the Government, the evaluation was carried out entirely online using Zoom. The number and type of stakeholders interviewed is set out below:

Agency	ILO	Government	Social Partner	Donor
<b>No of interviews</b>	7	5	2	1

<sup>7</sup> See <https://www.ilo.org/eval/Evaluationguidance/lang--en/index.htm>

<sup>8</sup> A semi-structured interview is a qualitative data collection strategy in which the evaluator asks informants a series of predetermined but open-ended questions. The evaluation team directly used the evaluation questions (above) as a basis for the interviews, adapted to the knowledge and participation of the stakeholder. For example, some evaluation questions are clearly more relevant to the donor while others are more relevant to social partners.

<b>No of interviewees</b>	11	16	10	1
---------------------------	----	----	----	---

The evaluation approach in relation to issues such as effectiveness, impact and sustainability is primarily qualitative drawing on key stakeholders' informed opinions (in response to the questions listed above). The evaluation adopted a purposeful sampling approach, in which, in consultation with the project team, informants are selected who can answer the key questions thoroughly and accurately.

The main data to be analysed were the outcomes of interviews which were noted by the evaluation team and, in most cases, recorded (with the permission of the interviewees). These notes were summarised and analysed in relation to their responses to the evaluation questions and were also used to support the identification of Lessons learned and Emerging good practices.

### Evaluation limitations and biases

This is a standard end-of-project independent evaluation. As such, the evaluation team were not previously involved in the project and had no control over the availability of data. It was also not possible to adopt more '[s]cientific outcome-oriented evaluations ..., for example, through evaluation approaches such as contribution analysis, process tracing and/or outcome harvesting'.<sup>9</sup> These would need to have been planned at a much earlier stage and built into the design of the project.

Given these constraints, the evaluation relies on interviews and existing available data (data collected by the project or available from the key stakeholders), e.g. in relation to the introduction of the unemployment insurance scheme, and it is not possible to collect original survey data. For example, it is not possible to do a before-and-after survey of the knowledge levels of key stakeholders in relation to UI.

In terms of the impact assessment, it is difficult, in many cases, to measure the impact which ILO work (and indeed much development work) has at a macro level. While it is easy to measure the *outputs* of ILO work (in terms of reports, training, actuarial studies, etc.) it is much more difficult to measure *outcomes* such as improvements in living standards. Given the small scale and short duration of ILO projects (and limited data availability) it is rarely possible to prove the final outcome (improved living standards). It may often be difficult (due to issues of causation, time lag and data limitations) to show that ILO support has led directly to improved social protection.

In general, it is also difficult to measure efficiency in a concrete manner as ILO does not have any specific measure of efficiency and, even if it did, there is often a lack of comprehensive data in relation to inputs and outputs. The main available data is the overall budget and we do not have comprehensive data as to human resource inputs. However, this is a general constraint and an assessment has been made on the basis of the available data.

---

<sup>9</sup> As recommended by the ILO High-level Evaluation on Social Protection (2017, p. 59).

### 3. Project implementation

This section describes the implementation of the project at country and regional level. We describe the outcomes, outputs and activities of the project. A detailed assessment of the current state of implementation, based on the M&E framework, is set out at Appendix 1 while full details of outputs, reports, workshops etc, are set out in Appendix 2 (to be updated in the final report). An assessment of the project activities under the evaluation criteria is contained in chapter 4.

#### Outcome 1

Outcome 1 was

National capacity and knowledge improved towards the establishment of EI system.

There were then three outputs:

Output 1.1: Comprehensive knowledge base is built for the design of an effective income protection against unemployment

Output 1.2: Tripartite dialogue is facilitated to determine desirable policy options for the EI system

Output 1.3: EI system design options are assessed in terms of legal, institutional and financial sustainability

These three outputs are obviously inter-related and will be discussed together here.

The background to the project is a situation where Indonesia's social protection system is still developing. The National Social Security Law (Law No. 40/2004) and the Social Security Service Providers Law (Law No. 24/ 2011) provide for social security coverage in the areas of health, work injury, old age, and death of the breadwinner. However, at the time the project started there was no social insurance protection in relation to unemployment.

The introduction of unemployment insurance took place after more than a decade of discussion. In January 2018, the Ministry of Manpower committed in the parliament to conduct a comprehensive study towards the establishment of EI system. In addition, during a high-level tripartite dialogue with the ILO, workers' and employers' representatives also confirmed their willingness to move forward with this agenda, and requested the ILO to assess the conditions under which EI system can be launched. The ILO provided a range of technical assistance to the Government including under the previous ILO/Japan ESSA project. Therefore, the work of the UNIQLO project was responding to the needs of the national stakeholders and was based on a line of previous work by ILO.

The UNIQLO project carried out a range of activities which supported the adoption of an Omnibus Law (Law Number 11 of 2020 concerning Job Creation of 3 November 2020) which provided for Unemployment Insurance. The law establishes an unemployment benefit scheme (JKP) and assigned BPJS Employment to administer the scheme. It provides that unemployed workers will receive cash benefits for up to 6 months, access to labour market information and vocational training. Subsequently a Government Regulation was adopted which specifically provided for the unemployment insurance scheme.

ILO stakeholders were generally satisfied that the approach adopted was broadly in line with ILO recommendations while noting that not all aspects of the scheme were in line with ILO's preferred approach (e.g. payment of contributions). The introduction of a new branch of social security in a major country such as Indonesia is clearly a major achievement from an ILO perspective and in line with the ILO Social Protection Floors Recommendation, No. 202 (2012).

The project activities under this outcome included a series of studies on international practices and key policy issues including:

*International practices of income protection for unemployed persons: Implications for Indonesia*<sup>10</sup>

*Countering unemployment in the United Kingdom*

*Rules and practices of severance pay in Indonesia - the Labour Law Number 13 of 2003*

*Exploring policy options for an employment insurance scheme in Indonesia*

*Legal, financial and administrative considerations for an employment insurance system in Indonesia*

The project, in conjunction with MoM, also organised a National Conference titled "International Experiences of Protection against Unemployment and Its Relevance for Indonesia".<sup>11</sup> This provided technical advice and further assistance on the development of unemployment insurance in the country by presenting experts on unemployment benefits from five Asian countries, i.e. Japan, Republic of Korea, Malaysia, Thailand and Vietnam.

On an ongoing basis the project organised a large number of technical workshops and meetings with MoM, BPJS and other national stakeholders. In total, 37 technical consultation workshops were organised involving 865 people (44% women). These focussed on different aspects of UI policy and implementation and responded to the needs and requests of national stakeholders. The project also provided technical inputs to the Executive Office of President on the wage subsidy programme. Full details are set out in Appendix 2.

In facilitating Tripartite social dialogue, the project, inter alia, organised a Tripartite workshop on employment insurance parameters in Indonesia and discussions with trade unions on workers' views to the policy design of employment insurance scheme.<sup>12</sup>

In line with output 1.3, the project completed an actuarial study which assessed the cost of implementing an unemployment insurance scheme in Indonesia and identified the factors which influence the cost of such a scheme. This report considers a specific design option for the UI scheme, as well as alternative design options and scenarios. This was considered by the key stakeholders in finalising the details of the scheme. A number of stakeholders commented on the relevance and quality of the technical assistance which was provide din

---

<sup>10</sup> These studies are available on the project website: [https://www.ilo.org/jakarta/info/WCMS\\_767374/lang-en/index.htm](https://www.ilo.org/jakarta/info/WCMS_767374/lang-en/index.htm)

<sup>11</sup> See [https://www.ilo.org/jakarta/info/public/vid/WCMS\\_744597/lang--en/index.htm](https://www.ilo.org/jakarta/info/public/vid/WCMS_744597/lang--en/index.htm)

<sup>12</sup> See [https://www.ilo.org/jakarta/info/public/pr/WCMS\\_763116/lang--en/index.htm](https://www.ilo.org/jakarta/info/public/pr/WCMS_763116/lang--en/index.htm)

this area.

In addition, 27 national experts (56% women) received actuarial training under the project. This includes persons who received a project fellowship for selected participants in 2 E-learning courses delivered by ILO-ITC, and 1 tailor-made actuarial training for Indonesia delivered by the project itself. All the three courses were attended by officials whose work included responsibility for actuarial work in MoM and BPJS Employment. The table below provides information on the number of participants involved in training and the completion rate.

Course	# of recipients	# of participants funded by project	completion rate %
A9713423 E-Learning on Actuarial Modelling for Social Protection Analysts	3	3	100%
A9713466 Executive E-Learning on Pension Policy and Management	3	3 <sup>13</sup>	100%
A3714214 E-Learning on Social Protection Policy Design, Programming and Implementation for Indonesia	10	17	59%
A9713698 E-Coaching on Social Protection: Towards responsive systems	2	2	100%
A9713687 E-Learning on Contribution Collection and Compliance	0	1	0%
A9713686 E-Learning on Actuarial Work for Social Security	2	2	100%
<b>Total</b>	<b>20</b>	<b>28</b>	<b>71%</b>

In addition to the planned work, the project also carried out some additional work in response to COVID, including co-operation with the ILO-BMZ project - Protecting Garment Sector Workers: Occupational Safety and Health and Income Support in response to the COVID-19 Pandemic (see chapter 4). Additional activities included a survey on the impact of COVID-19 crisis and unemployment protection and a knowledge product on policy responses to the COVID-19 crisis in Indonesia (both ongoing).

---

<sup>13</sup> There were an additional 2 self-funded participants who the projects supported administratively to register on the course.

## Outcome 2

Outcome 2 was

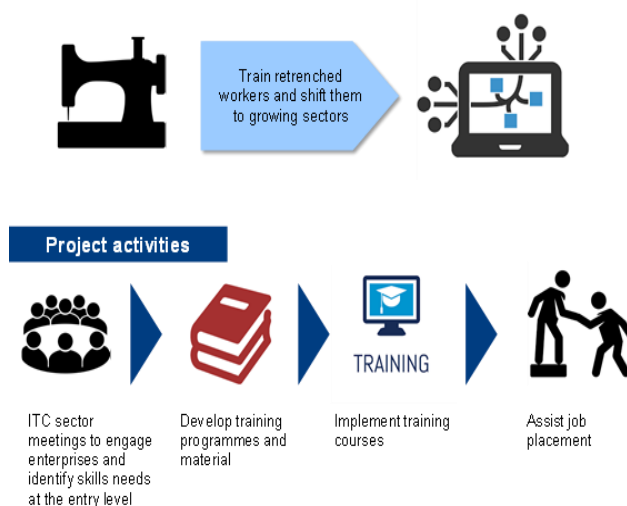
Re-skilling training and employment placement services are strengthened to assist workers, especially women retrenched from the TGF sectors

There were then two outputs:

Output 2.1: Re-skilling training courses and material are developed and piloted

Output 2.2: A training package on job search assistance and career counselling for PES staff members is developed

One of the crucial components within this UNIQLO supported project is the linkages between EI, skills development and public employment services (PES) to provide integrated support to jobseekers and facilitate their quick re-integration in the labour market. This package of policy interventions that offer income support during the period of unemployment (EI), job-search assistance (PES) and skills training is often referred to as active labour market policy. It aims to re-integrate the unemployed in the labour market quickly, preventing the stigma attached to long-term unemployment and loss of skills. Further, this scheme assumes if unemployed men and women receive EI cash benefits and have access to employment services and relevant skills training, then they are better protected against poverty and significant income loss. And at the same time, they are more likely to return to employment faster with better identification of job opportunities (PRODOC; Project Report 2018 – 2019). Picture below illustrates the connection of activities under outcome 2:



Source: ILO, Unemployment Protection in Indonesia Quality Assistance for Workers Affected by Labour Adjustments Concept Notes, 2018.

According to an ILO estimate, 56 per cent of jobs in Indonesia are at high risk of automation. While a significant portion of existing jobs may be lost, new jobs that require different sets of skills are emerging. In response, the Ministry of Manpower launched the Grand Design for National Vocational Training 2019-2025 (Grand Design Pelatihan Vokasi Nasional 2019-2025) which setting out strategies to reduce skills mismatch through its network of public vocational training centres (BLKs) and improving skills recognition system. While other

ministry, the Coordinating Ministry of Economic Affairs also developed the Roadmap of Vocational Development Policy in Indonesia 2017-2025, realizing coherent policy interventions by coordinating various actors of skills development (ILO UNIQLQO Concept Note, 2018; Project Report 2019 - 2020)

According to the Ministry of Manpower, there are three types of skills training required by Indonesia. They are: i) skills training to new labour entrants without any previous professional experiences; ii) “up-skilling” of incumbent workers in the same economic sector; and iii) “re-skilling” of workers who may need to move to another economic sector to gain new jobs that require a different set of skills. This project focuses on re-skilling (e.g. digital skills) workers who lost jobs in the textile, garment and footwear (TGF) sectors so they can find a job in growing sectors such as ICT and other service sectors (PRODOC; Project Report 2018 – 2019). For workers to find a new job after job loss functional public employment services (PES) and labour market information play an important role. Further, as EI is linked with PES, implementation of EI requires significant capacity building of agencies that operate EI and PES. Further, capacity building is required in the fields of career counselling, referral of jobseekers to suitable training programmes and job search assistance (ILO UNIQLQO Concept Notes, Project Reports 2019 – 2021).

The following activities have been implemented under Outcome 2:

- E-training packages IT Network Professional and Motion Graphic which developed based on Rapid Assessment on ICT Skills Demand in Indonesia.
- Training package and thirteen (13) modules for the MOM’s PES and BPJS Ketenagakerjaan staffs developed. Trainings divided into theoretical and practical sessions. The theoretical session was held through digital platform while the practical class was conducted offline. It aims to improve the basic capacity of Employment Services staff members in order to provide better services to their clients – jobseekers and employers. This training package is also in line with the enactment by Parliament of the Omnibus Law, wherein the Government of Indonesia launched the new unemployment benefits programme known as JKP and how this is linked with public employment services (Layanan Ketenagakerjaan Publik, or LKP).
- Aside from availing themselves of insurance benefits, unemployed workers can be further assisted through job training and access to labour market information so that they can find employment.

The majority of trainings for MOM’s PES, BPJS Ketenagakerjaan and BBPLK/Balai Besar Penempatan Latihan Tenaga Kerja has been implemented as planned

#### *Output 2.1: Re-skilling training courses and material are developed and piloted*

Activities implemented under output 2.1. are 1) e-training and module development on IT Network Professional and animation graphic;<sup>14</sup> 2) workshops and 3) numbers of consultative meetings with tripartite to ensure activities implementation.

---

<sup>14</sup> The e-training courses package include three skills i.e. technical, the IT Network or motion graphic, entrepreneurship and soft skills. Soft skills are included as it is perceived as important as the technical skills. The entrepreneurship skills are included because many BBPLK graduates chose to become self-employed.

This project also facilitated training for the Ministry of Manpower and BBPLK Bekasi's instructors on how to prepare and deliver e-training courses. In addition, soft skills training for youth and job seekers, including those who recently lost jobs due to labour adjustments and COVID-19 were also delivered. The soft skills are selected based on findings from the rapid needs assessment of ICT skills and include intrapersonal, interpersonal and job-preparation skills. A digital TVET Courses of which participants from BBPLK Bekasi received scholarship from ILO Geneva to participate in the second course was also supported under this output. The participants also participated in the 1st course (it is a set of two courses) – their participation in the first course was funded by this project and their second was with scholarship from ILO Geneva.

All activities were conducted in collaboration with the ILO/Japan Project Industry Skills for Inclusive Growth (InSIGHT Phase 2). Partners involved for output 2.1. are: Ministry of Manpower, BBPLK Bekasi, AINAKI, BINUS Creates, a business unit of Bina Nusantara private university.

One pilot training will be conducted at end of year 2021 due to Covid-19 pandemic which infected the contractor team members which affecting material development and schedule.

*Output 2.2: A training package on job search assistance and career counselling for PES staff members is developed*

The project has jointly developed training package and thirteen (13) modules for the MOM's PES and BPJS Ketenagakerjaan. Trainings were divided into theoretical and practical sessions. The theoretical session which has 18 modules was held through digital platform that provide trainees with information and knowledge on basic concepts before participating in the following practical class.

The practical class is classified as a training of trainers for MOM's PES master trainers. It aims to improve the basic capacity of Employment Services staff members in order to provide better services to their clients – jobseekers and employers. This training package is also in line with the enactment by Parliament of the Omnibus Law.

For outcome 2.1. related activities, no pre-post training assessment have been conducted for training participants. However, the facilitators asked participants to write their expectation before training started and gave assignments to training participants based on materials delivered. For outcome 2.2., a similar approach applied where trainers conducted pre-assessment before developing training topics and materials and evaluation was made through group evaluation (one group of participants evaluate others, specifically during role play for job counselling. Based on the explanation, project staff assessed that there was an increase in knowledge and skills on particular issues delivered through trainings.



### Outcome 3

Outcome 3 was

National discussion on protection against unemployment is enriched by knowledge-sharing.

This outcome contained one output:

Output 3.1: Comparative study on support mechanisms for workers against labour adjustment and knowledge sharing

As explained in the PRODOC, countries with large TGF sectors in the region (i.e. Bangladesh, Cambodia, China, India, Indonesia Myanmar and Viet Nam) face similar challenges of workers' protection against labour adjustment. Since the majority of workers in the sectors are women, effective measures to address gender-based challenges in workplaces are of great interest to the government and social partners. The PRODOC states that project planned to inform policy debates in Indonesia by facilitating the sharing of good practices and lessons learned among the selected countries.

It would appear that the purpose of this outcome was (i) partly to provide knowledge-sharing to the Indonesian authorities in relation to unemployment supports in the broad region (as stated above) and (ii) partly to carry out an assessment of social protection coverage and needs for support for the benefit of the donor and ILO.

In practice, assessments of social protection systems (in particular unemployment insurance) were carried out in Bangladesh, Cambodia, China, India, Indonesia, Japan, Korea, Myanmar and Viet Nam. The studies in the more developed countries looked at how UI systems worked there and reports were provided to the Indonesian stakeholders for their information. The reports in some of the other countries were more in the nature of scoping exercises to assist ILO and donors (specifically UNIQLO) in identifying possible areas for future work.

Overall, the project was involved in producing reports in relation to the following:

- a. Japan and Korea for knowledge creation of advanced unemployment protection system to draw lessons for other countries
- b. Bangladesh, China, Cambodia and India for understanding country systems to protect the unemployed
- c. Myanmar and Indonesia for providing technical inputs to the national system

It was originally planned to produce one consolidated report but, given the varying approach adopted in different countries, it was decided to publish the reports individually. It is planned to produce a paper for Viet Nam with the scope of (a) or (b) above in the extended project period.

In addition, for Cambodia, Viet Nam, Indonesia and Bangladesh, the project prepared additional reports in a form of needs assessment report and project proposal to address those needs to the donor UNIQLO.

The published studies included:

*Policy design of employment adjustment subsidy in Japan*

*An assessment of the social protection needs and gaps for workers in informal*

### *employment in Myanmar*

It was originally intended to organise an international workshop in Indonesia to discuss the contents of the reports. However, this was not possible due to COVID restrictions and, instead, the reports were made available to the Indonesian stakeholders and were also, where relevant, followed up at national level by relevant ILO country offices.

For example, the country paper for Bangladesh has been used as a background document for CO-Dhaka to discuss a possible introduction of UI in Bangladesh. A paper for India (on maternity) has been supervised by the social protection specialist at DWT-Deli, and this will be used as a background document for ILO technical works in the future. For Myanmar, the project manager is conducting research to support Myanmar to reform and implement UI policies under a separate project which will use knowledge and products produced in Indonesia.

### **Project management**

In terms of project management, as noted, the project was managed by the ILO country office for Indonesia. The project produced annual reports which reported on progress against the work plan set out in the PRODOC.

As there is not a standalone project advisory committee on social protection at the Indonesian CO, the project presented, from time to time, results and plans at a project advisory committee meeting of Skills Development. This included both the skills and social protection aspects of the project's work.

In addition to the technical meetings and workshops with stakeholders discussed above, the project also organised coordination meetings with them through Zoom or WhatsApp, where updated them and discussed project progress and plans of each specific activity (e.g. progress of research works).

Within the team, the project held a weekly meeting on Friday to share progress and priority among the team members using the project work plan as a guide and with detailed work lists for individual team members.

The project provided progress reports to the donor every six months which provided another opportunity to review progress. Stakeholders and the donor indicated satisfaction with the management of the project.

## 4. Main evaluation findings

This section of the report sets out the main findings in relation to the evaluation questions set out in section 2 under the headings of validity, coherence, efficiency, effectiveness, impact and sustainability in addition to cross-cutting issues (as specified in the ToRs).

### Relevance and strategic fit of the project

In terms of relevance, given the national decision to adopt a UI scheme the project was very timely and was fully in line with the needs and expectations of the national stakeholders. The project was also in line with the long-term goals of the Government of Indonesia (*Vision 2045*) and the Long-Term National Development Plan, 2005-2025.

From an ILO perspective, the project was in line with the DWCP 2020-2025 Indonesia (objective 3, outcome 2) and the UNSDCF 2021-2025 Indonesia (e.g. first strategic priority of Inclusive Human Development which specifically references social protection). The project was very relevant to the Social Security (Minimum Standards) Convention, 1952 (No. 102), Employment Promotion and Protection against Unemployment Convention, 1988 (No. 168) and the ILO Social Protection Floor Recommendation, No. 202 (2012). Indonesia is a target country in the ILO Global Flagship Programme on Building Social Protection Floors for All. It is also clearly in line with the 2030 Agenda for sustainable development goals, in particular SDG Target 1.3 and Indicator 1.3.1.<sup>15</sup>

Given the advent of COVID at an early stage of project implementation, the project adapted very well to the changing context by moving its work online. The project has been able to implement most activities and has saved significant resources by the new working modalities. We discuss this further below where we identify this online working as an Emerging Good Practice.

The project was very relevant to gender and, given the focus on the TGF sector, many workers affected would be women. Gender equality principles were used (e.g. equality, participation, social transformation, inclusiveness, empowerment, etc.) to a certain extent in the PRODOC. However, the PRODOC arguably does not address gender issues with the necessary specificity, e.g. by designing specific gender-relevant activities or gender-based results. The approach to gender in the project is discussed in more detail below under the Cross-cutting issues heading.

### Validity of design

In general, the intervention strategies, outcomes and assumption were appropriate for achieving the planned results and the stated purpose within the given timeframe, the

---

<sup>15</sup> Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable. Indicator 1.3.1: Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable

resources available and the social, economic and political environment. The project combined three outcomes: one related to UI itself, a second relating to training and PES and a third concerning knowledge sharing. When implemented the UI legislation also combines both cash and access to employment and, therefore, the approach adopted by the project reflected the needs of the stakeholders.

However, in the course of the evaluation, a number of respondents have suggested that PES in Indonesia is currently at a low level of development and requires considerable support. The inclusion of PES was, therefore, ambitious and should be seen as only a first step which will require further ILO support to be sustainable (discussed further below).

The project effectively mainstreamed international labour standards which were referred to (unprompted) by national stakeholders in a number of interviews (e.g. stakeholders referred to assessing the design of the UI scheme against international standards). In addition, the Government has requested a review of the overall social protection system to assess compatibility with ILO Convention 102.

The project also involved the tripartite stakeholders and involved social dialogue in project strategies and interventions (as outlined in chapter 3).<sup>16</sup> However, it would appear that there was less direct tripartite dialogue that might be expected, i.e. direct meetings of employers, workers and government, largely due to logistical issues in organising such meetings online (e.g. poor internet connections for some participants, logistical issues in using online platforms for discussions). This is an issue which could be examined by the project during the extension period to see how more tripartite discussions can be organised.

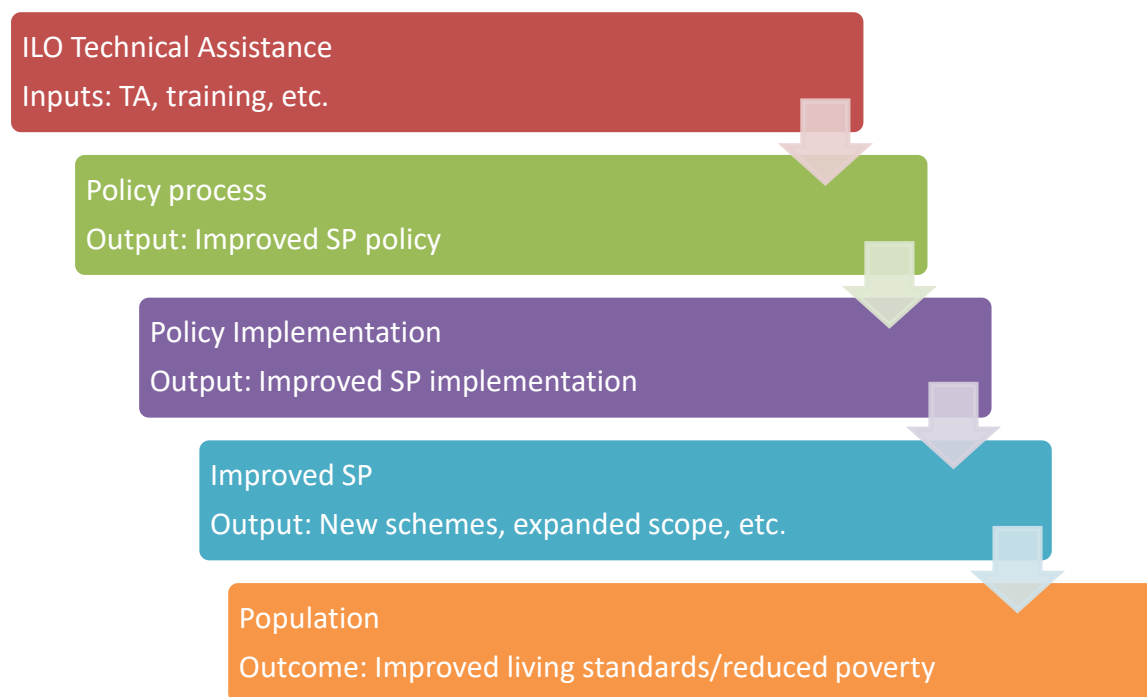
The risks and assumptions to achieve project objectives were properly identified, assessed and managed. The initial PRODOC included a risk register which identified a series of risks, provided a description and an assessment of possible impact on the project, and identified a risk response. This was updated on a regular basis in the progress reports. For example, the impact of COVID-19 was added as a risk in the second progress report and appropriate responses were identified.

## Coherence

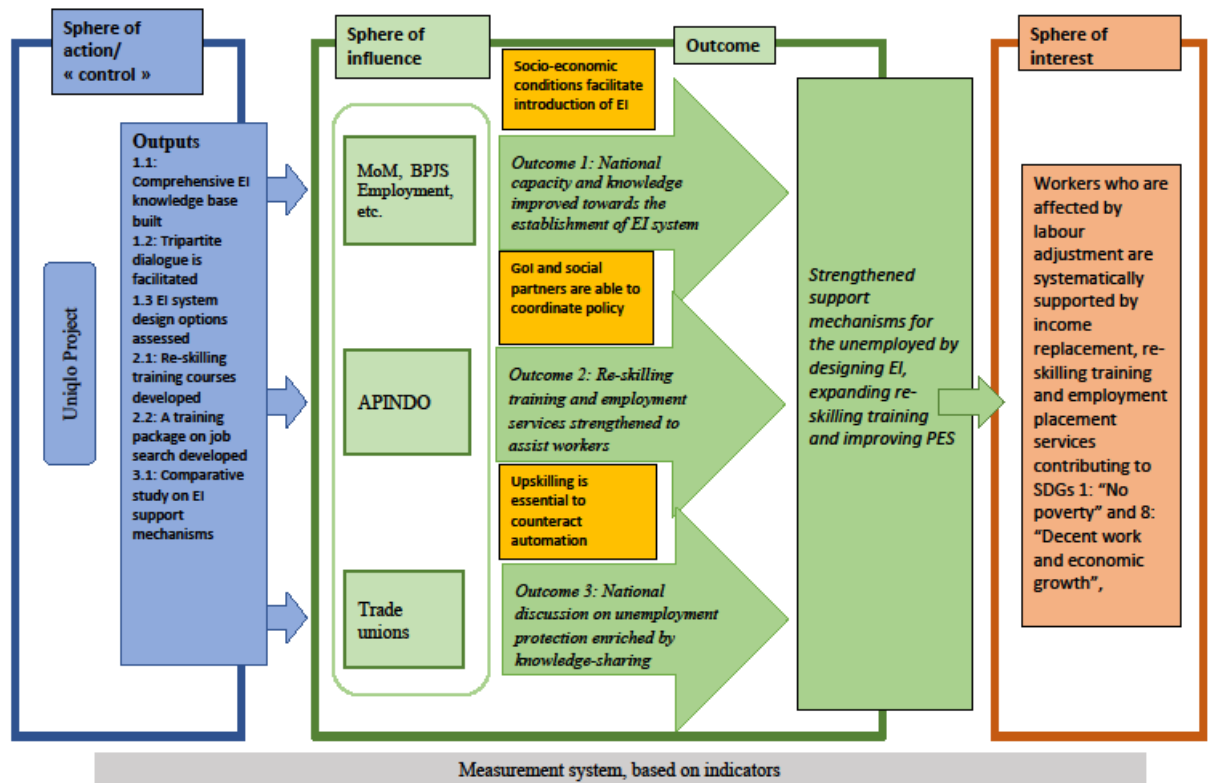
In terms of the overall project design (priorities, outcomes, outputs and activities), the intervention logic for the project approach is set out below. This is based on the assumption that the provision of technical assistance by ILO (advice, capacity building, etc.) will lead to improved social protection policies (new strategies, laws, etc.) and to improved implementation of social protection policies leading to improved social protection (e.g. broader scope of social protection, higher level of coverage, higher benefits) which will, in turn, lead to better living standards/reduced poverty.

---

<sup>16</sup> In order to avoid duplication, we discuss issues concerning gender, disability and non-discrimination under the cross-cutting heading below.



Clearly, it would be preferable to evaluate projects on the basis of *outcomes* (or at least outputs). As discussed in chapter 2, given the small scale and short duration of ILO projects (and limited data availability) it is rarely possible to prove the final outcome (improved living standards). It may often be difficult (due to issues of causation, time lag and data limitations) to show that ILO support has led directly to improved social protection. However, in this case, the project *did* specifically support the introduction of a new branch of social security in Indonesia so it is clear that the intervention logic was logical and coherent. This is discussed in more detail below under project effectiveness. The project did not have a specific Theory of Change so, in the course of the evaluation, a ToC was developed (below). The model is based on that used in the ILO-EU *Improving Synergies Between Social Protection and Public Finance Management* Project.



Again, this appears logical and coherent and the project implementation proceeded in line with the ToC.

The project was also coherent with other work been carried out by the ILO country office. In general, the project worked closely with other ILO country office projects so as to support overall ILO objectives. These included the ILO/Japan Project Industry Skills for Inclusive Growth (InSIGHT Phase 2) on Output 2.1. By doing so, the UNIQLO project was able to reduce staff costs while the Insight 2 project was able gain additional activity budget to deliver more activities. The ILO country office was, therefore, able to deliver more outputs to support the country more efficiently in terms of finance and administration.

The project also contributed to the ILO-BMZ project (Protecting Garment Sector Workers: Occupational Safety and Health and Income Support in response to the COVID-19 Pandemic) in collaboration with the Better Work Indonesia project. The BMZ project was developed originally to deliver a wage subsidy to companies who put employees on furlough due to temporary shutdown of garment factories. The BMZ project was an emergency relief project for the Better Work member factories. By involving the social protection team, the aim was to create good design and practice, and to produce evidence, so that we could advocate with the Government to implement such programmes in time of crisis.

The project also drew on the expertise of social protection specialists in ILO BKK.

The project has not worked closely with other actors and their interventions on social protection and security in Indonesia and, accordingly, we cannot say that it has complemented, harmonized or coordinated with other activities. However, stakeholders generally recognised ILO as having its own niche (social protection expertise) and did not refer to conflicting advice or lack of co-ordination as being an issue.

### Project effectiveness

Overall, the project has been very effective and has made significant progress towards achieving its planned objectives. In this case, the overall project objective was that workers who are affected by labour adjustment are systematically supported by a temporary income replacement (i.e. unemployment benefit offered by EI), re-skilling training and employment placement services. While, at the time of writing, payment of benefits under the legislation has not yet come into force, the project does seem likely to have achieved this objective (at least in part). However, it would be necessary to review the situation after full implementation to assess the extent to which such workers are 'systematically' supported by EI, training and PES (and, presumably, the extent to which these are effective).

Turning to the specific outcomes and outputs, outcome 1 has been achieved in full based on an assessment against the original work plan and indicators (see Appendix 1). In relation to output 1.1 (comprehensive knowledge base), a range of documents (see Appendix 2) have been developed to build this knowledge base. Insofar as this refers to the knowledge amongst stakeholders, on the basis of the interviewees, stakeholders (e.g. MoM, BPJS) stated that their capacity and knowledge had been significantly increased.<sup>17</sup> In relation to output 1.2 (tripartite

---

<sup>17</sup> In this case, knowledge was built not through formal training (where a formal assessment of learning could have been carried out) but through the provision of technical assistance, studies, etc. where it was not possible easily to do so. In principle, the project could have carried out a pre and post assessment of stakeholder

dialogue is facilitated), the project did facilitate such dialogue although, as noted above, there was perhaps less direct dialogue due mainly to COVID issues than there would have been in a non-COVID environment. Finally, the project clearly assessed EI system design options in terms of legal, institutional and financial sustainability (output 1.3).

Output 2.1 (re-skilling training courses and material) has seen the development of ICT training courses. While it has not yet been possible fully to deliver these courses as planned (largely due to COVID), it is planned to do so later this year as part of the project extension. Output 2.2 (training package on jobsearch) has been fully implemented based on the work plan and indicators. Finally, output 3 has been almost fully implemented (with the exception of a planned international conference which it was not possible to hold due to COVID).<sup>18</sup> Based on the information provided by key stakeholders in interviews, the project has certainly strengthened the Indonesian national capacity and knowledge in building social protection and UI and related issues.

As can be seen from Appendix 1, the project has generally achieved (and in several cases exceeded) the targets set in the monitoring and evaluation plan (PRODOC, Appendix D).

In general, the stakeholders interviewed were very positive about the value of the ILO inputs and the quality of the materials provided.

The factors affecting implementation positively have been the focus on policy, the high quality of the inputs from ILO, good teamworking by ILO staff, both project team, other members of the Indonesia country office, and ILO BKK experts, and good co-operation with the key national stakeholders (in particular MoM and BPJS) reflecting the fact that the issues were a top priority for the Government of Indonesia and the agencies concerned. There was also staffing continuity in the project team over the period of the project which assisted in project implementation. The main negative factor has been COVID but the project team have largely been able to overcome the potential difficulties though online working.

The project was very effective at stimulating interest and participation of project stakeholders at the individual, meso and macro levels. As noted, this reflected the fact that the UI issue was a high priority for Government. The constituents have largely been able to fulfil the roles expected in the project strategies. The project has been involved in considerable knowledge and capacity building activities in order to address capacity challenges. These include studies of international practice on unemployment protection, studies concerning legal, financial and administration issues for unemployment protection in Indonesia and an actuarial assessment of UI options (see Appendix 2).

The project interventions have been relevant from a gender perspective. Many unemployed workers will be women and they will benefit for the new UI scheme, training and jobsearch. The needs of women were taken into account in the design of the ICT training and also in aspects of the technical assistance provided in relation to the design of UI. For example, the fact that women are likely to have lower contribution records and to earn lower pay were taken into account by ILO in making recommendations in relation to the contributions

---

knowledge but there is, of course a trade-off between project implementation and evaluation in terms of project focus and finances.

<sup>18</sup> The issues which would have been discussed at the conference have been followed up in alternative ways, e.g. by other ILO country offices.



conditions for UI and the level of a minimum benefit. However, one could not say that all project activities integrated gender in a structured manner or that indicators, outputs, outcomes and objectives were gender-sensitive. The overall objective, outcomes (with the exception of outcome 2) and outputs did not specifically refer to gender. In addition, reports and studies (such as the actuarial assessment) do not generally contain a specific section on gender.

The support provided to the project team by the ILO, donors, and tripartite constituents was generally effective in delivering results. No significant issues were identified concerning a lack of support in any quarter.

The project has been implemented in line with the overall work plan (e.g. weekly team meetings to review progress and plan activities) and has reported on progress on a regular basis in line with the work plan (3 reports up to January 2021. This allowed for adaptation to developments, such as the COVID epidemic and, in this way, results-based management was implemented. The project never deviated significantly from plan and it was not necessary for project stakeholders to make significant decisions on implementation. It should be noted that this was due to the project team taking early action to respond to COVID so that significant delays did not occur.

### Efficiency of resource use

The total budget of the three-year project was US\$ 1,851,480. The budget breakdown by objective as at 7 July 2021 is as follows:

Item (US\$)	Budget	Total expenditure	Encumbrance	Balance
<b>Objective 1</b>	533,873.25	221,887.19	188,083.60	123,902.46
<b>Objective 2</b>	210,157.00	102,149.07	65,394.56	42,613.37
<b>Objective 3</b>	23,538.85	18,288.85	5,250.00	0
<b>Project management</b>	870,901.73	549,719.62	35,866.97	285,315.14
<b>Programme support</b>	213,009.17	115,965.96	0	97,043.21
<b>Total</b>	1,851,480.00	1,008,010.69	294,595.12	548,874.19

As can be seen, total planned expenditure (expenditure and encumbrance) has been significantly less than budget. This is largely due to the COVID pandemic and the project has economised on travel, meetings and other expenses. This has allowed a no cost extension of the project (discussed below)

Based on the findings in this report in relation to the achievement of project activities, it would appear that resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes and have been used efficiently. In fact, the project has been implemented with significant budget savings. Activities supporting the strategy have, in

general, been cost-effective. No examples of wasted or misused resources were identified during the course of the evaluation.

As discussed already in relation to project effectiveness, the project's activities and operationalization have been largely in line with the schedule of activities as defined by the work plan.

As discussed in relation to coherence, the project has leveraged resources with other projects within the country programme and has worked closely with ILO BKK to achieve its objectives but has not developed partnerships with other organizations. However, it is not clear that such partnerships were possible<sup>19</sup> and the fact that such relationships were not developed has not impacted on project implementation.

## Impact

The impact of the project has been to strengthen the support mechanisms for unemployed people in Indonesia. UI has been not only designed but put on a legal basis and is now in the process of being implemented. The project has also moved towards achieving the other elements of the overall objective, i.e. expanding re-skilling training and improving PES. While these measures are still in the implementation phase, the impact of these measures is likely to be positive for unemployed people with increased financial protection in the case of unemployment and improved possibilities to upskill and find employment.

In relation to the three outcomes, national capacity and knowledge towards the establishment of EI system has certainly been improved. This was acknowledged in interviews with MoM, Bappenas and BPJS.<sup>20</sup> Re-skilling training and employment placement services has also been strengthened to assist workers and is in the process of being further strengthened. Finally, the national discussion on protection against unemployment (both in Indonesia and a number of other countries) has been enriched by knowledge-sharing. The evaluation did not identify any unintended impacts.

The engagement of the social partners in discussions by the project (social dialogue) helped to ensure that, as one respondent said, they were 'on the same page' in relation to the design of the scheme. (Of course, this does not mean that all stakeholders agreed on all aspects of the scheme).

As noted elsewhere, the UI scheme is in the process of implementation and no benefits have yet been payable. It is possible that the project's work will (indirectly) lead to an improvement in the lives of workers including textile and garment sector workers through assuring security and insurance of the workplace. However, it would be too early to state that this has yet occurred.

The PRODOC does not identify any clear gender equality objectives achieved or mainstreaming principles and while the project has, as discussed below, been relevant from a gender perspective, one could not say that gender was mainstreamed in project activities.

---

<sup>19</sup> No possible linkages are identified in the PRODOC.

<sup>20</sup> In outcome 1, much of the knowledge building was by way of technical inputs rather than informal training and it would not have been appropriate or possible to ask people formally to complete training evaluation forms.

## Sustainability

In relation to the UI scheme, it has been established on a statutory basis so it is likely to continue after the project has ceased. These results do seem likely to be permanent, long-term gains. By establishing the UI scheme on a legal basis, the approach of the ILO has been institutionalised in the strongest manner possible and the social partners and relevant government institutions appear to have taken appropriate actions to strengthen the scheme. The review of the overall social protection system to assess compatibility with ILO Convention 102 will also help to support sustainability in relation to international labour standards.

However, although the legislation has been adopted, there are still significant activities to support implementation of the project. The project has now agreed a no cost extension with the funder (utilising the resources saved due to the online approach) and this forms a de facto exit strategy for the project. It will allow the project to provide ongoing support to implementation of UI and to the delayed implementation of the training under outcome 2.<sup>21</sup> The ILO will co-finance staff costs with other relevant ILO projects.

Article 12 of the Government UI Regulation requires a review of contribution rate and insurable earnings after 2 years and the national stakeholders (MoM and BPJS) have identified the need for support with this review. This review would assess the operation of the UI scheme, e.g. to identify the level of inflows, and the costs involved and this is something which ILO should bear in mind in terms of its mid-term commitments in the country.

In other areas, e.g. training and PES, the project activities can be seen as one step towards improving services. However, stakeholders identified the early stage of development of PES services in Indonesia and it is possible that the gains achieved may not be sustainable without ongoing ILO support. Significant further action will be needed to improve PES and reskilling programme within Indonesia including engaging with local governments. ILO should consider what support could be provided in this area as a priority issue, while having regard to the limited nature of the supports ILO can provide and how it can best use its expertise.

As noted, the project has already put in place actions to support sustainability of outcome 1 and 2.1 (through the extension) and we recommend that ILO consider what it can usefully do to strengthen PES services, recognising that – given the size of the country and the scale of the challenge – a major project to support PES would require very significant funding (beyond that normally available to ILO projects).

Given that the UI scheme has not yet been implemented it is difficult to identify the intervention's long-term effects in terms of reducing gender inequalities and gender-based discrimination.

## Cross-cutting issues

As noted above, the project was very relevant to gender issues and there have been a number

---

<sup>21</sup> The agreement with the donor provides that the extension will focus on (i) piloting the new training courses developed under outcome 2; (ii) additional activities to support the implementation of unemployment benefit; and (iii) additional activity on maternity benefit.

of specific areas where gender issues were taken into account in project outputs. However, one could not say that gender equality has been mainstreamed in the project design and implementation or that the project integrated gender equality as a cross-cutting concern throughout its methodology and deliverables. The issue of resources does not appear to have been a barrier in this area.

Disability is not mentioned at all in the PRODOC and there are no specific disability-related activities, although disability issues were identified under some of the outcome 2 activities. Traditionally unemployment and disability have been seen as two separate areas of social security policy although, of course, many people with a disability do participate in the workforce. If disability is to be mainstreamed in project implementation, in fairness to project staff, this needs to be built in to project design (where appropriate).

The project has been able to leverage the ILO contributions, through its comparative advantages including International Labour Standards, social dialogue and tripartism. The project raised awareness of international labour standards and these formed the basis for discussion of the UI scheme.

The project has considered relevant SDG targets and indicators. For example, the of a new UI scheme is clearly in line with SDG target 1.3. In the longer-term the introduction of a new branch of social security may made a difference to specific SDGs such as indicator 1.3.1.

## 5. Lessons learned & good practices

This section looks at the lessons learned and emerging good practices in line with ILO guidance (see also Appendices 4 and 5).<sup>22</sup>

### Lessons learned

The main lesson learned from this project is that ***a well-designed and timely project focusing on policy which responds to the priority needs of the national stakeholders makes best use of the ILO's comparative advantage***. Given the limited resources available to ILO (compared to some other development partners) a focus on policy is likely to provide most effective use of resources.

In fairness to ILO, it should be said that the timeliness and high level of relevance of the project was not fortuitous but arose from the previous work of the ILO in Indonesia and the relationship which it had developed with key stakeholders, including the work of the ILO/Japan ESSA project (which include some of the same project staff members).

### Emerging good practices

In terms of emerging good practices, we have identified ***the project's move to online working as a critical good practice which allowed implementation of the project activities despite the restrictions imposed on face-to-face meetings due to COVID***. This involved online meetings using Zoom, Webex and Skype and the recruitment of interpreters so that interpretation was always available to facilitate meetings. The project also organised online meetings with stakeholders for coordination purposes where the progress and plans of each specific activity were discussed (e.g. progress of research works). The project team also had weekly online meetings to organise project work.

In relation to knowledge management, the project communication officer managed the social protection platform as a knowledge hub. This provides access to project reports and studies and to Power Point presentations and workshop programmes.<sup>23</sup>

The project team and other ILO staff found that this approach facilitated good discussions and saved significantly on travel time (and costs) even for those based in Indonesia (where travel time to meetings can be significant even for those based in Jakarta). Stakeholders generally seemed to have adapted to this form of working and although some mentioned initial difficulties in adapting to this approach nobody identified any significant downsides.

The availability of accessible internet of sufficient quality to support online working is an obvious prerequisite. The agreement on ongoing access to interpretation as required for meetings greatly facilitated this process. Issues in relation to experience in using video platforms could be addressed, if necessary, through capacity building.

---

<sup>22</sup> See [http://www.ilo.org/global/docs/WCMS\\_165981/lang--en/index.htm](http://www.ilo.org/global/docs/WCMS_165981/lang--en/index.htm)

<sup>23</sup> See [https://www.ilo.org/jakarta/whatwedo/projects/WCMS\\_736748/lang--en/index.htm](https://www.ilo.org/jakarta/whatwedo/projects/WCMS_736748/lang--en/index.htm) and <https://www.social-protection.org/gimi/ShowProject.action?id=3096>

## 6. Conclusions & recommendations

### Conclusions

Overall, we can conclude that the project was very relevant to the needs of the stakeholders, the ILO and the donor and it was well designed with high complementarity between the different components.

The project has been almost fully implemented despite COVID and the project team has achieved a very efficient use of human and financial resources.

Employment insurance has been put on a legal basis and the project has had a significant impact in supporting this adoption which seems likely to be sustainable. The project has also implemented the activities under outcome 2 (training and PES) but it is too early to assess the impact and the sustainability may be dependent on future supports.

The project has facilitated social dialogue (albeit that this was limited to some extent due to COVID) and has successfully highlighted the role of international labour standards. Gender-related issues have been addressed in the project though one could not say that gender has been mainstreamed in all activities. Finally, disability was not mentioned in the PRODOC and has only been raised to a limited extent in implementation.

### Recommendations

In the short-medium term, we highlight the following recommendations which are summarised below in tabular form:

- 1) **Support for UI review** – The agreement on a no cost extension of the project will allow ILO to support work on the implementation of the UI law by next year (2022). However, MoM have also identified the need for support with the two-year review of the Law and it is recommended that ILO should have regard to how this can be accommodated in its work planning.
- 2) **Assessment of support for PES** – As we have identified, the sustainability of the work on training and PES will require further support from ILO (or other development partners). ILO should consider what it can usefully do to strengthen PES services, recognising that – given the size of the country and the scale of the challenge – a major project to support PES would require very significant funding (beyond that normally available to ILO projects).
- 3) **Mainstreaming gender requires further support** - While the PRODOC identified gender issues and while the project did address some gender issues in its work, it is clear that ILO projects need more systematic support if gender is to be adequately mainstreamed. This could involve the use of internal ILO gender experts to advise on gender issue or contracting external experts to provide gender-focused supports on specific topics such as reviewing project reports and monitored outcomes. This should also include:
  - a) Explicitly include gender issues and analysis into project planning, monitoring, and evaluation (e.g. gender-relevant activities and indicators).

- b) Specific focus on gender in training events, research and publication.
  - c) Requirements for reports and studies to have specific regard to gender issues.
- 4) **Detailed gender analysis in the no cost extension** – One area for work in the no cost extension is the development of proposals on maternity benefit. This is obviously relevant from a gender perspective and provides an ideal opportunity for the project to bring in additional expertise to ensure that gender issues are mainstreamed in its proposals. Of course, gender also needs to be mainstreamed in relation to the other aspects of the extension.

Recommendation	Responsible	Priority	Timeframe	Resource implications
<b>1. Support for UI review</b>	ILO CO	High	By end 2021	To be determined
<b>2. Assessment of support for PES</b>	ILO CO	High	By end 2021	To be determined
<b>3. Mainstreaming gender</b>	ILO CO & ILO BKK	High	Immediate	Reprioritisation of existing resources
<b>4. Detailed gender analysis in the no cost extension</b>	Project team	High	Immediate	Within project resources

## Appendices

### Appendix 1. Activities and outcomes assessed against original plan

OUTCOME ACHIEVEMENT <sup>24</sup>				
Indicator		Baseline (before project)	Actual	Target (end-of-project goal)
<b>Outcome 1: National capacity and knowledge improved towards the establishment of EI system</b>				
<b>Output 1.1</b>	One comprehensive report is prepared for national policy dialogues	0	6	1
	At least 5 international EI practices are reviewed for national consultations in Indonesia	0	6	5
	Policy designs and national dialogues social protection including EI reflect international labour standards	-	-	[No specific target set]
<b>Output 1.2</b>	At least 5 technical consultation workshops are organised at the national level	0	37	5
	At least 100 representatives of national stakeholders are involved in technical consultations	0	865 (44% women)	100
<b>Output 1.3</b>	One comprehensive report is prepared for national policy dialogues	0	1	1
	At least 3 EI system design options are assessed their feasibility	0	27 (54% women)	3
	At least 10 national actuaries are trained	0	27 (56% women)	10
<b>Outcome 2: Re-skilling training and employment placement services are strengthened to assist workers, especially women retrenched from the TGF sectors</b>				
<b>Output 2.1</b>	2 ICT training courses are designed and training material is developed	0	2	2
	Pilot the new training courses and improve the course design and materials. At least 100 jobseekers (of which at least 80 are women) receive training under the pilot phase.	0	0 (planned for late 2021)	100 including 80 women
<b>Output 2.2</b>	At least 2 MoM officials and 5 PES staff members are involved in the training course design and development in order to assure ownership and the relevance of the training package	0	25 (76% women)	7 including 2 MOM officials and 5 PES staff members
	A training package on job search assistance and career counselling at basic level is developed. The total training hours (theory and practice combined) are 60 - 80 hours (1.5-2 weeks)	0	1	1
	Pilot the new training package and improve the course design and material. At least 10 PES staff members and selected master trainers participate in the pilot training	0	11 including 9 MOM PES staff members and 2 from BPJS	10

<sup>24</sup> Based on the monitoring and evaluation plan (PRODOC, Appendix D).



			Ketenagakerjaan (73% women)	
<b>Outcome 3: National discussion on protection against unemployment is enriched by knowledge-sharing</b>				
<b>Output 3.1</b>	A country paper on measures to address gender-based workplace issues and support mechanisms against unemployment in general (Korea, Japan) and in the TGF sectors (Bangladesh, Cambodia, China, India, Indonesia Myanmar and Viet Nam) is generated	0	9	9
	One consolidated report of the country papers is published	0	1 (separate papers developed at national level rather than consolidated)	1
	A workshop on this topic is implemented in Indonesia	0	0 (not possible due to COVID but followed up at national level)	1

## Appendix 2. Outputs

### A. Project reports and other outputs

Output	Output summary
<b>Outcome 1: National capacity and knowledge improved towards the establishment of EI system</b>	
<p><b>1.1</b> Comprehensive knowledge base is built for the design of an effective income protection against unemployment</p>	<p><b>Published report:</b></p> <p>Jul 20: <a href="#">International practices of income protection for unemployed persons and implications for Indonesia</a></p> <p>Dec 20: <a href="#">Legal, financial and administrative considerations for an employment insurance system in Indonesia</a></p> <p>Dec 20: <a href="#">Policy design of wage subsidy pilot scheme in Indonesia</a></p> <p>Dec 20: <a href="#">Exploring policy options to design an employment insurance scheme in Indonesia</a></p> <p>Dec 20: <a href="#">Rules and practices of severance pay in Indonesia – Labour Law Number 13 of 2003</a></p> <p>Feb 21: <a href="#">Countering unemployment in the United Kingdom</a></p> <p><b>Research in progress:</b></p> <ul style="list-style-type: none"> <li>- Survey on the impact of COVID-19 crisis and unemployment protection</li> <li>- Comparative analysis on unemployment benefit responses to crisis</li> <li>- Policy responses to the COVID-19 crisis in Indonesia</li> <li>- Knowledge, attitudes and practice on social security in Indonesia</li> <li>- Rules and practices of maternity benefits in Indonesia</li> <li>- Rules and practices of sickness benefits in Indonesia</li> <li>- Informality and legal coverage of social protection in Indonesia</li> <li>- Tax and social protection in Indonesia</li> <li>- Survey on income security of female employees during maternity leaves in Indonesia</li> <li>- Reforms of the employment insurance system of Korea in coping with Covid19 crisis</li> </ul>
<p><b>1.2</b> Tripartite dialogue is facilitated to determine desirable policy options for the EI system</p>	<p>Nov 19: <a href="#">Technical briefing seminar for the Social Security Directorate of Ministry of Manpower on introduction to social security and unemployment insurance</a></p> <p>Nov 19: <a href="#">Technical meeting for the Social Security Directorate of Ministry of Manpower on how Indonesia can introduce an unemployment insurance scheme</a></p> <p>Jan 20: <a href="#">Training workshop on international labour standards on social security and employment insurance for the Ministry of Manpower</a></p> <p>Feb 20: <a href="#">BPJS conference on the Manpower Act reforms towards decent work</a></p> <p>Mar 20: <a href="#">National conference on international experiences of protection against unemployment and its relevance for Indonesia</a></p> <p>Mar 20: <a href="#">Tripartite workshop on employment insurance parameters in Indonesia</a></p> <p>Mar 20: Experts' meeting on employment insurance policies (MOM, BPJS Employment and other experts)</p> <p>Mar 20: Technical meeting with MOM to discuss policy options of unemployment benefits*</p> <p>Jul 20: Discussion with MOM on social protection reforms</p> <p>Jul 20: Discussion with BPJS Employment on social protection reforms*</p> <p>Aug 20: Technical inputs to the Executive Office of President on the wage subsidy programme</p> <p>Sep 20: Technical inputs to MOM (Social Security Director) on employment insurance (1)</p>

		<p>Sep 20: Technical inputs to MOM (Social Security Director) on employment insurance (2)</p> <p>Sep 20: <a href="#">Webinar on building institutional capacity to operationalize employment insurance</a></p> <p>Oct 20: Technical discussion with MOM (Social Security Director) on preliminary costing analysis of employment insurance</p> <p>Oct 20: <a href="#">Technical discussion with BPJS Employment on preliminary costing analysis of employment insurance</a></p> <p>Oct 20: Technical meeting with MOM (Social Security Director) on discuss policy options of unemployment benefits</p> <p>Oct 20: <a href="#">Technical inputs to MOM (Social Security Director) on policy options of unemployment benefits</a></p> <p>Oct 20: <a href="#">Technical meeting with BPJS Employment (Directorate of Operations) on operations of employment insurance as part of feasibility studies</a></p> <p>Oct 20: <a href="#">Technical inputs to MOM (Social Security Director) on policy options of unemployment benefits</a></p> <p>Oct 20: E-Learning on actuarial modelling for social protection analysts</p> <p>Oct 20: Technical meeting with MOM (Binalatas) on operations of employment insurance as part of feasibility studies</p> <p>Oct 20: Executive E-Learning on pension policy and management</p> <p>Nov 20: <a href="#">Technical meeting with BPJS Employment (Strategic Planning Director) on operations of employment insurance as part of feasibility studies</a></p> <p>Nov 20: <a href="#">Discussion with trade unions on workers' views to the policy design of employment insurance scheme</a></p> <p>Dec 20: <a href="#">Technical meeting with MOM (Jamsos, Binapenta, Binalatas, IT, IR) operations of employment insurance as part of feasibility studies</a></p> <p>Dec 20: <a href="#">Technical meeting with BPJS Employment (IT) on operations of employment insurance as part of feasibility studies</a></p> <p>Dec 20: Technical inputs to MOM (Social Security Director) on policy options of unemployment benefits</p> <p>Jan 21: <a href="#">Technical meeting with BPJS Employment on results of actuarial studies</a></p> <p>Jan 21: <a href="#">Technical meeting with MOM (Social Security Director) on results of actuarial studies</a></p> <p>Feb 21: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Launch)</a></p> <p>Feb 21: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 1: Extending coverage)</a></p> <p>Mar 21: <a href="#">Technical meeting on old-age income security with MOM (Social Protection Director)</a></p> <p>Mar 21: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 2: Governance and quality)</a></p> <p>Mar 2021: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 2a: Governance and quality)</a></p> <p>Mar 2021: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 2a: Governance and quality)</a></p> <p>Mar 2021: <a href="#">Technical meeting on the results of feasibility study on a proposed unemployment benefit scheme with the Government</a></p> <p>Apr 2021: <a href="#">Technical meeting on JKK and JKM with Social Protection Director of MOM</a></p> <p>Apr 2021: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 3a: Assessing impact)</a></p> <p>Apr 2021: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 3b: Assessing impact)</a></p> <p>Apr 2021: <a href="#">Workshop on actuarial work for unemployment insurance scheme for BPJS Employment and MOM</a></p>
--	--	---

		<p>May 2021: <a href="#">E-Learning on actuarial work for social security</a></p> <p>May 2021: <a href="#">E-Learning on contribution collection and compliance</a></p> <p>May 2021: <a href="#">Social protection lecture 1: Countering unemployment in the United Kingdom</a></p> <p>May 2021: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 4a: Financing)</a></p> <p>May 2021: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 4b: Financing)</a></p> <p>Jun 2021: <a href="#">Training workshop on investment governance and ALM with BPJS Employment (Day 1)</a></p> <p>Jun 2021: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 4a: Evidence to action)</a></p> <p>Jun 2021: <a href="#">Training workshop on investment governance and ALM with BPJS Employment (Day 2)</a></p> <p>Jul 2021: <a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 4b: Evidence to action)</a></p> <p>Jul 2021: <a href="#">Training workshop on investment governance and ALM with BPJS Employment (Day 3)</a></p> <p>Jul 2021: <a href="#">Meeting with BAPPENAS on pension reforms</a></p> <p>Jul 2021: <a href="#">Meeting on pension reforms with Ministry of Finance</a></p> <p>Jul 2021: <a href="#">From unemployed to get back to work, What can unemployment insurance do?</a></p> <p>Jul 2021: <a href="#">Technical meeting on pension with Social Protection Director of MOM*</a></p> <p>Jul 2021: <a href="#">Meeting on pension reforms with Ministry of Manpower</a></p> <p>Jul 2021: <a href="#">Social protection lecture 2: Public employment services and unemployment benefit schemes through digital channels in Asia</a></p>
1.3	<p>El system design options are assessed in terms of legal, institutional and financial sustainability</p>	<p>Published report:</p> <p>Jun 21: <a href="#">Actuarial analysis of a proposed unemployment insurance scheme in Indonesia</a></p> <p>Research in progress:</p> <ul style="list-style-type: none"> <li>- Administrative procedures of social security and employment services in Indonesia</li> <li>- Legal assessment of Indonesia in view of a possible ratification of C102</li> <li>- International practices of institutional, administrative and operational arrangements for implementing employment insurance: Implications for Indonesia</li> <li>- Feasibility study on administrations and operations for implementing employment insurance in Indonesia</li> <li>- Actuarial study of proposed reform options related to old-age pension, maternity benefit and sickness benefit</li> </ul>
<p><b>Outcome 2: Re-skilling training and employment placement services are strengthened to assist workers, especially women retrenched from the TGF sectors</b></p>		
2.1	<p>Re-skilling training courses and material are developed and piloted</p>	<p>Feb 20: <a href="#">Tripartite meeting on skills development</a></p> <p>May 20: <a href="#">Workshop on reviewing animation courses of BBPLK Bekasi with Indonesia Animation Industri Association (AINAKI)</a></p> <p>Jul 20: <a href="#">Validation workshop on rapid needs assessment of ICT Skills with business associations, BBPLK Bekasi and MOM</a></p> <p>Aug 20: Tripartite meeting on skills development</p> <p>Sep 20: <a href="#">International youth day webinar: Skills development for employment and entrepreneurship</a></p> <p>Sep 20: <a href="#">International youth day instagram live: How to build personal branding in social media</a></p> <p>Sep 20: <a href="#">Kick-off meeting on the development of distance learning course on animation content creation with BBPLK Bekasi</a></p> <p>Oct 20: E-learning lab on digital TVET</p>

		<p>Oct 20: Technical meeting with Binus Creates, BBPLK Bekasi and MOM to discuss curriculum of e-training on animation content creator (1)</p> <p>Oct 20: Technical meeting with Binus Creates, BBPLK Bekasi and MOM to discuss curriculum of e-training on animation content creator (2)</p> <p>Oct 20: <a href="#">Focus group discussions with students of motion graphic course of BBPLK Bekasi</a></p> <p>Oct 20: Technical meeting with Binus Creates, BBPLK Bekasi and MOM to discuss curriculum of e-training on animation and motion graphic</p> <p>Nov 20: Technical meeting with Binus Creates, BBPLK Bekasi, MOM and AINAKI to discuss curriculum of e-training on animation and motion graphic</p> <p>Dec 20: Technical meeting with BBPLK Bekasi on e-training development on IT Network Professional (computer network)</p> <p>Dec 20: <a href="#">Technical meeting with MOM and prospective vendor to discuss capacity building for BBPLK/BLK instructors on design and deliver of e-training</a></p> <p>Dec 20: <a href="#">Technical meeting with Binus Creates, BBPLK Bekasi, MOM and AINAKI to review the first video sample of e-training on animation and motion graphic</a></p> <p>Jan 21: Focus group discussions with students of computer network course of BBPLK Bekasi</p> <p>Jan 21: Kick-off meeting on the development of distance learning course on IT network professional (computer network) with MOM BBPLK Bekasi</p> <p>Jan 21: Technical meeting with Binus Creates, BBPLK Bekasi and MoM to review video sample of e-training on animation and motion graphic</p> <p>Jan 21: Technical meeting with Binus Creates, BBPLK Bekasi and MOM to finalize curriculum and learning journey of e-training on IT Network Professional (computer network)</p> <p>Jan 21: Technical meeting with Binus Creates, BBPLK Bekasi and MOM to better understand MOM's e-training platform and requirements for e-training materials</p> <p>Jan 21: <a href="#">Rapid assessment of information and communication technology skills demand in Indonesia</a></p> <p>Feb 2021: Technical meeting with MOM and Skilvul on training for BLK instructors on development and delivery of e-training</p> <p>Feb 2021: <a href="#">Technical meeting on development of e-training on IT Network Professional with MOM</a></p> <p>Feb 2021: <a href="#">Technical meeting on development of e-training on IT Network Professional with the industry (CISCO)</a></p> <p>Mar 2021: <a href="#">Media briefing: Examining social insurance, particularly the unemployment insurance, for the protection of workers in the new normal era</a></p> <p>Mar 2021: <a href="#">Soft skills E-training for youth and job seekers</a></p> <p>Mar 2021: <a href="#">Three batches of training on techniques of online training for instructors of Public Vocational Training Centres (BLK/BBPLK)</a></p> <p>Mar 2021: <a href="#">Instagram live: How to start ICT career for young people (dissemination of rapid assessment on ICT skills demands in Indonesia)</a></p> <p>Mar 2021: <a href="#">Instagram live: Creativity 4.0 from zero (Dissemination of 'Rapid assessment on ICT skills demands in Indonesia')</a></p> <p>Apr 2021: <a href="#">Technical meeting on the development of E-training with Standar and Competency Directorate of MOM</a></p> <p>Apr 2021: <a href="#">Webinar on work culture as part of soft skills training</a></p> <p>Jun 2021: <a href="#">Webinar on digital transformation for effective online technical and vocational education and training (TVET)</a></p>
2.2	A training package on job search assistance and career counselling for PES staff members is developed	<p>Dec 19: Discussion with JICA on training modules for public employment services</p> <p>Dec 19: <a href="#">Workshop on the development of training materials for public employment services</a></p>

		<p>Dec 19: Discussion on regulations of public employment services with MOM (BINAPENTA)</p> <p>Feb 20: <a href="#">Discussion on the development of PES capacity building programme in relation to employment insurance</a></p> <p>Jul 20: <a href="#">Initial discussion on the draft design of PES training manual with MOM (BINAPENTA)*</a></p> <p>Sep 20: Technical discussion with MOM (Binapenta) on the PES training manual*</p> <p>Dec 20: <a href="#">Validation workshop on PES training package and pilot sessions*</a></p> <p>Feb 2021: Technical meeting with PRAKARSA Consulting and MOM BINAPENTA on validation of content progress of PES e-learning development</p> <p>May 2021: <a href="#">Training of trainers on public employment service with MOM</a></p> <p>Jul 2021: <a href="#">Technical briefing on PES e-learning material to Ministry of Manpower</a></p> <p>Research in progress:</p> <ul style="list-style-type: none"> <li>- Training modules of public employment services</li> </ul>
<b>Outcome 3: National discussion on protection against unemployment is enriched by knowledge-sharing</b>		
3.1	Comparative study on support mechanisms for workers against labour adjustment and knowledge sharing	<p>Published report:</p> <p>Aug 20: <a href="#">Policy design of employment adjustment subsidy in Japan</a></p> <p>Aug 20: <a href="#">An assessment of the social protection needs and gaps for workers in informal employment in Myanmar</a></p> <p>Mar 21: ILO-Fast Retailing Phase 2 Proposal - Unemployment protection in Asia: income protection and employment promotion for unemployed workers (Viet Nam, Indonesia)</p> <p>Mar 21: ILO-Fast Retailing Phase 2 Proposal - Improving maternity protection and childcare systems in garment/textile sectors in India and Bangladesh: Towards sustainable development to achieve the UN 2030 Agenda for SDGs (Bangladesh, India)</p> <p>Apr 21: ILO-Fast Retailing Phase 2 Proposal - Social health protection in Cambodia: Supporting continuous employment through improved health protection (Cambodia)</p> <p>Research in progress:</p> <ul style="list-style-type: none"> <li>- Protection and prevention measures against unemployment in Bangladesh</li> <li>- Policy design of employment retention subsidy in the Republic of Korea</li> <li>- Policy design of unemployment benefits in Japan</li> <li>- Protection and prevention measures against unemployment in Cambodia</li> <li>- Protection and prevention measures against unemployment in China</li> <li>- Protection and prevention measures against unemployment in India</li> <li>- Protection and prevention measures against unemployment in Myanmar</li> <li>- Protection and prevention measures against unemployment in Viet Nam</li> <li>- A review of maternity protection and childcare systems in Bangladesh</li> </ul>

## B. Workshops and participants

Date	Meeting/workshop title	Total
08/11/2019	<a href="#">Technical briefing seminar for the Social Security Directorate of MOM on social security and unemployment insurance</a>	38
29/11/2019	<a href="#">Technical meeting with the Social Security Directorate of MOM on how Indonesia can introduce an unemployment insurance scheme</a>	7
13/12/2019	Discussion with JICA on training modules for public employment services	3
17/12/2019	<a href="#">Workshop on the development of training materials for public employment services</a>	Not available
20/12/2019	Discussion on regulations of public employment services with BINAPENTA of Ministry of Manpower	5
20/01/2020	<a href="#">Training workshop on international labour standards on social security and employment insurance for the Ministry of Manpower</a>	45

20/02/2020	<a href="#">Tripartite meeting on skills development</a>	21
26/02/2020	<a href="#">BPJS conference on the Manpower Act reforms towards decent work</a>	-
26/02/2020	<a href="#">Discussion on the development of PES capacity building in relation to employment insurance</a>	14
03/03/2020	<a href="#">National conference on international experiences of protection against unemployment and its relevance for Indonesia</a>	144
04/03/2020	<a href="#">Tripartite workshop on employment insurance parameters in Indonesia</a>	45
05/03/2020	Experts' meeting on employment Insurance policies (MOM, BPJS Employment and other experts)	1
20/03/2020	Technical meeting with MOM to discuss policy options of unemployment benefits	3
13/05/2020	<a href="#">Workshop on reviewing animation courses of BBPLK Bekasi with Indonesia Animation Industri Association (AINAKI)</a>	32
06/07/2020	<a href="#">E-learning lab on digital TVET</a>	2
07/07/2020	<a href="#">Initial discussion on the draft design of PES training manual with MOM (BINAPENTA)</a>	14
14/07/2020	<a href="#">Validation workshop on rapid needs assessment of ICT skills with industry and business association</a>	26
21/07/2020	<a href="#">Validation workshop on rapid needs assessment of ICT skills with the Ministry of Manpower</a>	10
24/07/2020	Discussion with MOM on social protection reforms	5
28/07/2020	Discussion with BPJS Employment on social protection reforms	6
25/08/2020	Technical inputs to the Executive Office of President on the wage subsidy programme	10
10/08/2020	Tripartite meeting on skills development	47
03/09/2020	Technical discussion with MOM (Binapenta) on the PES training manual	8
04/09/2020	Technical inputs to MOM (Social Security Director) on employment insurance	6
08/09/2020	Technical inputs to MOM (Social Security Director) on employment insurance	7
12/09/2020	<a href="#">International youth day webinar: Skills development for employment and entrepreneurship</a>	-
19/09/2020	<a href="#">International youth day instagram live: How to build personal branding in social media</a>	-
22/09/2020	<a href="#">Kick-off meeting on the development of distance learning course on animation content creation with BBPLK Bekasi</a>	18
29/09/2020	<a href="#">Webinar on building institutional capacity to operationalize employment insurance</a>	58
06/10/2020	Technical discussion with MOM (Social Security Director) on preliminary costing analysis of employment insurance	14
06/10/2020	E-learning lab on digital TVET	3
07/10/2020	<a href="#">Technical discussion with BPJS Employment on preliminary costing analysis of employment insurance</a>	16
07/10/2020	Technical meeting with Binus Creates, BBPLK Bekasi and MOM to discuss curriculum of e-training on animation content creator	11
12/10/2020	Technical meeting with MOM (Social Security Director) on discuss policy options of unemployment benefits	5
13/10/2020	Technical meeting with Binus Creates, BBPLK Bekasi and MOM to discuss curriculum of e-training on animation content creator	8
15/10/2020	E-Learning on actuarial modelling for social protection analysts	3
20/10/2020	<a href="#">Focus group discussions with students of motion graphic course of BBPLK Bekasi</a>	20
22/10/2020	<a href="#">Technical inputs to MOM (Social Security Director) on policy options of unemployment benefits</a>	8
22/10/2020	<a href="#">Technical meeting with BPJS Employment (Directorate of Operations) on operations of employment insurance as part of feasibility studies</a>	23
23/10/2020	Technical meeting with Binus Creates, BBPLK Bekasi and MOM to discuss curriculum of e-training on animation and motion graphic	11
29/10/2020	<a href="#">Technical inputs to MOM (Social Security Director) on policy options of unemployment benefits</a>	7

02/11/2020	Executive E-Learning on pension policy and management	5
04/11/2020	<a href="#">Technical meeting with MOM (Binalatas) on operations of employment insurance as part of feasibility studies</a>	10
06/11/2020	<a href="#">Technical meeting with BPJS Employment (Strategic Planning Director) on operations of employment insurance as part of feasibility studies</a>	19
06/11/2020	Technical meeting with Binus Creates, BBPLK Bekasi, MOM and AINAKI to discuss curriculum of e-training on animation and motion graphic	12
24/11/2020	<a href="#">Discussion with trade unions on workers' views to the policy design of employment insurance scheme</a>	25
10/12/2020	<a href="#">Technical meeting with MOM (Jamsos, Binapenta, Binalatas, IT, IR) operations of employment insurance as part of feasibility studies</a>	25
11/12/2020	<a href="#">Technical meeting with BPJS Employment (IT) on operations of employment insurance as part of feasibility studies</a>	40
11/12/2020	Technical inputs to MOM (Social Security Director) on policy options of unemployment benefits	8
15/12/2020	Technical meeting with BBPLK Bekasi on e-training development on IT Network Professional (computer network)	3
16/12/2020	<a href="#">Technical meeting with MOM and prospective vendor to discuss capacity building for BBPLK/BLK instructors on design and deliver of e-training</a>	4
18/12/2020	<a href="#">Technical meeting with Binus Creates, BBPLK Bekasi, MOM and AINAKI to review the first video sample of e-training on animation and motion graphic</a>	11
21/12/2020	<a href="#">Validation workshop on PES training package and pilot sessions</a>	11
26/01/2021	<a href="#">Technical meeting with BPJS Employment on results of actuarial studies</a>	22
27/01/2021	<a href="#">Technical meeting with MOM (Social Security Director) on results of actuarial studies</a>	16
07/01/2021	Focus group discussions with students of computer network course of BBPLK Bekasi	15
12/01/2021	Kick-off meeting on the development of distance learning course on IT network professional (computer network) with MOM BBPLK Bekasi	11
15/01/2021	Technical meeting with Binus Creates, BBPLK Bekasi and MoM to review video sample of e-training on animation/motion graphic	11
25/01/2021	Technical meeting with Binus Creates, BBPLK Bekasi and MOM to finalize curriculum and learning journey of e-training on IT Network Professional (computer network)	7
27/01/2021	<a href="#">Technical meeting with BPJS Employment on results of actuarial studies</a>	22
27/01/2021	<a href="#">Technical meeting with MOM (Social Security Director) on results of actuarial studies</a>	9
27/01/2021	Technical meeting with Binus Creates, BBPLK Bekasi and MOM to better understand MOM's e-training platform and requirements for e-training materials	9
09/02/2021	Technical meeting with MOM and Skilvul on training for BLK instructors on development and delivery of e-training	9
18/02/2021	Technical meeting with PRAKARSA Consulting and MOM BINAPENTA on validation of content progress of PES e-learning development	9
23/02/2021	<a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Launch)</a>	32
23/02/2021	<a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Introduction)</a>	21
24/02/2021	<a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 1a: Extending coverage)</a>	23
24/02/2021	Technical meeting on development of e-training on IT Network Professional with MOM	11
25/02/2021	<a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 1b: Extending coverage)</a>	25
25/02/2021	Technical meeting on development of e-training on IT Network Professional with the industry (CISCO)	4
05/03/2021	Technical meeting on old-age income security with MOM (Social Protection Director)	8
09/03/2021	<a href="#">Media briefing: Examining social insurance, particularly the unemployment insurance, for the protection of workers in the new normal era</a>	46
13/03/2021	<a href="#">Soft skills E-training for youth and job seekers</a>	127
15/03/2021	<a href="#">Three batches of training on techniques of online training for instructors of Public Vocational Training Centres (BLK/BBPLK)</a>	100
17/03/2021	<a href="#">Instagram live: How to start ICT career for young people (dissemination of rapid assessment on ICT skills demands in Indonesia)</a>	6
23/03/2021	<a href="#">E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 2a: Governance and quality)</a>	21



24/03/2021	Instagram live: Creativity 4.0 from zero (Dissemination of 'Rapid assessment on ICT skills demands in Indonesia')	7
25/03/2021	E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 2a: Governance and quality)	22
31/03/2021	Technical meeting on the results of feasibility study on a proposed unemployment benefit scheme with the Government	52
05/04/2021	Technical meeting on JKK and JKM with Social Protection Director of MOM	11
08/04/2021	Technical meeting on the development of E-training with Standar and Competency Directorate of MOM	3
16/04/2021	Webinar on work culture as part of soft skills training	-
20/04/2021	E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 3a: Assessing impact)	18
22/04/2021	E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 3b: Assessing impact)	17
27/04/2021	Workshop on actuarial work for unemployment insurance scheme for BPJS Employment and MOM	26
03/05/2021	Training of trainers on public employment service with MOM	20
03/05/2021	E-Learning on actuarial work for social security	2
03/05/2021	E-Learning on contribution collection and compliance	1
25/05/2021	Social protection lecture 1: Countering unemployment in the United Kingdom	141
25/05/2021	E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 4a: Financing)	20
27/05/2021	E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 4b: Financing)	21
22/06/2021	Training workshop on investment governance and ALM with BPJS Employment (Day 1)	45
22/06/2021	E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 4a: Evidence to action)	21
24/06/2021	Training workshop on investment governance and ALM with BPJS Employment (Day 2)	36
30/06/2021	Webinar on digital transformation for effective online technical and vocational education and training (TVET)	68
01/07/2021	E-Learning course on social protection policy design, programme and implementation for Indonesia (Module 4b: Evidence to action)	21
05/07/2021	Training workshop on investment governance and ALM with BPJS Employment (Day 3)	29
12/07/2021	Meeting with BAPPENAS on pension reforms	5
13/07/2021	Meeting on pension reforms with Ministry of Finance	8
14/07/2021	From unemployed to get back to work, What can unemployment insurance do?	1
15/07/2021	Technical meeting on pension with Social Protection Director of MOM	13
23/07/2021	Meeting on pension reforms with Ministry of Manpower	11
27/07/2021	Technical briefing on PES e-learning material to Ministry of Manpower	10
28/07/2021	Social protection lecture 2: Public employment services and unemployment benefit schemes through digital channels in Asia	118

## Appendix 3. Lessons learned

### ILO Lesson Learned Template

**Project Title:** Unemployment Protection in Indonesia - Quality Assistance for Workers Affected by Labour Adjustments

**Project TC/SYMBOL:**

**Name of Evaluator:** Mel Cousins & Maria Epik

**Date:** 20 July 2021

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	A well-designed and timely project which responds to the priority needs of the national stakeholders <i>and focuses on policy</i> is most likely to make best use of ILO's comparative advantage. In this project, this involved the provision of TA in relation to the design of the UI legislation
<b>Context and any related preconditions</b>	ILO has considerable policy expertise and is widely recognized to provide high quality technical assistance. It is possible to provide policy advice with relatively small (and cheap) project unlike, for example, IT or institutional development projects
<b>Targeted users / Beneficiaries</b>	The targeted users in this case were the social protection agencies and social partners.
<b>Challenges /negative lessons - Causal factors</b>	The main challenge is for ILO to retain the requisite technical expertise and the ability to manage inputs in a responsive manner
<b>Success / Positive Issues - Causal factors</b>	In this case, ILO was able to provide detailed and high-quality technical assistance in a timely and responsive manner
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	The approach does call for requires good staff expertise and the ability to manage expert inputs but this has, to date, been one of ILO's strong points.

## Appendix 4. Emerging good practice

### ILO Emerging Good Practice Template

**Project Title:** Unemployment Protection in Indonesia - Quality Assistance for Workers Affected by Labour Adjustments

**Project TC/SYMBOL:**

**Name of Evaluator:** Mel Cousins & Maria Epik

**Date:** 20 July 2021

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	Online working in response to COVID is an emerging good practice. This allowed close to full implementation of the project despite the COVID situation and also allowed significant budget savings in implementation due to reduced travel, etc.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Online working should be replicable. It is not suggested that, under 'normal' condition, projects would work fully on-line but significant aspects of online working could be introduced to the work model in order to achieve outcomes more efficiently and effectively. Prerequisites are availability of internet with capacity to support online working. Other issues such as capacity to use online methods can be addressed by capacity building.
<b>Establish a clear cause-effect relationship</b>	The online working allowed implementation of the project which would have been simply impossible if traditional working methods has been retained
<b>Indicate measurable impact and targeted beneficiaries</b>	The online working approach impacted all beneficiaries (in particular government agencies) and led to a more closely integrated project
<b>Potential for replication and by whom</b>	Should be replicated for similar projects in both South East Asia and other areas of ILO work subject to availability of accessible internet of sufficient capacity. To use online working in less developed contexts, a needs assessment of the different stakeholders should be carried out to identify their (human and IT) capacity and to identify any support needs.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	This approach is in line with the ILO Strategic Plan 2022-25 which refers to optimizing the use of ILO resources and the need to explore and encourage innovation in working methods to promote teamwork, knowledge-sharing and communications.
<b>Other documents or relevant comments</b>	None

## Appendix 5. Terms of Reference



### Call for proposal Independent Final Evaluation

The evaluation office of the International Labour Organization (ILO/ILO-EVAL) is seeking expressions of interest from qualified evaluators (team leader and team member. Team member should be Indonesian nationality (and fluent in Bahasa Indonesia) to conduct an independent final evaluation of the “ **Quality assistance for workers affected by labour adjustments (UNIQLO) project in Indonesia**”.

A team of consultant or a consulting firm can apply for the evaluation. While a team is preferred, individual application for a team leader or team member is also welcome. Mention the position you are applying for.

Application must supply the following Information:

1. A technical proposal detailing evaluation methodology and Budget proposal in USD. ( including the daily professional fee expressed in US dollars indicating payments received for similar assignments in the last two years as a reference. According to the present COVID-19 context, the International evaluator may not require to travel to Indonesia as there is no possibility of meeting stakeholders in person.
2. A statement confirming their availability to conduct this evaluation
3. CV of all individual team members ( include a list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by the consultant(s) )
4. A statement confirms that the individual team members have no previous involvement in delivering the project mentioned above or a personal relationship with any ILO Officials engaged in the project.
5. The names of two referees (including phone and email) who can be contacted.

The deadline to apply is by 6.00 pm (Bangkok time) on Tuesday, 4 May 2021.

Please send an email with the subject header “ETE of UNIQLO project” to the **Evaluation Manager, Dilki Palliyeguruge** ([palliyeguruge@ilo.org](mailto:palliyeguruge@ilo.org)) and copied to **Ms Pamornrat Pringsulaka** ([pamornrat@ilo.org](mailto:pamornrat@ilo.org))

For further details about the evaluation, please see the Terms of Reference below

## Terms of Reference

### Independent Final Evaluation of the Quality assistance for workers affected by labour adjustments (UNIQLO) project in Indonesia

#### 1. KEY FACTS

<b>Project title</b>	Quality assistance for workers affected by labour adjustments (UNIQLO)
<b>TC project code</b>	IDN/19/02//FRU
<b>Donor</b>	Fast Retailing Co., Ltd
<b>Total Approved Budget</b>	US\$ 1,851,480.20
<b>ILO Administrative Unit</b>	ILO Jakarta or – ILO Country Office for Indonesia and Timor Leste
<b>ILO technical Units</b>	EMPLOYMENT, SOCPRO
<b>Implementation Partners</b>	Ministry of Manpower ( public training centres ) Social Protection Implementing Institution (BPJS Ketenagakerjaan) APINDO trade unions Ministry of National Planning Agency ICT companies
<b>Type and scope of Evaluation</b>	Independent End Term Evaluation
<b>Evaluation dates and field work dates</b>	March – August 2021
<b>Project Duration</b>	1 August 2019 – 31 July 2021
<b>Evaluation Manager</b>	Dilki Palliyeguruge, M&E Officer, Sri Lanka country office ,ILO
<b>TOR Preparation Date</b>	March 2021

## 2. INTRODUCTION AND RATIONALE FOR THE FINAL EVALUATION

This Terms of reference (ToR) is the basic guidance document including governance to conduct the final independent evaluation of the **Quality assistance for workers affected by labour adjustments** (UNIQLLO) project funded by the Fast Retailing Co., Ltd. It is a private company from Japan that produces garment products with the brand of UNIQLLO and executed by ILO in Indonesia. The project started in August 2019. As per the ILO policy requirements for project evaluation, the project is required to carry out mid-term evaluation as self or internal evaluation around August 2020. However, as Parliament passed the Omnibus Bill, including controversial law reforms in early October 2020, political unrest has triggered as the government started preparation for Bill's enforcement of regulations. Under the situation, getting meetings from the project stakeholders were challenging for a few months. As a result, the project could not conduct self-evaluation in early 2021. However, progress reports have been produced by the project timely. This independent final evaluation is mandatory as per the ILO Policy for this project to ensure accountability and learning of the stakeholders' interventions, effort, processes, and achievements.

The evaluation is scheduled from March to August 2021. The final evaluation report expects to be completed by mid-August 2021. The evaluation findings and recommendation will help for organizational learning for use in future projects and programmes. In consultation with the Technical Specialist, the NPC will provide required documents, information required by the evaluator and support the evaluator on the necessary logistical and contractual needed.

An independent evaluation manager, Ms. Dilki Palliyeguruge, M&E Officer, ILO country office of Sri Lanka and the Maldives, will manage the final evaluation. The evaluation manager prepares the TOR and will finalize it in consultation with ILO tripartite constituents, other key stakeholders of the project and donors. The evaluation process will adopt all possible actions to improve the utility of the findings. The evaluation will abide by the United Nations Evaluation Guidelines (UNEG) Norms and standards (refer annexures), ILO policy guidelines ( 4th edition .Nov 2020 ) ( refer annexures ), and the ethical safeguards.

## 3. PROJECT BACKGROUND

### **Workers' situation prior to the project interventions**

With the loss of Indonesia competitiveness as a low-cost Textile garment producer in the region, the production gradually shifted to higher value- adding products and adopted labour saving technologies. Further, adjustment of labour input occurs frequently in the sectors that face fast changing consumer demand. In this light, mitigating the impact of such structural changes and labour adjustments on workers and facilitating the shift of affected workers from declining to emerging sectors are a top policy priority. Under these conditions, the existing protection mechanism was not sufficient to protect workers effectively in cases of job losses. Employment insurance, severance pay and withdrawal of old age saving (JHT) are main income protection against unemployment. The arisen strong political will of the government to establish employment insurance (EI) system as a part of the social protection policy is another condition, which the project is trying to help. The project focused to support government for the effort of reinforcement of the linkages among EI, skills development

and public employment services (PES) in order to provide integrated support to jobseekers and facilitate their quick re-integration in the labour market. Geography of Indonesia, an archipelago spread over a vast area, militates against efficient delivery of PES in rural and remote areas. A greater use of ICT in the provision of job search assistance offers a solution to these challenges. Therefore, this project promotes job-matching platforms, in addition to strengthening the existing capacity of PES.

### Results chain of the project

The **overall objective** is to strengthen support mechanisms for the unemployed by designing Employment Insurance (EI), expanding re-skilling training and improving Public Employment Services (PES). There are 3 main outcomes and 6 corresponding outputs have been identified to in order to achieve the overall objective as follow .

<p>Outcome 1: National capacity and knowledge improved towards the establishment of EI system</p>	<p>Output 1.1: Comprehensive knowledge base is built for the design of an effective income protection against unemployment</p> <p>Output 1.2: Tripartite dialogue is facilitated to determine desirable policy options for the EI system</p> <p>Output 1.3: EI system design options are assessed in terms of legal, institutional and financial sustainability</p>
<p>Outcome 2: Re-skilling training and employment placement services are strengthened to assist workers, especially women retrenched from the TGF sectors</p>	<p>Output 2.1: Re-skilling training courses and material are developed and piloted</p> <p>Output 2.2: A training package on job search assistance and career counselling for PES staff members is developed</p>
<p>Outcome 3: National discussion on protection against unemployment is enriched by knowledge-sharing</p>	<p>Output 3.1: Comparative study on support mechanisms for workers against labour adjustment and knowledge sharing</p>

### Strategic fit

The UNIQLQ project comes under country priority 3 (Enhancing Protection for Vulnerable Groups of Workers.) of Indonesia DWCP 2020-2025. Under this priority, the ILO plans to assist for the next four years to realise an effective and inclusive better-managed social security system, protection, and enhanced accessibility to services for all, including vulnerable groups.

The project contributes to outcome 1 of the UNSDCF ( 2020-2025)- People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfil human development potential as members of pluralistic, tolerant, inclusive and just society, free of gender and all other forms of discrimination as well as SDG goal 1.3 on social protection system.

### **Project reference to conventions, cross cutting issues**

The project referred to conventions such as Social Security (Minimum Standards) Convention, 1952 (No. 102), Employment Promotion and Protection against Unemployment Convention, 1988 (No. 168), and Social Protection Floors Recommendation, 2012 (No. 202) for the policy recommendations.

Addressing gender issues are mainstreamed throughout the project cycle of the project to identify, assess and address both women and men specific needs and concerns of employment, unemployment and employment benefits.

The project gets the space for learning from the other countries in the region with similar large TGF sectors, such as Bangladesh, Cambodia, China, India, Indonesia, Myanmar and Viet Nam. Existing support mechanisms against unemployment and gender-based workplace issues in the TGF sectors and policy lessons helped enrich Indonesia's policy debates.

### **Management arrangement of the project**

Overall, the country director manages the project with the technical assistance of a social protection technical specialist in an international position. Two national project Officers on social protection and skills training assured implementation of the respective sections (outcome 1 and 2). The technical specialist directly manages the third outcome. At the same time, a national project coordinator support communication and event organization, administrative assistant support all the administrative work. The entire team is based in Jakarta. As appropriate, the project received technical backstopping from specialists in the ILO's DWT- Bangkok , Head Quarters (EMPLOYMENT, SOCPRO).

### **Stakeholders and target group**

The principal stakeholders of the project are tripartite constituents. They are the Ministry of Manpower, trade union Confederations and APINDO, who represents the employers 'organizations. In addition, the Ministry of National Development Planning (*BAPPENAS*), Public vocational Training Centres (*Balai Latihan Kerja*), Ministry of Women Empowerment and Child Protection, Women's organizations, Social security agency (*BPJS Ketenagakerjaan*) and ICT companies.

The project targeted directly following actors:

1. Social partners and government institutions in charge of EI design, skills development and PES at regional, national and local levels.
2. Indonesian workers, especially workers who lost jobs and those who are at risk of losing their employment
3. Stakeholders of employment in the TGF sectors

## **4. PURPOSE, SCOPE, CLIENTS OF THE EVALUATION**

**Purpose:** The primary purpose of this project final independent evaluation is to assure accountability and learning to the ILO constituents and key stakeholders. The findings and recommendations will be used as organizational learning to improve the design and implementation of future relevant project and programmes.

**Overall objective:** To assess the coherence, relevance, effectiveness, efficiency, impact and sustainability of the interventions, strategies, and approaches of the project to strengthen Indonesia's social security and protection system.



### Specific objectives:

1. Assess the relevance and coherence of the project to the target groups, institutions, country need and other relevant frameworks (relevance and coherence )
2. Assess the extent of sustainability of the made changes at the institutional level, practices, lives of workers ( sustainability )
3. Assess how far the project is achieved its objectives (effectiveness )
4. Assess the extent of made changes in targeted institutions, practice, system and the targeted workers targeted by the project by giving more emphasis on women workers (impact)
5. Assess efficiencies in both programmatic and resource utilization of the project and how far the project made synergies within ILO and was able to leverage resources from outside stakeholders, project and programmes
6. Identify unintended both positive and negative results of the project, lessons learnt, good practices and related innovative approaches concerning the social protection, social security and management and implementation of activities and achieving results
7. Identify major factors that facilitate and /or hinder the progress in achieving the overall objective, outcomes, both in terms of environment and those internal to the portfolio of interventions.
8. Assess the adverse impact of COVID-19 made in achieving the project results and objectives and take measures to minimize the negative impact

### Scope

The evaluation will cover all activities implemented, outputs and outcomes of the project from the beginning to the end of project (1 August 2019 – 31 July 2021) . As the project implemented nationally, the geographic coverage of the evaluation is also national. It also will cover specific capacity building interventions at a different level.

Due to numerous players involved and processes that have been evolved over many years in this project and the fact that outcomes are set at a high level in a complex social protection context, “**attribution** “ of social protection change to the project may be difficult in this evaluation. Therefore, the evaluation will consider **the “contribution** “ of the project change in the stated project outcomes. Identify the change over the period being evaluated based on available baseline information and observe the national strategy and interventions in support of that change. Also, the evaluator must examine the implementation of project strategy and actions in support of national and global frameworks. Further, the evaluation should examine the synergies between the project and relevant projects and programme of ILO. Integrating gender equality, social dialogue, disability concerns is required in methodology, data collection analysis and the report. Gender equality should address with EVAL guidance note no 4 and Guidance note no 7 to ensure stakeholder participation (refer to annexures). It is essential to collect and disaggregated data on gender appropriately.

### Clients and users of the evaluation

#### Primary:

Government of Indonesia specifically including above mention key stakeholders  
Workers and Employers’ organizations  
ILO country Office  
The project team  
Donor : Fast Retailing Co.,Ltd;

#### Secondary:

ILO HQ, EMPLOYMENT, SOCPRO department

## 5. EVALUATION CRITERIA AND EVALUATION QUESTIONS

### Evaluation criteria

As per the 4<sup>th</sup> edition ILO policy guideline for the results-based evaluation, 2020, the evaluation will be governed by the OECD/DAC criteria and ILO suggested criteria. They are relevance, coherence, effectiveness, efficiency, sustainability and impact validity and key cross-cutting issues of ILO.

### Key evaluation questions

The below suggested key evaluation criteria and questions may be adapted by the evaluator following the given purpose, evaluation objectives. Any fundamental changes to the evaluation criteria and key questions have to be discussed and agreed upon with the evaluation manager with proper justification and reflected in the inception report.

**1. Relevance and Strategic fit:** *(The extent to which the intervention objectives and design respond to beneficiaries, country, and partners/institution needs, donor needs, policies, and priorities, and continue to do so if circumstances change. Extent to which the approach is in line with the national frameworks, UNSDAF, DWCP,SDG)*

- ✓ The extent which the project are in line with expectations of tripartite constituents, workers, national development and social security protection frame works, 2030 Agenda for sustainable development goals, relevant ratified convention by the Indonesia, Decent work country programme 2020-2025 Indonesia , UNSDAF 2020-2025 Indonesia.
- ✓ How far the project adapted to its interventions to the changing context specifically under the COVID -19 situation addressed priority needs of the above mention groups and frame works
- ✓ Has the project interventions been relevant to women and other marginalized groups and their needs

**2. Validity of intervention logic:** *(The extent to which the design is logical and coherent.)*

- ✓ Are the intervention strategies, outcomes and assumption appropriate for achieving the planned results and the stated purpose within the given timeframe, resources available and the social, economic and political environment?
- ✓ To what extent did the project effectively mainstream international labor standard, tripartite mechanism and social dialogue, gender and non-discrimination in project strategies and interventions?
- ✓ Were the risks and assumptions to achieve project objectives properly identified , assessed and managed

**3. Coherence:** *(How well does the intervention fit?)*

- ✓ The extent to which other interventions and policies support or undermine the project interventions, and vice versa.
- ✓ The extent to which that the project have complemented and/or harmonized or well coordinated with other actors and their interventions on social protection and security in Indonesia

**4.a) Effectiveness** : *(The extent to which the interventions achieved, its objectives and its results, including any differential results across groups? Focus on project attribution to the observed changes )*

- ✓ What extent the project has strengthened the Indonesian national capacity and knowledge in building social protection and insurance of the employees and providing space for job seekers to get employment,
- ✓ Outputs/objectives/outcomes, identifying factors affecting project implementation (positively and negatively). And whether those has resulted differently among target women workers ?
- ✓ What factors have contributed to achieving or not achieving intended results
- ✓ How effective was the project at stimulating interest and participation of project partners at the individual , meso and macro levels? To what extent were the constituents able to fulfil the roles expected in the project strategies? How did the project address the capacity challenges?

**b). Effectiveness of management arrangement** : *(The extent to which management and arrangement put in place support the achievement of results)*

- ✓ How effective was the support provided to the programme team by the ILO, donors, and tripartite constituents in delivering results? What could have been done differently?
- ✓ To what extent was results-based management implemented in the programme? To what extent the lessons learned and monitored data fed into the decision-making process of project stakeholders

**5. Efficiency of resource use:** *(The extent to which the resources or inputs such as funds, expertise, time uses economically achieve the results)*

- ✓ Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and outcomes and overall objectives
- ✓ Were the project's activities and operationalization in line with the schedule of activities as defined by the work plan? If not, what are the factors that hinder timely
- ✓ Delivery and what are the counter measures taken to achieve project outcomes and impact during the life of the project?
- ✓ Are there sufficient resource allocated to integrate human rights and equality in the design, implementation and monitoring of the project outcomes
- ✓ To what extent the project has leveraged resources with other projects within the country programme internally or possible partnerships with other organizations and outside the country to enhance the project impact and efficiency?

**6. Impact orientation** *(The extent to which the intervention has generated significant positive or negative, intended or unintended, higher-level effect)*

- ✓ To what extent have the relevant institutions institutionalized by designing most relevant Employment Insurance mechanism, improving PES, reskilling to assure the social security and protection of the Indonesian workers. What are the both intended and unintended impacts of the project ?

- ✓ To what extent the project able to change the lives of workers more specially including textile and garment sector workers through assuring security and insurance of the workplace
- ✓ How far the project exist strategy is effective and sustain after the project is over
- ✓ What are the both intended and unintended impacts emerged as the project interventions

**6.Sustainability** (*The extent to which the project has produced durable interventions that can be maintained , scale up /replicate within the local development context or in the case of a global project –sustainable as global approach or policy )*

- ✓ To what extent have the social partners, relevant government institutions, employer organization, institutionalized strategies, policies, social security products , mechanism and capacities to strengthen Employment Insurance, improving PES and reskilling programme within the Indonesia ?
- ✓ To what extent the project was able to change the lives of both men and women workers who are affected by labour adjustment
- ✓ Assess the level of operationalization of the project exit strategy and its effectiveness

#### **7. Tripartism, social dialogue, Gender equality and non-discrimination**

- ✓ What are so far the key achievements of the project on gender equality and women’s empowerment?
- ✓ Has the use of resources on women empowerment activities been sufficient to achieve the expected results?
- ✓ Has the project been able to leverage the ILO contributions, through its comparative advantages including International Labour Standard, social dialogue and tripartism?

#### **6. EVALUATION METHODOLOGY**

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation policy and procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as Evaluation Quality Standards.

The evaluation will use an appropriate mix of qualitative and quantitative data collection methods to gather and analyze data/ information to offer diverse perspectives to the evaluation and promote different groups of stakeholders' participation. The evaluation will use the following tools and techniques and but not limit. The generated data and information will be triangulated to enhance the evaluation findings' credibility, validity, and rigour. Virtual platform will be used for above mention data collection method.

During the inception phase, a specific design and method for the evaluation should develop in consultation with the project team based on appropriate and feasible evaluation purposes, objectives, and answers to key evaluation questions. The evaluator can use a "pre-evaluation session" with the team for this step. Finally, the evaluation methodology and plan should agree upon with the evaluation Manager. Inclusion of an **Evaluation framework** that explicitly elaborate key questions, sub-questions, method, sampling, required data/information and source and **Data and information collection plan** in the inception report is essential.

Due to the present pandemic situation, the project may have restriction in arranging field visits. Consequently, It is required to collect data and information via virtual platform. Data and information collection tool, timing should be adapted to the situation. The sampling approach and size should be explained in the inception report. It is essential to highlight the potential challenges in the evaluation as well.

This summative evaluation predominantly consists of steps that enhance the evaluation's utility, such as a pre-evaluation session with team members, consultation all stakeholders during the entire process, validation of the findings etc . Assuring such steps to be taken place during the evaluation is of utmost importance.

**Key informant Interview via phone :** country Director, Technical specialist, Tripartite constituents, Donor, ILO technical support unit, the focal point of the regional social protection programme

**Focus group discussion via phone :** with PES staff members, master trainers, workers who got different supports,

**Desk review:** all the provided project documents such as project document, progress reports, MTR (internal), study reports, position papers and publications.

**Most Significant Change (MSC) :** could use to capture qualitative changes in the process of strengthening social security and protection at a different level. It will help to generate success cases as well.

#### **Validation workshop:**

At the end of field data and information collection, it is required to present key findings to the stakeholders, validate the findings, and address the gaps. The project team will arrange the virtual meeting with the consultation of the evaluator. Details of this workshop should reflect more clearly in the inception report.

## **7. MAIN DELIVERABLES**

Expected deliverables from the evaluation team are

**1. An inception report:** is detailing the understanding of what is being evaluated and why, showing how each evaluation question will be answered ( which methodologies will be used ), a proposed schedule of tasks. Refer *ILO EVAL Policy Guidelines–Checklist 3 and Checklist 4 "Validating methodologies* before preparing the inception report. It should be consists of evaluation purpose, scope, evaluation criteria, key evaluation questions, evaluation methodology, evaluation matrix, a key milestone, resource required and outline for the evaluation report.

During the inception phase, EM will discuss ILOs' evaluation policy guidelines and the TOR. The evaluator should have a "kick-off" meeting with key team members to obtain required documents and understand the team expectation and the project background. After that, it is required to have a few hours session with the project team "pre-evaluation session" to consult the project team about developing an evaluation plan consisting of evaluation methodology, evaluation framework Filed data and information collection plan , limitation, sampling, and so on.

An electronic copy of the report should submit to the evaluation Manager for review. Upon approval of the inception, a report by the EM only can start the field data collection. There may be back and forth communications between the EM and evaluator until it is finalized.

**2.Validation workshop with stakeholders:** is conducted at the end of field data/information collection to validate the findings with the stakeholders and understand the data and information gaps. This enhances the utility of the report, as well. The evaluator will technically organize the session with the logistical support of the project team.

**3. Evaluation report – first draft:** the report's findings should follow logically from the analysis, be credible and presented together with analyses of achievements and deficiencies. It is required to consult *The ILO EVAL Policy Guidelines Checklist 5 "Preparing the evaluation report"*. The evaluator should submit the first draft report as per the inception report's agreed outline on time. Lessons learnt and good practices must be accompanied by one page to elaborate on the lessons learnt/good practices as per ILO standards template ( refer to annexure). Initially, the evaluation manager will share the report with the project team to provide feedback on factual errors, and the Evaluation manager will review the quality of the report as per *EVAL checklist 6*. Feedback will submit for the evaluator to address. The evaluator should address provided feedback and return the report within a few days to the evaluation manager. This may require around 7-8 days.

**Evaluation report – second draft:** This will be the version after addressing the report's initial feedback. This version will be shared among all stakeholders and provide 10 working days to receive the input. In the end, the evaluation manager will send the evaluator the compile stakeholder feedback for the evaluation report to address.

**The evaluation report's final version:** This is the version submitted by the evaluator to the evaluation Manager after addressing feedback. The evaluator should incorporate comments. The comments that the evaluator doesn't agree with will be required to provide justification in a separate sheet. The regional M & M&E Officer and EVAL will review this final version's quality based on the ILO evaluation policy procedure. Until the report gets final approval, the evaluator may require to attend requests as needed to address any quality concerns. Once the EVAL of ILO approves, the report will be finalized.

### Specification of the final evaluation report

The draft and final versions of the evaluation report ( word version of the document ) in English (maximum 35 pages plus annexes)

will be developed under the following structure:

Stand-alone evaluation summary in standard ILO format (max 4 pages)

Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).

Table of contents

Acronyms

Executive Summary

Background of the project and its intervention logic

Purpose, scope and clients of evaluation

Methodology and limitations

Review of project results

Presentation of findings (by evaluation criteria)

Conclusions

Recommendations (including to whom they are addressed, resources required, priority and timing) Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Lessons learnt and potential good practices

Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).

All reports, including drafts, will be written in English. Ownership of data from the evaluation rests jointly with the ILO and the evaluator. The copyright of the evaluation report will rest exclusively

with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

## 8. EVALUTION GOVERNANCE INCLDUING WORK PLAN

It consists of an Evaluation Manager, Regional M&E Officer, Evaluation unit of ILO (EVAL) and stakeholders, including ILO project team.

### **Evaluation Manager:**

Ms Dilki Palliyeguruge, M&E Officer, ILO Sri Lanka, who doesn't have a prior engagement with the project, will manage the evaluation. Evaluator reports to the evaluation Manager. Tasks performed by the evaluation manager are :

- Draft and finalize the evaluation TOR with inputs from key stakeholders (draft TORs to be circulated for comments);
- Develop the Call for expression of interest and select the independent evaluator;
- Brief the evaluator on ILO evaluation policies and procedures;
- Initial coordination with the project team on the development of the field mission schedule and the preliminary results workshop;
- Approve the inception report
- Circulate the draft evaluation report for comments from key stakeholders;
- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation of why for anyone that has not been addressed) and meets ILO requirements.
- Share the report with EVAL for final approval and uploading in the public e-discovery

### **Regional M&E Officer – Asia Pacific :**

- Final approval of the TOR
- Involved in selection of evaluator
- Assure the quality of the final evaluation report before submitting the EVAL.
- Provided require guidance as needed for the evaluation manager.

ILO Evaluation Office will provide oversight and approval final evaluation report.

### **Team of evaluators**

- Provide required documentation for agreement preparation timely
- Deliver all the function elaborated under the TOR and agreement.

### **The project team :**

- Provide basic document and response to the questions and requests made by the evaluation manager to draft the TOR
- Provide feedback for draft TOR, draft evaluation report timely.
- Introduce the evaluation manager and their input for key stakeholders before the evaluation manager distribute the TOR among key stakeholders
- Lead the procumbent process of the evaluation
- Prepare a detail list of stakeholders, including all the contact details
- Provide all the required documents of the project for the evaluator
- Draft the field data and information collection plan initially (telephone, name of the institutions and title of the person whom the evaluator meet should detailed in the data and information collection plan ) and liaise with respective stakeholders for follow up prior to start the evaluation as we are planning to conduct the evaluation via virtual platform. Attend any field issues to sort out.

- Logistical support to organize stakeholder workshop for validation of the primary findings
- Share the final evaluation report with relevant key stakeholders

## Work Plan

Tasks	Timing	Responsibility
<b>1. Completion of TOR</b>		
i. Draft TOR and get the project team feedback	1-12 March	Evaluation Manager
Share the TOR among stakeholders for feedback	22 March -5 April	Evaluation Manager
iii. Conduct virtual meeting to get the feedback from stakeholders except donors, DWCT/HQ. This step is to assure the feedback - Optional	22 March ( during 22- 5 April)	Evaluation Manager
iv. Finalize TOR and expression of interests	12 April	Evaluation Manager
v. Approval of the TOR	19 April	Regional Evaluation Officer
<b>2. Finding a consultant for the evaluation</b>		
i. Call for proposal	20 April- 3 May	Project team/Evaluation Manager
ii. Selection of consultant	14 May	Evaluation Manger /Regional M&E Officer
iii. Award the contract. signed the agreement and briefing to the evaluator	31 May	Project team /Evaluation Manager
<b>3. inception report and data collection and validation</b>		
i. Kick off meeting. Provide documents to the evaluator. Pre evaluation session between project team and evaluator. Desk review and preparation of inception report	1-15 June	Project team and evaluator
ii. Submission of inception report	17 June	Evaluator
iii. Finalize the inception ( after addressing any feedback from the evaluation Manager )	21 June	Evaluation Manager
iv. Data and information collection ( via virtual ) including stakeholder consultation , debriefing to the Country Director , project team and donor (if required )	22 June - 12 July	Evaluator



<b>4. Evaluation report</b>		
i. Submission of the first draft evaluation report	25 July	Evaluator
ii. Submission of the feedback to the report by the project team and evaluation manager	2 August	Evaluation Manager
iii. Receive the second draft of the report from the evaluator after addressing feedback	8 August	Evaluator
iv. Get the feedback from keys stakeholders	20 August	Evaluation Manager
v. Provide consolidated feedback for evaluator	23 August	Evaluation Manager
vi. Get the final evaluation report after incorporating feedback	31 August	Evaluator
vii. Submission of the evaluation report to the eval unit	3 September	Evaluation Manager

#### Propose workdays for the evaluator

Responsible person	Tasks	Proposed number of days	
		Team leader	Team member
<b>Evaluator</b>	Briefing with evaluation Manager , project key member/s,  pre-evaluation session with team  Desk review and completion of inception report	7 days	4 days
<b>Evaluator /project team</b>	Data and information collection  Validation workshop  Debriefing to the country director , technical specialist and team members of the project	11days	11 days
<b>Evaluator</b>	Analysis ,interpretation and Draft the evaluation report	10 days	7 days
	Finalize the evaluation report as per the ILO evaluation procedures ( explanations for why comments were not addressed, evaluation summary		

	sheet, lesson learnt, good practices document ), address feedback as required		
<b>Evaluation manager</b>	Approve the inception report  Assure the initial quality of the evaluation report  Share the report for feedback  Share compiled feedback to the evaluator	0 days	0 days

### Resources

The project is allocated required financial resources for this evaluation. Resources required at this stage are; Evaluators resource fee and actual communication cost for data collection as entire evaluation plan to conduct via virtual platform as per the ILO regulation. As there is no travelling, DSA and transport are not entitled.

### Expected qualifications and role of an International evaluator as team leader

Competencies , experiences and qualifications	Roles and responsibilities
<ul style="list-style-type: none"> <li>- University Degree with minimum 10-12 years of experience in international project /program evaluations</li> <li>- Hands on experiences on developing projects and programmes in social protection, social security</li> <li>- Demonstrates knowledge and experience with the application of rights based approach, an understanding of human rights and social security and protection issues in Indonesia and the regional , relevant national and international frameworks, conventions, polices</li> <li>- Experience in using the Theory of change approach on evaluation.</li> <li>- Background in Human Rights Based Approach programming and Results Based Management;</li> <li>- Extensive experience in applying, qualitative and quantitative research methodologies including participatory approaches;</li> <li>- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;</li> <li>- Proven ability to produce analytical reports in good command of English</li> </ul>	<p>Conduct evaluation and deliver all deliverables as explained under this TOR and the inception</p> <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Development of the evaluation framework including tools , sub questions etc</li> <li>- Briefing with ILO</li> <li>- Undertake a Data and information collection from all the stakeholders</li> <li>- Facilitate stakeholders' workshop/ debriefing with the programme and key stakeholders</li> <li>- Draft evaluation report</li> <li>- Finalize evaluation</li> <li>- Draft stand-alone evaluation summary as per standard ILO format</li> </ul>

<ul style="list-style-type: none"> <li>- Ability to bring gender dimensions in to the evaluation including design, data collection, analysis and report writing.</li> <li>- Excellent analytical skills with the ability to analyse and interpret data from a range of sources;</li> <li>- Excellent understanding local context in relation to social protection as well relevant international frame work pertaining to the subject</li> <li>- Be flexible and responsive to changes and demand</li> <li>- Ability of managing virtual platform effectively</li> <li>- Be client oriented and open to feedback</li> </ul>	
---	--

### Expected qualifications and role of national evaluator as team member

Competencies , experiences and qualifications	Roles and responsibilities
<ul style="list-style-type: none"> <li>- No previous involvement in the delivery of the UNIQLO project</li> <li>- University Degree with minimum 7 years of strong and substantial professional experience in project evaluations</li> <li>- Experience in social protection and social insurance in Indonesian context;</li> <li>- Knowledgeable in program/project evaluation methodologies</li> <li>- Excellent analytical skills, writing and interview skills;</li> <li>- Hands-on experiences in handling virtual platform through different platform</li> <li>- Good command of oral and written English;</li> <li>- Sound knowledge on the socio economic conditions of Indonesia and gender equality, disability inclusion and non-discrimination</li> <li>- Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming will be an advantage;</li> <li>- Open to feedback and flexible</li> <li>- Team playing ability</li> <li>- Well conversant in translating both local to English and vice versa</li> </ul>	<p>The national consultant (a national of Indonesian) will support the team leader in conducting a participatory and inclusive evaluation.</p> <ul style="list-style-type: none"> <li>- collect background information and preparing a summary in English as required;</li> <li>- contribute to a desk review of documents;</li> <li>- pro-actively provide relevant local knowledge and insights to the international consultant;</li> <li>- take part in the virtual interviews with key stakeholders and assisting the international consultant in taking notes during interviews, and to write brief reports based on main observations and conclusions;</li> <li>- contribute to the main report to be prepared by the team leader maybe requested to write certain sections in the draft report as requested by the team leader</li> <li>- participate in and jointly facilitate the stakeholders workshop</li> <li>- provide interpretation</li> <li>- organize all virtual meeting using multiple platform as needed .</li> </ul>

## 9. LEGAL AND EHTICAL CONSIDERATIONS

The evaluation will comply with UN Norms and Standards.

The TORs are accompanied by the Code of Conduct document for carrying out evaluations.

UNEG ethical guidelines and anti-sexual harassment policy of ILO will be followed.

It is important that the evaluator has no links to program management or any other conflict of interest that would interfere with the independence of evaluation.

Ownership of data from the evaluation rests jointly with the ILO and the consultant. The copyright of the

evaluation report will rest exclusively with the ILO. The use of data for publication and other presentations can only be made with written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement

## ANNEXURES - RELEVANT EVALUATION POLICY AND GUIDELINES

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4<sup>th</sup> ed.  
[http://www.ilo.ch/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

Code of conduct form (To be signed by the evaluators)

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)

Checklist No. 3: Writing the inception report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)

Checklist 5: preparing the evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)

Checklist 6: rating the quality of evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)

Template for lessons learnt and Emerging Good Practices

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206158/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm)

Guidance note 7: Stakeholders participation in the ILO evaluation

[https://www.ilo.org/global/docs/WCMS\\_165982/lang--en/index.htm](https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm)

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

Template for evaluation title page

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm)

Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

UNEG Ethical Guidelines for Evaluation

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

ILO Handbook on “How to design, monitor and evaluate peacebuilding results in employment for peace and resilience programmes” [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/instructionalmaterial/wcms\\_712211.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_712211.pdf)

## Inception Report

### Final Independent Evaluation

<b>Project Title</b>	Unemployment Protection in Indonesia - Quality Assistance for Workers Affected by Labour Adjustments
<b>Technical Cooperation code</b>	IDN/19/02/FRU
<b>Administrative Unit</b>	ILO Country Office for Indonesia and Timor-Leste
<b>Technical Backstopping Unit</b>	ILO Decent Work Technical Support Team for East and South-East Asia and the Pacific (ILO DWT-Bangkok)  Social Protection Department (SOCPRO), Geneva
<b>Donor agency</b>	Fast Retailing (Uniqlo)
<b>Project duration</b>	1 August 2019 – 31 July 2021
<b>Budget</b>	US\$1,851,480.20
<b>Period covered by the evaluation</b>	1 August 2019 – 31 July 2021
<b>Date of Evaluation</b>	June 2021 – August 2021

#### 1. ADHERENCE TO THE TERMS OF REFERENCE

The Terms of Reference (ToRs) for the Final Evaluation provide that the first output (Deliverable 1) shall be an Inception report. The Inception Report is to include among other elements the evaluation purpose, scope, evaluation criteria and key evaluation questions, evaluation methodology, work plan and outline for the evaluation report. The Inception Report is structured in line with ILO Guidelines (Checklist No. 3 Writing the inception report). The background to the project and the key outcomes and outputs are set out in the ToRs and will not be repeated here.

The purpose of the evaluation is to assure the accountability and learning to the ILO constituents and key stakeholders. The evaluation will do this by assessing the achievement of the project against its plan and identifying challenges and any external factors that may have affected the project and its implementation. In relation to scope, the evaluation will examine the period of project implementation since project inception until 31 July 2021 in Indonesia and, insofar as relevant, other countries covered in the project's work. The evaluation will integrate the gender dimension and other non-discrimination issues as well

as disability, social dialogue and International Labour Standards as cross-cutting concerns throughout the methodology, deliverables, and final report.

This UNIQLO project is classified as a general project, and therefore not specifically focusing on gender. However, the evaluation team will apply a gender sensitive approaches within the evaluation process. Including the integration of “gender-inclusive” terms such as men, women and other key groups into evaluation criteria and questions.<sup>25</sup> Gender needs will be incorporated within the evaluation methodology, analysis and methods and (insofar as possible) equal numbers of male and female will be interviewed. During the interview process, the evaluation team will adhere to principle of gender equality that everyone has equal rights, responsibilities and opportunities, regardless of sex or gender. The team will also consider and recognize different interests, needs and priorities of women, men and other key groups participated during interview process.

With regard to data analysis, the evaluation team will ensure that (insofar as possible) information related to gender equality issues are addressed, sex-disaggregated data and information analysed as well as ensuring that key persons interviewed represent concerns of women and men. Further, the evaluation team will report gender-related findings in the cross-cutting section. This section contains information like project impact to men and women workers, benefits and or constraints faced to include gender consideration, etc.

### Evaluation criteria and questions

The conceptual framework used in this evaluation is one that is consistent with Results-based Management (RBM) and addresses the following criteria proposed by OECD: relevance, validity, coherence, efficiency, effectiveness, impact and sustainability in addition to cross-cutting issues (as specified in the ToRs).

The proposed questions to be addressed in this evaluation are:

Criteria	Questions
<b>RELEVANCE AND STRATEGIC FIT</b>	<ul style="list-style-type: none"> <li>• Is the project in line with the expectations of and does it meet the needs of the stakeholders including the tripartite constituents, workers, national development and social security protection frame works, 2030 Agenda for sustainable development goals, relevant ratified convention by the Indonesia, DWCP 2020-2025 Indonesia, UNSDAF 2020-2025 Indonesia?</li> <li>• How well did the project adapt its interventions to the changing context specifically under the COVID -19 situation to address priority needs of the above mention groups and frame works?</li> <li>• Were gender equality principles used (e.g. equality, participation, social transformation, inclusiveness, empowerment, etc.) in the design and planning of the intervention and the results achieved?</li> </ul>

<sup>25</sup> Based on UNEG Guidance Integrating Human Rights and Gender Equality in Evaluation (p76-88) & UNEG Handbook on Integrating Human Rights and Gender Equality in Evaluation (pp25-32).

	<ul style="list-style-type: none"> <li>• To what extent have gender considerations been integrated into the design, planning and implementation of the project and the results achieved?</li> <li>• Have the project interventions been relevant to women and other marginalized groups and addressed their interests &amp; needs?</li> </ul>
<b>VALIDITY OF INTERVENTION LOGIC</b>	<ul style="list-style-type: none"> <li>• Are the intervention strategies, outcomes and assumption appropriate for achieving the planned results and the stated purpose within the given timeframe, resources available and the social, economic and political environment?</li> <li>• To what extent did the project effectively mainstream international labor standard, tripartite mechanism and social dialogue, gender, disability and non-discrimination in project strategies and interventions?</li> <li>• Were the risks and assumptions to achieve project objectives properly identified, assessed and managed?</li> </ul>
<b>COHERENCE</b>	<ul style="list-style-type: none"> <li>• To what extent are the project design (priorities, outcomes, outputs and activities) and its underlying theory of change logical and coherent?<sup>26</sup></li> <li>• How well did other interventions and policies support or undermine the project interventions, and vice versa?</li> <li>• How well has the project have complemented and/or harmonized or well-coordinated with other actors and their interventions on social protection and security in Indonesia?</li> </ul>
<b>EFFECTIVENESS</b>	<ul style="list-style-type: none"> <li>• What progress has the project made towards achieving its planned objectives?</li> <li>• To what extent has the project strengthened the Indonesian national capacity and knowledge in building social protection and insurance of the employees and providing space for job seekers to get employment,</li> <li>• To what extent have outputs/objectives/outcomes identified factors affecting project implementation (positively and negatively)?</li> <li>• What factors have contributed to achieving or not achieving intended results?</li> <li>• How effective was the project at stimulating interest and participation of project stakeholders at the individual, meso and macro levels? To what extent were the constituents able to fulfil</li> </ul>

<sup>26</sup> See below re ToC.

	<p>the roles expected in the project strategies? How did the project address the capacity challenges?</p> <ul style="list-style-type: none"> <li>• How effectively have the project interventions integrated gender? To what extent are indicators, outputs, outcomes and objectives gender-sensitive?</li> <li>• How effective was the support provided to the programme team by the ILO, donors, and tripartite constituents in delivering results? What could have been done differently?</li> <li>• To what extent was results-based management implemented in the programme? To what extent the lessons learned and monitored data fed into the decision-making process of project stakeholders</li> </ul>
<b>EFFICIENCY</b>	<ul style="list-style-type: none"> <li>• Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and outcomes and overall objectives?</li> <li>• Were the project’s activities and operationalization in line with the schedule of activities as defined by the work plan? If not, what are the factors that hinder timely delivery and what are the counter measures taken to achieve project outcomes and impact during the life of the project?</li> <li>• Are there sufficient resource allocated to integrate gender, human rights and equality in the design, implementation and monitoring of the project outcomes?</li> <li>• To what extent the project has leveraged resources with other projects within the country programme internally or possible partnerships with other organizations and outside the country to enhance the project impact and efficiency?</li> </ul>
<b>IMPACT</b>	<ul style="list-style-type: none"> <li>• What are the both intended and unintended impacts of the project?</li> <li>• To what extent has the project supported the most relevant Employment Insurance mechanism, improving PES, and reskilling to assure the social security and protection of the Indonesian workers?</li> <li>• To what extent has the project been able to change the lives of workers including textile and garment sector workers through assuring security and insurance of the workplace?</li> <li>• What were the gender equality objectives achieved (or likely to be contributed to) and mainstreaming principles adhered to by the intervention?</li> </ul>
<b>SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>• To what extent will the results of the project continue after the</li> </ul>



	<p>project has ceased? Are the results permanent, long-term gains?</p> <ul style="list-style-type: none"> <li>• What are the strongest indications of the degree to which the project results are likely to be sustainable?</li> <li>• To what extent have the social partners, relevant government institutions, employer organization, institutionalized strategies, policies, social security products, mechanism and capacities to strengthen Employment Insurance, improving PES and reskilling programme within Indonesia?</li> <li>• What strategies has the project put in place to ensure continuation of actions initiated after the project support ends? How effective and realistic is the exit strategy of the project?</li> <li>• What were the intervention’s long-term effects in terms of reducing gender inequalities and gender-based discrimination?</li> </ul>
CROSS-CUTTING	<ul style="list-style-type: none"> <li>• To what extent have gender equality and disability been mainstreamed in the project design and implementation? Has the project integrated gender equality and disability as a cross-cutting concern throughout its methodology and deliverables?</li> <li>• Has the project supported government to adopt gender-sensitive labour policies?</li> <li>• Has the use of resources on gender-related activities been sufficient to achieve the expected results?</li> <li>• Has the project been able to leverage the ILO contributions, through its comparative advantages including International Labour Standards, social dialogue and tripartism?</li> <li>• To what extent has the project considered relevant SDG targets and indicators?</li> <li>• Has the intervention made a difference to specific SDGs the project is linked to? If so, how has the intervention made a difference (explicitly or implicitly)?</li> </ul>

As the project has not developed an explicit theory of change, the evaluation team will work with the project team to clarify the implicit ToC. This will be done as a first step following approval of the Inception Report.

Based on discussions to date, additional issues to be considered will include:

- Priority issues for possible no-cost extension based on outcome of work to date and views of stakeholders

### Risks and limitations

In terms of the impact assessment, it is difficult, in many cases, to measure the impact which ILO work (and indeed much development work) has at a macro level. While it is easy

to measure the *outputs* of ILO work (in terms of reports, training, actuarial studies, etc.) it is much more difficult to measure *outcomes*. Given the ex-post nature of the evaluation, it will be necessary to rely on available data and interviews to assess the impact and it is not possible to adopt more sophisticated methodology. The evaluation will assess the contribution to DWCP outcomes, ILO results framework and to the SDGs.

In general, it is also difficult to measure efficiency in a concrete manner as ILO does not have any specific measure of efficiency and, even if it did, there is often a lack of comprehensive data in relation to inputs and outputs. However, this is a general constraint and an assessment will be made on the basis of the available data.

Given that a wide range of stakeholders will be interviewed, there does not appear to be any real risk of bias.

## 2. EVALUATION METHODOLOGY

The evaluation adopts the ILO's Evaluation Guidelines as the basic evaluation framework. It will be carried out in accordance with ILO standard policies and procedures, and complies with evaluation norms and follows ethical safeguards.

The evaluation methodology will include:

- Desk review and analysis of documents related to the project.
- Desk review of other relevant documents such as the Decent Work Country Programme, national documents on employment and social protection, etc.
- Online semi-structured interviews<sup>27</sup> (Zoom, Teams) with key informants including project team and national counterparts (see attached list of stakeholders)
- Consultation with key ILO Specialists
- Stakeholder validation workshop/presentation on preliminary findings of the evaluation

The data collection worksheet is attached as Annex I. The evaluation approach in relation to issues such as effectiveness, impact and sustainability is primarily qualitative drawing on key stakeholders' informed opinions (in response to the listed questions). The evaluation will adopt a purposeful sampling approach, in which, in consultation with the project team, informants are selected who can answer the key questions thoroughly and accurately. On the basis of the information currently available, it would appear that, due to COVID restrictions, the evaluation will be carried out entirely (or almost entirely) online.

The main data to be analysed will be the outcomes of interviews which will be noted by the evaluation team. These notes will be summarised and analysed in relation to their responses to the evaluation questions and also to support the identification of Lessons learned and Emerging good practices.

Given the time and budget constraints (apart from the interviews), the evaluation will rely on existing available data (data collected by the project or available from the key stakeholders), e.g. in relation to the introduction of the unemployment insurance scheme, and it is not planned to collect original survey data.

---

<sup>27</sup> A semi-structured interview is a qualitative data collection strategy in which the evaluator asks informants a series of predetermined but open-ended questions.

### 3. WORK PLAN

The detailed work plan is set out below:

<b>1. Inception report and data collection and validation</b>		
v. Kick off meeting. Provide documents to the evaluator. Pre evaluation session between project team and evaluator.	Completed	Project team and evaluators
vi. Desk review of project documentation and preparation of inception report	June - completed	Evaluation team
vii. Submission of inception report	17 June	Evaluation team
viii. Finalize the inception report (after addressing any feedback from the Evaluation Manager)	21 June	Evaluation Manager & Evaluation team
ix. Data and information collection (online) including stakeholder consultation, review of project outputs debriefing to the Country Director, project team and donor	22 June - 12 July	Evaluation team
x. Validation workshop	TBD	Evaluation team
<b>2. Evaluation report</b>		
viii. Submission of the first draft evaluation report	25 July	Evaluation team
ix. Submission of the feedback to the report by the project team and evaluation manager	2 August	Evaluation Manager
x. Receive the second draft of the report from the evaluator after addressing feedback	8 August	Evaluation team
xi. Get the feedback from keys stakeholders	20 August	Evaluation Managers
xii. Provide consolidated feedback for evaluator	25 August	Evaluation Manager
xiii. Submit the final evaluation report after incorporating feedback	31 August	Evaluation team leader
xiv. Submission of the evaluation report to the ILO eval unit	3 September	Evaluation Manager

### 4. FINAL REPORT OUTLINE

The evaluation report (maximum 35 pages plus annexes) will be drafted in accordance with the Terms of Reference and ILO Checklist 5. A proposed outline for the final report is as follows.

- Cover page with key project data.

- Tables of contents, figures and list of acronyms
  - Executive Summary
  - Background of the project and its intervention logic
  - Purpose, scope and clients of evaluation
  - Methodology and limitations
  - Review of project results
  - Presentation of findings (by evaluation criteria)
  - Conclusions
  - Recommendations (including to whom they are addressed, resources required, priority and timing)
  - Lessons learnt and potential good practices
- Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).

This may be revised somewhat in the course of the evaluation. A Stand-alone evaluation summary in standard ILO format (max 4 pages) will also be prepared.

## 5. ADHERENCE TO ILO GUIDANCE AND FORMATTING REQUIREMENTS

The consultants acknowledge the ILO formatting requirements, especially with regard to:

- Formulating and presenting recommendations;
- Identifying and presenting lessons learned, and filling in the lesson learned templates; and
- Identifying and presenting emerging good practices, and filling in the relevant template.

Checklist 10 (Documents for the evaluator) finalized and signed by the team leader is attached below confirming that all necessary documentation has been received.

The consultants confirm acceptance of the terms of Checklist 5: Preparing the evaluation report.

## Checklist 10 - DOCUMENTS FOR THE EVALUATOR

This checklist is for the evaluation manager to ensure that all documents are presented to the evaluator when presenting the contract for signature.

### KEY CONTRACT DOCUMENTS

- Evaluation Contract; which includes the payment schedule.
- Terms of Reference; which includes the WBS, Calendar and Evaluation Budget
- List of individuals pertinent to the evaluation with contact details
- Code of Conduct for Evaluation in the ILO
- Checklist 10: List of supplemental documentation, supplied by links or cloud services.
- Project Documents
  - Project Document
  - Project progress reports
  - Project materials at <https://www.social-protection.org/gimi/ShowProject.action?id=3096>
- ILO, UN and National documentation
  - *National Development Plan (RPJPN) 2005-2025*
  - *United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025*
  - *Socio Economic Impact of the COVID-19 Pandemic on SDG Progress in Indonesia*
  - *Decent Work Country Programme (DWCP) 2020-2022*
- EVAL Guidance documents for the evaluator
  - Guidance Note 7 Stakeholder participation in ILO evaluations
  - Checklist No. 3 Writing the inception report plus the templates
  - Checklist No. 5 Preparing the evaluation report
  - Checklist No. 6 Rating the quality of evaluation reports
  - Templates for Lessons Learned and Emerging Good Practices

Mel Cousins

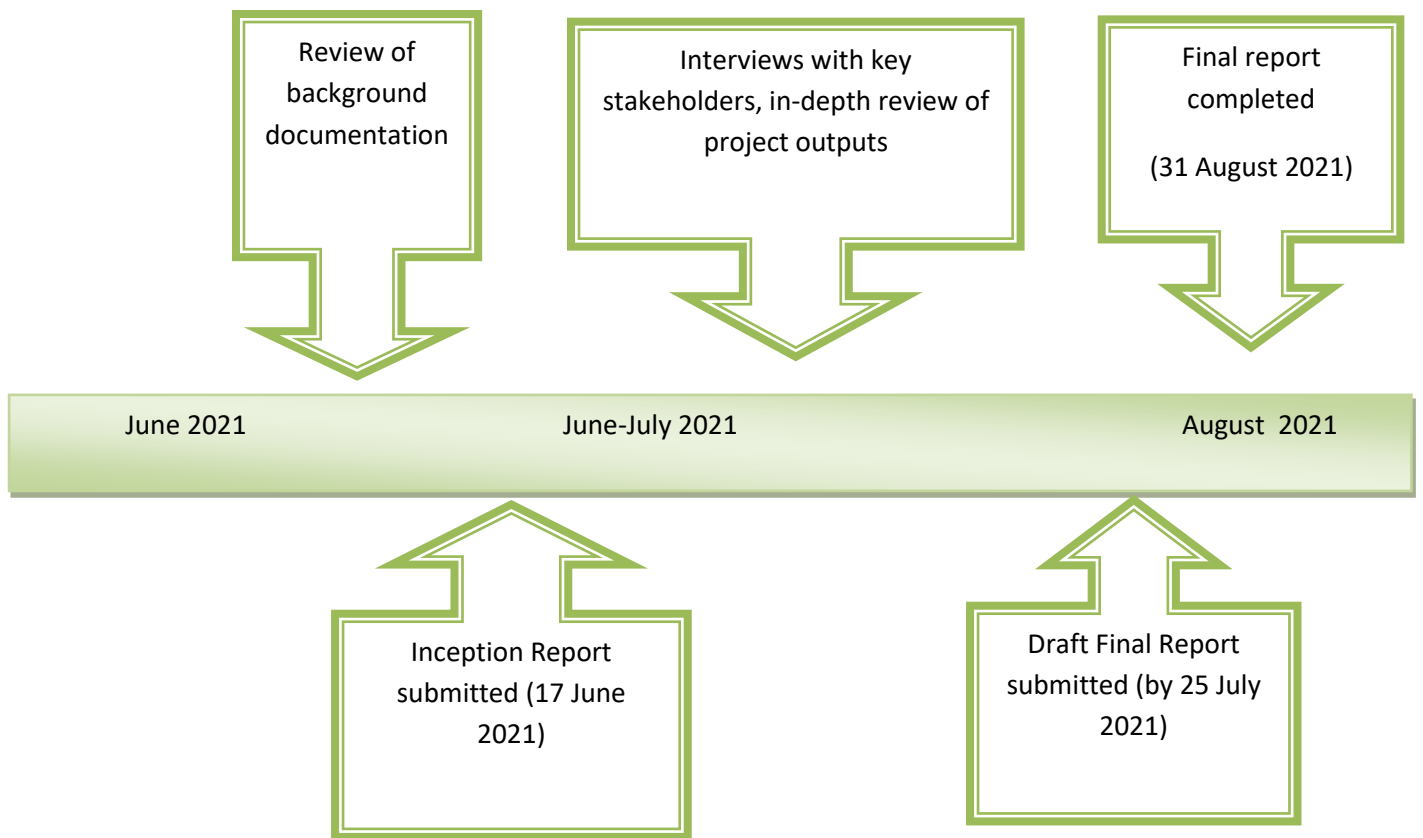
Consultant Acknowledges receipt

Annex I - DATA COLLECTION PLAN WORKSHEET for the inception report

Evaluation Questions	Indicator	Sources of Data?	Method?	Who Will Collect?	How Often?	Who will analyze?
1. RELEVANCE & STRATEGIC FIT	Views of key stakeholders , evaluators' assessment of PRODOC against policies	Interviews with ILO, national agencies, social partners, donor  Review of national policies	Virtual Interview & document review (DWCP, national strategies)	Evaluation team	Once off	Evaluation team
2. VALIDITY OF INTERVENTION LOGIC	Views of key stakeholders , assessment of logic against national context	Interviews with ILO, national agencies, social partners, donor  Review of national policies	Virtual Interview & document review (PRODOC, international labour standards)	Evaluation team	Once off	Evaluation team
3. COHERENCE	Views of key stakeholders , assessment of project plan against context	Interviews with ILO, national agencies, social partners, donor	Virtual Interview & document review (PRODOC)	Evaluation team	Once off	Evaluation team
4. EFFECTIVENESS	Implementation of project plan measured against output & outcome matrix	Review of documentation/interviews with ILO, national agencies, social partners, donor	Document review (project reports, outputs, etc.)/interviews/review of data	Evaluation team (based on data collected by project team)	Once off	Evaluation team
5. EFFICIENCY of resource use	Expenditure data	ILO financial data & interviews with ILO, national agencies, social partners, donor	Virtual Interviews & document review (expenditure data)	Project data	Once off	Evaluation team
6. IMPACT of the project	Views of key stakeholders	Interviews with ILO, social partners, and national agencies  Review of available data	Interview & document review (e.g. any assessment of impact of introduction of UI)	Evaluation team (based on data collected by project team)	Once off	Evaluation team
7. SUSTAINABILITY of the project	Views of key stakeholders , assessment of sustainability in the	Interviews with ILO, social partners, national agencies & donor	Interview	Evaluation team	Once off	Evaluation team

	national context and having regard to ILO plans					
8. Cross-cutting	Views of key stakeholders , evaluators' assessment	Interviews with ILO, national agencies, social partners, donor	Interview	Evaluati on team	Once off	Evaluati on team

### Annex II - Timeline



## Appendix 7. List of persons interviewed

Name	Organisation	Title
<b>Michiko Miyamoto</b>	ILO	Country Director, Indonesia
<b>Markus Ruck</b>	ILO	Senior Social Protection Specialist, ILO Decent Work Team for Asia & Pacific
<b>Simon Brimblecombe</b>	ILO	Senior Actuary
<b>Ippei Tsuruga</b>	ILO	Project Manager
<b>Christianus Panjaitan</b>	ILO	Project Officer (SocPro)
<b>Fasrul</b>	ILO	Project Officer (ALMP)
<b>Ayunda Eka Pratama</b>	ILO	Communications officer
<b>Yulia Frida</b>	ILO	Admin officer
<b>Hirania Wiryasti</b>	ILO	Project Officer (INSIGHT 2)
<b>Kazutoshi Chatani</b>	ILO	Employment Specialist
<b>Lusiani Julia</b>	ILO	Programme Officer (ILS, Gender Equality)
<b>Retna Pratiwi</b>	Ministry of Manpower	Director General of Social Protection
<b>Sarah Maharani</b>	Ministry of Manpower - PES	Pengantar Kerja Ahli Muda
<b>Pramudya Bintoro</b>	BPJS Ketenagakerjaan	Director of Strategic Planning & Information Technology
<b>Romie Erfianto Soeroto</b>	BPJS Ketenagakerjaan	Deputy Director for Project Management Office
<b>Asih Widyaningrum</b>	BPJS Ketenagakerjaan	Penata Utama Manfaat Ketenagakerjaan
<b>Suhervandri</b>	BPJS Ketenagakerjaan	Penata Utama Manfaat Ketenagakerjaan
<b>Elly. G.</b>	BPJS Ketenagakerjaan	Asisten Deputy Bidang Manfaat Tambahan Ketenagakerjaan
<b>Eka Kartika</b>	BPJS Ketenagakerjaan	Asisten Deputy Bidang Initiation



<b>Fergie Stevie</b>	BPJS Ketenagakerjaan	Project Support Initiation
<b>Shandika Putra</b>	BPJS Ketenagakerjaan	Project Support Initiation
<b>Prio Adi</b>	BPJS Ketenagakerjaan	Project Support Initiation
<b>Aditya Nugroho</b>	BPJS Ketenagakerjaan	Project Support Initiation
<b>Muhammad Cholifihani</b>	Bappenas	Director of Population Planning and Social Protection
<b>Ekaning Wedarantia</b>	Bappenas	Support Staff
<b>Agung Pambudhi</b>	APINDO	Head of Research and Development
<b>Iene Muliati</b>	National Social Security Council	Member (Expert)
<b>Untung Riyadi</b>	National Social Security Council	Member (trade unions)
<b>Ayako Iyama</b>	Fast Retailing	SEA Regional Supervisor, Sustainability Supply Chain Labor Management
<b>Edi Kustandi</b>	Garment Trade Unions Federation	TSK-KSPSI Official
<b>Helmy Salim</b>	Garment Trade Unions Federation	TSK-KSPSI Chair
<b>Ary Joko</b>	Trade Union Confederation	GARTEKS-KSBSI - Chair
<b>Benny R.</b>	Trade Union Confederation	
<b>Siti Nurazizah</b>	Trade Union Confederation	Plt Sekjen KSPSI
<b>Supriyadi</b>	Trade Union Confederation	
<b>Elly Rosita</b>	Trade Union Confederation	KSBSI Chair
<b>Ristadi</b>	Trade Union Confederation	KSPN Chair
<b>Ramidi</b>	Trade Union Confederation	KSPI Official

## Appendix 8. Data collection

Data collection tools applied for this UNIQLO project ranged from desk reviews (relevant national strategy and development plans, ILO project and program documents, progress reports, research reports, etc.) to individual stakeholder interviews. To avoid biased and subjective approach, the evaluator team applied triangulation of sources, methods, data, and theories. In addition, a stakeholder workshop was conducted at the end to present, review and discuss preliminary findings with the relevant project staff and implementing partners. The methodology for collection of data and evidences was implemented in four phases as follows:

### 1. The First Phase: Preparatory and Inception Report Production

Within this first phase, all project data and other relevant information were reviewed and collected through a desk review, including:

- UNIQLO project documents such as the project design document, mid-term and or yearly project reports, project briefs, activities and research reports, financial reports, project organization structure, publications, etc.
- Relevant ILO documents like the Decent Work Country Programs; ILO Strategic Policy Framework, etc.
- Nationally and internationally published reports and studies.

During this first phase, the evaluator team also developed data analysis methods for each evaluation question. In addition, different evaluation questions were combined in one tool/method for specific targeted groups as appropriate. Attempts have been made to collect data from different sources by different methods for each evaluation question and findings were triangulated to draw valid and reliable conclusions. Further, data were disaggregated by sex where possible and appropriate. The evaluator used the inception report to verify qualitative data gathered directly from stakeholders in the second phase, interviews with stakeholders.

### 2. Second Phase: Stakeholder Interviews and Validation Workshop

During this stage, the evaluator team applied qualitative and participatory approach where data and information were obtained through varied qualitative research methods like semi structured interviews with project stakeholders. Through this process, the ILO Country Office Jakarta, ILO ROAP Bangkok Office, ILO Head Quarter Office, Fast Retailing, the donor, and tripartite constituents involved in the UNIQLO project had the opportunity to be consulted. Further, it was anticipated that opinions stated by relevant stakeholders would improve and clarify the data and information obtained from project documents. The interviewed project stakeholders comprised of ILO Jakarta, ROAP and Head Quarter Offices, APINDO, Bappenas, BPJS, DJSN, Ministry of Manpower, and Trade Unions. At end of the semi structured interviews, the evaluator team shared preliminary findings to the relevant stakeholder through a validation workshop. It was anticipated that the stakeholders would provide substantiate inputs, clarification, as well as use the evaluation findings and lessons learnt, as appropriate.

### 3. Third Phase: Data Analysis and Reporting

Following interviews and validation workshop with project stakeholder, the evaluator team formulated a draft final evaluation report to be submitted to Mrs. Dilki Palliyeguruge, Monitoring and Evaluation Officer of ILO Country Office for Sri Lanka and the Maldives for internal ILO's project staff's feedback and dissemination.

### 4. Fourth Phase: Feedback and dissemination of the draft evaluation results

This has been carried out by ILO, as part of its evaluation follow-up. Once ILO agreed on the draft report, the evaluator team will finalize the report for submission.

In addition to the above, the evaluator also applied the following methods:

- Review of key project documents, including the project design document, progress reports, research reports, minutes of meetings, project publications, M & E Guideline, and varied references related to programs.
- Desk review of relevant ILO programs documents, among others related legislation, regulations and publications.
- Briefing with Mrs. Dilki Palliyeguruge, Monitoring and Evaluation Officer of ILO Country Office for Sri Lanka and the Maldives, interviews with Mr. Markus Ruck (ILO Senior Social Protection Specialist and ILO Decent Work Team for Asia & Pacific), Mr. Simon Brimblecombe (ILO Senior Actuary) and Mr. Kazutoshi Chatani (ILO Employment Specialist).
- Briefing with CO-Jakarta Project team, meeting with Country Office Jakarta Director, and meeting with project officers in Jakarta, Indonesia.
- Interviews with Ministry of Manpower – PES, BPJS, Bappenas, DJSN, APINDO and Trade Unions.
- Validation workshop to present preliminary findings to relevant stakeholder.

## Appendix 9. Documents consulted

### Project documents

Project Document (PRODOC) including risk register

Project Reports 1-4

No-Cost Extension and Budget Revision (2021)

### National documents

Vision 2045

Long-Term National Development Plan, 2005-2025.

### ILO/UN documents

Decent Work Country Programme 2020-2025 Indonesia

UN Sustainable Development Country Framework 2021-2025

Socio Economic Impact of the COVID–19 Pandemic on SDG Progress in Indonesia

ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.

ILO High-level Evaluation on Social Protection, 2017

ILO's Strategic Plan for 2022–25

### Documents from other development partners

World Bank, Investing in People: Social Protection for Indonesia's 2045 Vision, 2020