



Independent Joint Final Evaluation

Employment and Livelihood: An Inclusive Approach
to Economic Empowerment of Women and
Vulnerable Populations in Indonesia (COVID-19)



January 2022



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UN Joint Evaluation

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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.

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Abbreviations

APINDO	Indonesia Employers Association (Asosiasi Pengusaha Indonesia)
BAPPENAS	Ministry of National Development Planning
COVID-19	Coronavirus Disease 2019
DWCP	Decent Work Country Programme (ILO)
ELJP	Employment and Livelihoods Joint Programme
EVAL	ILO Evaluation office
FGD	Focus Group Discussion
GNIK	Gerakan Nasional Indonesia Kompeten/ National Movement of Competency
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IBCWE	Indonesia Business Council for Women's Empowerment
ILO	International Labour Organization
IOM	International Organization for Migration
JIP	Jaringan Indonesia Positif
KADIN	Indonesian Chamber of Commerce and Industry
KII	Key Informant Interview
LMS	Learning Management System
MPTF	Multi-Partner Trust Fund

MOH	Ministry of Health
MOM	Ministry of Manpower
MOWECP	Ministry of Women's Empowerment and Child Protection
MSE	Micro and small enterprise
MSME	Micro, small and medium enterprise
NTB	Nusa Tenggara Barat/West Nusa Tenggara
NTT	Nusa Tenggara Timur/East Nusa Tenggara
OECD/DAC	Organisation for Economic Cooperation and Development/Development Assistance Committee
PLHIV	People Living with HIV
PWD	People with Disabilities
RBM	Results Based Monitoring
RCO	UN Resident Coordinator Office
ROAP	Regional Office for Asia and the Pacific
SDG	Sustainable Development Goal
SIYB	Start and Improve Your Business
SOGIE	Sexual orientation and gender identity expression
TOE1/TOE2	Training of Entrepreneurs – Basic/Advanced
TOR	Terms of Reference
UN	United Nations

UNAIDS	Joint United Nations Programme on HIV/AIDS
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commission for Refugees
USD	United States Dollars
YKB	Yayasan Kusuma Buana

Executive Summary

Background

“Employment and Livelihood: An inclusive approach to economic empowerment of women and vulnerable populations in Indonesia (COVID-19)” (hereafter, ELJP) is a joint ILO, UNDP, UNHCR and UNAIDS programme. It aims to improve employment and livelihoods status among women and vulnerable groups that have been disproportionately affected by the COVID-19 crisis in Indonesia. With US\$1.7 million funding from the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (UN COVID-19 MPTF), the programme began on 1 January 2021 with a 12 month duration. In October, 2021, the programme was granted a no-cost extension until 1 March, 2022.

The programme is implemented through three outputs - Output 1: 2,000 women and vulnerable groups have their entrepreneurship skills enhanced and their essential business development support increased; Output 2: People living in disadvantaged regions (Eastern part of Indonesia and rural areas) have their economic potential improved or recovered. Output 3: Government, employers and workers have their perceptions and attitude geared toward gender equality at the workplace. The activities have national coverage as well as a focus on disadvantaged areas of the country, particularly the Eastern region of Indonesia.

This independent and joint agency final evaluation was commissioned in order to assess the programme in terms of its relevance, coherence, effectiveness, efficiency, impact and sustainability. The evaluation used a combination of document review and key informant and group interviews with a comprehensive range of stakeholders and beneficiaries to address the evaluation questions.

Key Findings and Conclusions

Relevance

The ELJP was highly relevant to the need to re-build employment and livelihood prospects in Indonesia after the COVID-19 pandemic struck, and was especially relevant to the needs of people from vulnerable groups in the population. Its focus on reinforcing inclusion in employment in the face of widening gender equity gaps and increasing disadvantage faced by marginalised groups was well justified. The direct beneficiaries, many of whose livelihoods were severely affected by the pandemic, found the business development and vocational skills relevant to improving their situation and opportunities.

The evaluation found the overall beneficiary targeting to be somewhat broad, including vulnerable people as well as established and promising social enterprises. While the women-led and youth-led social enterprises were oriented towards providing opportunities for disadvantaged women and rural communities, the targeting rationale could have been articulated and justified more clearly on a programme-wide basis. This wide scope may have come about due to the design process in which the four partners were required to submit their proposal to the funding agency in a short period of time. The programme spread training resources widely, across many provinces of Indonesia, albeit with a focus on the Eastern region. Although this did not provide for an intensive level of support, the programme achieved an optimal balance in providing sufficient training to bring about favourable outcomes among a large number of beneficiaries.

The three strategic areas of the theory of change were valid in providing immediate and direct support to economic recovery for affected people and also in building more equitable and inclusive workplaces. The programme was justifiably focused on immediate support to people affected by the pandemic and therefore did not attempt capacity building of national employment or skills policy makers as direct recipients, or

local economic development. Under implementation the programme successfully adapted its original approach to skills training in light of the worsening labour conditions as the pandemic escalated in early 2021, shifting from an emphasis on skills for employment toward skills for livelihood and business.

The programme is directly relevant to the UN Sustainable Development Goals (SDGs) on gender equity, sustainable employment and inclusion. It was highly aligned with the global UN principles in responding to the pandemic of #recoverbettertogether, with respect to concrete and immediate action in the early stages of recovery, and a focus on "Leaving No One Behind", through action towards inclusion. The programme aligns well with the national development frameworks of the UN Sustainable Development Cooperation Framework (UNSDCF) of the UN Country Team (UNCT), and closely aligns with the strategic framework priorities of the four partner agencies. It complemented the ILO's parallel project promoting COVID-19 occupational safety and health measures in the workplace in Indonesia.

Coherence

Regarding internal coherence, both the design and implementation of the programme reflected a high level of collaboration and cohesion between the four UN agencies. This was exemplified in collaborative actions by UNAIDS and UNHCR to support the ILO and UNDP training interventions, through their networks with the beneficiaries and expertise, as well as joint collaboration in the advocacy efforts. At the level of donor reporting and government communications, coherence was also well supported by the oversight role of the Resident Coordinator's Office (RCO).

In terms of external coherence, ELJP enabled stronger partnerships among the four UN agencies, linkages with other UN agencies, and provided opportunities for new partnerships and expanded networks to be forged. The UNDP was able to leverage the support of government and development partners in support of its entrepreneurship development packages, with joint funding of the accelerator packages through Indonesia Women Empowerment Fund (IWEF), and joint Ministry of Women (MOWECP) hosting of the website for the new business development modules for independent learning.

Effectiveness

The ELJP achieved a wide reach with its interventions, considering its short duration, serving over 3,500 direct beneficiaries to date. With the benefit of the no-cost extension, the partners have completed most of the activities planned, despite delays due to UN administrative procedures as well as delays due to COVID-19 restrictions and the delivery adaptations this required.

The programme has met or exceeded most of its performance targets at activity and outcome level. While a small number of interventions and their targets are quite delayed, they are expected to be completed by the end of the programme. The short timeframe was the biggest challenge and constraint to the programme, both as an external factor, and exacerbated by UN partner agency management and administrative processes. A key factor that facilitated the achievements was the selection of experienced implementation partners, with extensive networks in the communities where they worked. This was also enhanced by the expertise and relevant organisational networks of the UN agency staff themselves.

The evaluation's qualitative assessment found that online entrepreneurship training delivered by ILO partners enabled a substantial number of vulnerable micro-entrepreneurs to develop business plans and further mentored a small portion of them to enhance their products and networks. The entrepreneurship package was enriched by sessions on gender and inclusion supported by UNAIDS and UNHCR.

Both the ILO entrepreneurship training, as well as digital skills training under the skills component, were well designed to meet needs in the post-pandemic world, with the emphasis on training for new and digitalised jobs through E-commerce. Across both the entrepreneurship and skills training components, the programme provided specific target groups, women, people living with HIV (PLHIV) and key affected populations, youth, refugees and persons with disabilities with much needed economic development opportunities, building their self-esteem and confidence.

ILO's skills training component was a highly effective and wide-scale intervention that enhanced livelihood and business skills of a substantial number of people in vulnerable and pandemic-affected communities across East Indonesia, putting "Leave No One Behind" into practice. The skills were especially well matched with local community conditions. The BLK Komunitas pilot capacity building initiative for community vocational training centres was an added value of the programme, introducing a more effective model for community vocational training management and delivery. It demonstrated a replicable approach, culminating in the Ministry of Manpower's (MOM) plan for its expansion.

UNDP's impact investing approach successfully strengthened the resilience of the women-led and youth-led enterprises, providing valuable models for social enterprises that provide social and economic benefits in the communities beyond the enterprises themselves. The basic business training module was carefully crafted by the partners to produce a resource applicable for offline training and online independent learning.

Through a variety of partnerships, with prominent media groups, employer associations and trade unions, the programme reached a wide audience of government, employers and the public and generated wide-reaching discussion and awareness on gender equity and inclusion of marginalised people in the workplace. Key policy contributions to national equal employment opportunity guidelines are also approaching adoption.

Efficiency

The programme's management and coordination structure comprising a team of focal points from each of the UN partners as well as the RCO in its oversight role, worked efficiently, especially benefiting from ILO's strong coordination efforts. Staffing provision per agency was effective and efficient overall. The ILO benefited from having a strong complement of staff to implement the programme, while UNAIDS, UNDP and UNHCR assigned competent teams who combined their ELJP responsibilities with other programme responsibilities.

The partners exhibited varied efficiency in the use of time. Effective strategies were to begin preparations with core programme staff prior to staff coming on board and the use of existing training packages requiring little modification. However, intervention planning could have been more strategic in some instances where new module development was time consuming. Financial resource use exhibited a relatively high degree of aid effectiveness in terms of the budget proportions allocated to the interventions. The respective programme managers found efficiency gains by re-allocating money for travel to activities across each partner agency, and additional trainings and beneficiaries were added to the ILO trainings as a result.

The partners monitored and reported on progress frequently, keeping data up to date. The programme's Results-based Monitoring (RBM) framework and its indicators applied the principles of results-based monitoring to a moderate extent, while some indicators were not well defined and monitoring of outcomes and initial impacts was not consistently applied by the partners. The partners made an effort to capture changes at outcome as well as activity level. However, the Output 3 indicators were still quite weak in terms of capturing changes in knowledge, attitudes and practice among advocacy recipients.

Emerging Impacts

At the individual and community level, the short term interventions of the programme generated important changes in people's livelihood opportunities, demonstrated in the early signs of increasing income found in ILO's endline survey. The evaluation found that the programme indirectly brought impacts on its implementing partner capacity, including increased capacity to deliver online, wider partnerships and increased knowledge. Broader social and economic impacts are difficult to predict at this early stage, but the programme has helped a significant number of people to adapt to the economic impacts of the pandemic and shift to new and emerging digitalised jobs. The policy contributions of the ILO and UNAIDS initiatives are expected to pave the way for a stronger national response to equal opportunity with respect to gender and disability inclusion.

Sustainability

The central sustainability strategies of the programme were founded in the advocacy interventions towards fairer and more inclusive workplaces. While clear evidence is lacking on the longer term impacts on the recipients, sustainable results are evident in the heightened capacity of the key actors – media, government, employer groups and trade unions – to improve gender and inclusion in the workplace. Regarding the training interventions, these have generated some sustainable training resources that can be accessed by a wider audience or re-used by the partners in the future. Furthermore, the project helped to raise training provider capacities for effective skills and business development training, especially in a more online, post COVID-19 environment.

Recommendations

Recommendations building on the ELJP programme interventions

Recommendation 1.

In the design of future programmes addressing vulnerable groups' economic recovery from the pandemic, employ specific and focused selection criteria for beneficiaries – whether targeting the most vulnerable groups or emerging small business and individual enterprises. Partners should develop specific objectives, targeting and activities for different levels and sizes of entrepreneurs and enterprises– e.g. micro, small, emerging, established enterprises. Consideration should also be given to targeting geographical regions and localities that have been especially affected by the pandemic.

Recommendation 2.

In future employment and skills development programmes serving vulnerable groups, the participating UN agencies should allocate more time for implementation, at least two years, to permit longer mentorship support and to enable impacts on income and business stability to occur and be assessed. The programmes should also include a menu of options including integrated skills training and business development support to support start-ups. Intensive entrepreneurship training as included in ILO advanced training should be made available to a substantial proportion of business training participants. Other business development elements that can be included in a more intensive approach are advice on and access to micro-finance, and linkages to business networks.

Recommendation 3.

The ILO and the Axioo Class Program partner should ensure that the BLK Komunitas pilot process is fully documented in a guidebook that the MOM and community vocational training centres can apply. ILO should continue to facilitate the planned replication of the model by MOM in collaboration with Axioo Class Program.

Recommendation 4.

To promote the sustainability of the programme benefits, Yayasan Kusuma Buana (YKB) and Jaringan Indonesia Positif (JIP) should continue to support the trained community association representatives to provide a bridge to link them with employers where they can carry out their advocacy programme. Secondly, this TOT activity provided a good practice model that can be expanded to other community groups, for example, persons with disabilities, to enable them to advocate for inclusive practices in the workplace.

Recommendation 5.

In future entrepreneurship development and skills training programmes, continue to provide a mix of online and offline skills training, based on the finding that online training enables a wider trainee reach, but offline is still preferred by those with limited internet access and technology and living in isolated remote areas, specifically in the Eastern part of Indonesia.

Recommendation 6.

The participating UN agencies and RCO should seek further joint programming opportunities building on the success of the ELJP and aligned with the UNSDCF; capitalizing on the respective strengths of the agencies. Future joint programmes should maintain the mutual governance model adopted by ELJP and its collaborative implementation approach.

Recommendations for UN institutional administration and future COVID-19 programming**Recommendation 7.**

To enable efficient implementation of programmes, especially those of shorter duration, UN Agencies, including ILO and UNDP, should continue to review and reform administrative, financial and human resources management systems, towards increased country-level delegation and in favour of more flexible and adaptive management.

Recommendation 8.

To enable rapid mobilisation of personnel, for short term programmes, UN agencies should consider shifting their staffing policy so that a pool of core staff is available to new projects. Where donor guidelines permit, consideration should be given to alternative staffing modalities assigned to project budgets, rather than recruiting and designating staff to an individual programme or project.

Recommendation 9.

Given the desired and anticipated trend toward increased joint UN programming, RCO needs to consider its staffing number and structure to service these efforts, and continue to play a leading role in supporting the UN partners in collaborative programming. This may include enhanced coordination with agency heads in the oversight of joint programme implementation.

Recommendation 10.

UN MPTF seek ongoing donor funding for economic recovery from the pandemic through employment and enterprise development, permitting two-year programme implementation if funds allow. Both UN MPTF and the ILO should include the lessons from this joint evaluation in their respective meta-evaluations of the response to COVID-19 taking place in 2022.

I. Introduction

1.1. Background

"Employment and Livelihood: An inclusive approach to economic empowerment of women & vulnerable populations in Indonesia (COVID-19)" (hereafter, ELJP) is a programme jointly implemented by International Labour Organization (ILO), United Nations Development Programme (UNDP), United Nations High Commission for Refugees (UNHCR) and the Joint United Nations Programme on HIV/AIDS (UNAIDS). It is funded with US\$1.7 million from the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (UN COVID-19 MPTF)¹ and aims to support women and vulnerable groups that have been disproportionately affected by the COVID-19 crisis in Indonesia. The programme started on 1 January 2021 with a 12 month duration, and in October, 2021 it was granted a No-Cost Extension until 1 March, 2022.

As prescribed in the programme document, an independent final evaluation is required prior to the completion of the programme. The Terms of Reference (TOR, Annex F) for this final evaluation were developed jointly by the participating UN agencies and the Resident Coordinator Office (RCO), and provide the guiding framework for the evaluation. This report is organised as follows: Section 1 provides the context and overview of the ELJP; Section 2 describes the methodology; findings are presented in Section 3; Section 4 presents lessons learned and good practices; while Sections 5 and 6 present the evaluation conclusions and recommendations, respectively.

1.2. The Context: Socio-economic Impacts of COVID-19 in Indonesia²

Since its emergence in March 2020, the COVID-19 pandemic has had massive economic impacts on the Indonesian population in terms of job losses, lay-offs and reduced livelihood opportunities, with resultant social and health impacts.

As of July 2020, the pandemic had contracted the Indonesian economy, resulting in the loss of at least 3.5 million jobs (Indonesia Ministry of Manpower, 2020). Further, the Indonesian Chamber of Commerce and Industry (KADIN) claimed that layoffs had affected as many as 6.4 million people. According to reports cited in the programme document, taking into account the family members of an estimated 11.6 million jobseekers and 24 million workers whose hours of work and income are reduced, the pandemic has economically affected over 75 million people, depriving them of their incomes, nutrition, and access to education, health care and other vital social services.

While no sex disaggregated data were available for the reported figures, ILO reports suggest that women and other vulnerable groups are disproportionately affected economically by contraction in employment in Indonesia, wiping out past gains in income equality, including in the area of gender equality. Additionally, information collected by UNHCR in Indonesia indicates that refugees, who have no access to the formal job market, have experienced a significant loss of income as a result of reduced opportunities in the informal market.

1.3. Programme Description

The ELJP intends to support the economic recovery of vulnerable groups of people who are said to be adversely affected by the pandemic, including women, youth, refugees, people living with HIV (PLHIV), key populations vulnerable to HIV, people with disabilities and people living in disadvantaged regions, particularly Eastern regions of the country. The programme's overall outcome states that: "Indonesia's most vulnerable population (s) are empowered and have recovered from the adverse impact of the COVID-19 crisis and benefited from an inclusive labour market." The overall outcome is addressed by three strategic outputs: (1) entrepreneurship training for vulnerable groups, (2) skills training and (3) national level advocacy, as described in Table 1.

¹ <https://mptf.undp.org/factsheet/programme/00125676> The UN COVID-19 Response and Recovery Multi-Partner Trust Fund (UN COVID-19 MPTF) was established in April 2020 to provide financing for joint UN agency efforts to respond to the impacts of the pandemic globally.

² This section draws primarily on the Programme Document.

Table 1. Programme Overview

Objectives/Outputs	Description
Outcome: Indonesia's most vulnerable population (particularly women, youth, refugees, people living with HIV, key populations and rural residents) are empowered and have recovered from the adverse impact of the COVID-19 crisis and benefited from an inclusive labour market	
Output 1: Entrepreneurship training and business development 2,000 women and vulnerable groups have their entrepreneurship skills enhanced and their essential business development support increased	ILO and UNDP utilize existing entrepreneurship training packages and deploy them to target beneficiaries. UNHCR and UNAIDS recruit PLHIV, key populations and refugees to the training. Targets: 60 per cent of the beneficiaries are cis ³ and transgender women and 30 per cent are youth; the beneficiaries also include 100 women refugees, 100 people living with HIV, and 100 participants from key populations that are most vulnerable to HIV.
Output 2: Skills development for jobs and better income People living in disadvantaged regions (Eastern part of Indonesia and rural areas) have their economic potential improved or recovered.	Implemented by ILO, in collaboration with UNHCR and UNAIDS, the interventions supporting Output Two are provision of a range of skills training of vulnerable populations in targeted localities for employment or improved marketability of business entrepreneurship products. Targets: 1,650 people receive skills training to improve or recover their economic potential through community-level training. Of the beneficiaries, at least 50% are rural residents, 60% are cis- or transgender women, 30% are youth, including 100 women refugees, 100 people living with HIV, and 100 people from key populations that are most vulnerable to HIV.
Output 3: Gender equality and an inclusive labour market Government, employers and workers have their perception and attitude geared towards equal opportunities and inclusivity at the workplace.	Implemented by UNAIDS and ILO. Interventions include policy advocacy, tripartite dialogue and producing learning material/modules and platform on health (HIV, TB, and COVID-19)

³ An adult who was assigned female at birth and whose gender identity is female.

	Targets: At least 6,000 human resources managers, government officials and social partners (of which at least 60 per cent are men) benefit from training provided by the programme and become more aware of gender biased practices and other forms of discrimination.
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The intervention logic, or theory of change (TOC), supporting the programme proposes that:
If

- 1) Women and vulnerable groups have their employability and entrepreneurship skill enhanced and their essential business development support increased; and
- 2) People living in disadvantaged regions (rural areas) have their economic potential improved or recovered; and
- 3) Government, the private sector and employers have their perception and attitude geared towards gender equality and inclusivity at the workplace, as well as work opportunities.

Then, the empowerment and recovery capacity of women and vulnerable groups with respect to their economic activities and potential, and the gradual change towards gender equality and inclusivity at the workplace and work opportunities, will occur, because the necessary capacities and conditions for the building of an inclusive labour market post COVID-19 pandemic are in place.

Programme Implementation

The programme is implemented under the leadership of the Resident Coordinator's Office jointly by four UN agencies: ILO, UNDP, and UNHCR, and UNAIDS. The ILO is the lead implementing agency. The United Nations System in Indonesia, aims to use the technical, institutional and innovation capacity of the four agencies to deliver the planned results in an effective and timely manner. According to the programme document, the funding provided by the UN MPTF aims to expand and enhance the agencies' capacity, allowing the UN to play a catalytic role in promoting gender equality and the economic empowerment of women, while strengthening the Government of Indonesia's and the private sector's response to COVID-19.

The partner agencies each take responsibility for delivering specific interventions per output as described below:

Output 1: Entrepreneurship Training

Towards Output 1, ILO and UNDP deliver specialised entrepreneurship packages, in cooperation with UNAIDS and UNHCR that assisted in recruiting participants.

- ILO delivers basic training of entrepreneurs and advanced entrepreneurship training via selected training providers, under the coordination of Riwani Globe association, applying the ILO's Start and Improve Your Business (SIYB) package in online mode. UNHCR and UNAIDS supported the recruitment of participants.
- UNDP aims to deliver entrepreneurship packages through developing and delivering basic business training for a targeted 800 participants; women's business accelerator programmes, and youth business development (for example, based on its Youth Co.lab programme), in cooperation with implementing partners: Creatella Impact, PLUS (Platform Usaha Social/Social Entrepreneur Platform), PUPUK (Perkumpulan Untuk Usaha Kecil/Organisation for Small Enterprises), INCREASE (PT Inklusiv Kreatif Indonesia/Indonesia Inclusive Creative), and AKM (Academy for Community Enterprise).

Output 2: Skills Training

Under Output 2, ILO partners with a range of training providers to deliver skills training to targeted vulnerable groups across numerous sites in Eastern Indonesia including Sulawesi, East Nusa Tenggara (NTT), West Nusa Tenggara (NTB) and West Papua province, in cooperation with UNAIDS and UNHCR.

Output 3: Inclusive Workplace Advocacy

Under Output 3, ILO coordinates with a range of implementing partners to deliver advocacy interventions, including a webinar series and trade union advocacy campaigns on gender and inclusion and health issues in the workplace. UNHCR supported ILO in providing training for workers' organisations and supported specific advocacy events addressing refugees' rights in Indonesia. UNAIDS partnered with Yayasan Kusuma Buana (YKB) and indirectly with Jaringan Indonesia Positif (JIP) to carry out community based advocacy and advocacy in workplaces through trade unions, employers and community based associations of PLHIV and affected populations.

Implementation sites

The programme is implemented both in selected regions and nationwide. It targets regions of Eastern Indonesia including Central Sulawesi, Gorontalo (in Sulawesi), NTB, NTT and West Papua province, which are target areas under the UN Indonesia Multi-Sectoral Response Plan to COVID-19.⁴ Training programmes for specific groups such as refugees, people living with HIV and key populations, and people with disabilities are implemented in locations where the target groups are concentrated. The advocacy campaigns conducted under Output 3 have nationwide reach.

⁴ <https://unsdg.un.org/resources/indonesia-multi-sectoral-response-plan-covid-19>

II. Evaluation Objectives and Methodology

This section describes the evaluation questions and data sources, data collection and analysis methods, schedule, and study limitations.

2.1. Evaluation Purpose, Scope, Clients

The evaluation serves the purpose of accountability of the implementing partners to the funding agency and donors, of the UN partner agencies to one another and to their stakeholders and beneficiaries. Secondly it serves to inform organisational learning of the UN Country Team (UNCT), Resident Coordinator's Office (RCO), and each of the ILO, UNDP, UNHCR and UNAIDS, to identify good practices and lessons for future related interventions and collaboration.

The evaluation scope covers the programme implementation from 1 January 2021 to 31 January 2022, when the evaluation report was submitted. It covers the geographical regions where the programme has its operation.

The primary users of the evaluation findings are the UN MPTF Office in New York, the Resident Coordinator's Office (RCO) in Jakarta, ILO Jakarta as well as ILO constituents in Indonesia, ILO Regional Office for Asia and the Pacific (ROAP), ILO HQ (technical departments, Evaluation Office and PROGRAM); UNDP Indonesia, UNHCR Indonesia and UNAIDS Indonesia. Secondary users of the evaluation findings are other interested partners, academics, other ILO and UN agencies' units and regions, and the public.

2.2. Evaluation Criteria and Questions

As directed by the Terms of Reference (TOR), the evaluation addresses the six evaluation criteria of relevance, effectiveness, efficiency, impact orientation⁵, and sustainability, as defined by the Organisation for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC):

The TOR provided a set of evaluation questions corresponding to each of the thematic criteria. The evaluator made minor adjustments to the questions in light of the initial evaluation scoping and additional comments provided by the participating UN agency staff during the inception phase. Table 2 lists the questions by criteria and the report section where each question is addressed.

⁵ The evaluation addresses impact in terms of emerging impacts or orientation toward impact. The timing of the evaluation shortly after the completion of interventions, and some interventions still underway, may not permit the evaluation to identify substantive impacts that would be expected to develop gradually, such as change in economic status of beneficiaries.

Table 2. Evaluation Questions

Question	Section
Relevance	
- To what extent has the programme responded to the needs of constituents, beneficiaries and recipients in Indonesia, especially in the context of the Covid-19 pandemic? - How relevant is the programme to the 2030 Agenda for Sustainable Development SDGs and the UN Sustainable Development Cooperation Framework (UNSDCF) for Indonesia? - How relevant is the programme to the partners' respective country programmes in Indonesia and to UN responses to the socio-economic impact of COVID-19? - How far was the programme impacted by the COVID-19 pandemic and to what extent was the programme able to remain relevant and adapt in response to the COVID-19 crisis?	3.1
Coherence	
- To what extent have the four participating UN agencies involved in this programme worked in a coherent manner?⁶ - Has the programme maximised synergies and improved collaboration with new or existing actors? - What can be learned for future joint programmes?	3.2
Effectiveness	
- How effective were the four partner agencies in terms of achieving programme objectives? - To what extent were the partners able to complete their individual workplans? - Were there any unexpected outcomes? - What were the facilitating factors and hindering factors that contributed to the programme achievement? - To what extent did the programme address UN cross-cutting policy principles? (human rights-based approach, gender equality, disability inclusion, other non-discrimination concerns, capacity development and environmental sustainability) - To what extent do the programme results contribute to the identified SDGs targets and UNSDCF outcomes?⁷	3.3

⁶ Specific questions may include: To what extent did the agencies collaborate on implementation and coordination? Did the collaboration strengthen the results? Were the agencies' separate interventions complementary in design and implementation? Has there been any duplication of efforts/resources?

⁷ The evaluation addresses this question under the criteria of both relevance and sustainability.

Efficiency	
- Has programme management and staffing to implement and monitor the programme been adequate? - How efficient is the monitoring and oversight of the programme and has it affected the delivery of the programme? - Was the monitoring and evaluation plan effective in terms of providing evidence of the results achieved at output and outcome levels (i.e. Results-Based Management principles)? - How well did the programme steering committee/coordination team and/or governance structure function? - Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Could they have been allocated more effectively and if so, how? - To what extent has the programme leveraged resources of other projects/programmes, and through partnerships with other organisations, to enhance the programme impact and efficiency?	3.4
Impact ⁸	
- What are the indications that the programme will contribute to potential transformative effects (social, economic effects of interventions that are longer term or broader in scope than those captured under “effectiveness”) on gender equality and inclusivity at the workplace, and work opportunities for vulnerable groups? - Is there evidence to suggest that the futures of ultimate beneficiaries be improved? If so, how? - What lessons were learned by partner agencies that can inform future collaborations?	3.5 4.1 & 4.2
Sustainability	
- To what extent will activities, results and effects be expected to continue after project activities have ended? (What is the evidence that the results will continue?) How will this be ensured? - To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDGs and relevant targets? (explicitly or implicitly) - To what extent were sustainability considerations taken into account in the programme interventions? - Has the programme developed and integrated an exit strategy in its work?	3.5

⁸ This criteria is interpreted as impact orientation given that the evaluation methodology does not provide for a robust impact evaluation.

2.3. Approach

Given the joint programme under evaluation, this evaluation is a joint agency evaluation, entailing agreement by each agency on their respective roles, accountability and learning needs. The ILO is the lead agency of the ELJP and as such, took the lead in the evaluation process. The guiding principles that informed the process included consultation with partners, agreement on the composition of the evaluation team and on the Terms of Reference. The partner agency programme focal points acted as a reference committee throughout the evaluation.

Due to the context of the COVID-19 pandemic, ILO's Evaluation Office and the other UN implementing partner agencies determined that this evaluation would be conducted using remote methods of consultation. The evaluation was guided by ILO EVAL's protocol on collecting evaluative evidence on the ILO's COVID-19 response measures, and ILO's internal guide on the implications of ILO evaluations.⁹

The evaluation team carried out the evaluation according to the United Nations Evaluation Group (UNEG) norms and standards as well as the Organisation of Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) evaluation quality standards. The team also applied guidance provided in the ILO/EVAL guidance notes regarding cluster evaluations and gender and disability sensitivity.¹⁰

2.4. Schedule

The evaluation was carried out from November 6, 2021 to January 31, 2022. It was conducted through three phases: Inception, including document review and scoping (November 6-December 3); primary data collection (December 6 – 29, 2021); and analysis and reporting, beginning with a virtual presentation of findings by the evaluation team to UN partner representatives to validate findings, convened by the ILO on January 7, 2022.

The National Consultant was engaged by December 2, 2021, and provided with briefings by the ILO programme focal point and the Lead Evaluator. A second national consultant was recruited in mid-December to complete some outstanding primary data collection.

2.5. Data Collection Methods, Sampling and Analysis

The evaluation team used several data sources and collection methods. The Evaluation Data Collection Matrix included in [Annex A](#) presents the data collection methods and sources by key evaluation question, organised by the evaluation criteria.

Document review and scoping

During the inception period, the Evaluation Manager, RCO and ILO programme focal point shared key documents and enabled access of the evaluation team to the documents on the joint agency Sharepoint platform hosted by the RCO. The Lead Evaluator also reviewed other contextual documents regarding the impact of the COVID-19 pandemic in Indonesia and South East Asia. The key documents reviewed are listed in [Annex B](#).

Under the guidance of the Lead Evaluator, the programme focal point officers and other staff provided a mapping of the interventions per output including the partner agencies involved, the location and the beneficiary groups. This formed the basis for a listing of potential interviewees. The UN agency focal points supported the evaluation team to develop the detailed schedule of key informant and beneficiary interviews and ILO administrative officers supported the logistics of the calls.

Remote key informant interviews and focus group discussions

Methods. The evaluation team conducted individual and group interviews remotely, using online platforms including Zoom, Whatsapp or conventional telephone. The data collection protocols

⁹ Protocol on collecting evaluative evidence on the ILO's COVID-19 response measure through project and programme evaluation and ILO EVAL Implications of COVID-19 on evaluations in the ILO: An internal guide on adapting to the situation.

¹⁰ For example, EVAL Guidance note 3.1: Integrating gender equality in monitoring and evaluation

consisted of semi-structured interview guides and a consent protocol, included at [Annex C](#). The protocols consist of questions that address and derive from the evaluation questions, as well as from the document review.

Sample selection. The interview and FGD respondents included a cross section of representatives of the following stakeholder groups:

- Participating UN agency country personnel
- UN agency programme personnel
- Government and social partner constituents
- Intervention implementing partners
- Recipients and beneficiaries of each programme output
- Donor representatives (UN COVID-19 MPTF)

Toward the selection of partners and beneficiaries, the evaluator requested the UN agency programme focal points to map the partners and beneficiaries involved in each of the three outputs. This provided a comprehensive basis for selecting key informants from a cross-section of the training and advocacy interventions, including the target beneficiary groups and a gender balance.

The beneficiary participant selection includes members of the target groups of the entrepreneurship and skills training interventions: women (Cis and transgender women), men, youth, people with disabilities (PWD), people living with HIV (PLHIV), refugees and rural populations in disadvantaged regions. Participants in a range of skills training types (agricultural products, weaving and fashion products, marine motor repair, barista, eco-tourism, digital skills) were represented. The list of key informant interviewees and FDG participants is presented in [Annex D](#). The evaluation team consulted with a total of 133 key informants and beneficiaries (63 male, 70 female including 3 transgender women). Tables 3 and 4 present the stakeholder groups interviewed, disaggregated by sex.

Table 3. Qualitative Sample by Stakeholder Group and Sex

Stakeholder Group	Male	Female (CIS)	Transgender	Total
UN MPTF fund	0	1		1
UN partner agencies	9	14		23
Implementing partners	26	26		52
Stakeholders	7	4		11
• Government	4	0		4
• Trade Union	1	1		2
• Employers	1	3		4
• CSO	1	0		1
Training and TOT beneficiaries	21	22	3	46
Total respondents	63	67	3	133

Table 4. Beneficiary Focus Group Discussion Sample

Beneficiary group	Male	Female	Transgender	Total
ILO Training of Entrepreneurs (3 refugees)	8	10	1	19
ILO skills trainees	9	8	1	18
UNDP entrepreneurs "She Disrupts", Youth Co Lab	2	2		4
UNAIDS TOT	2	2	1	5
Total respondents	21	22	3	46

The team conducted interviews in English or Bahasa Indonesia depending on the respondent's preference and comfort using either language. Interpreters provided by the ILO supported the Lead Evaluator as required. The UN programme teams provided logistical support to the team in making the interview appointments and supported the generation of online meeting appointments.

Data analysis and ensuring validity and reliability

The team took detailed notes of KIIs and FGDs, organizing and sharing summaries on a rolling basis throughout data collection. The evaluation team discussed the evidence collected to help answer the evaluation questions, as well as identify any discrepancies. By triangulating the results obtained from different data sources and methods, the evaluation team aimed to ensure the validity and reliability of the evaluation findings for each evaluation question. The evaluation team presented the preliminary findings to a virtual meeting of stakeholders to receive their feedback and therefore strengthen the validity of the findings.

2.6. Methodological Limitations

Remote methods

The main limitations of the methodology relate to the remote data collection methods. In the current pandemic conditions it was not possible for the evaluators to conduct data collection in-person. It was occasionally difficult to establish rapport with respondents via online platforms which in turn might have affected the depth of their responses. To mitigate the effects of this limitation, the team met the participants online in small groups, or individually, met women and men beneficiaries separately where feasible, and used the respondents' preferred communication platforms, including regular telephone when necessary.

Scheduling

The evaluation team coordinated with the partner agencies to develop the list of stakeholders groups and individuals to be consulted and then coordinated with the respective agencies to develop the interview schedule. This was a time consuming process and could have been expedited through initial scoping by the four participating UN agencies during the development of the TOR.

Timing and completion of activities

Since the evaluation was due for completion by end of January 2022, as determined by the TOR and evaluation team contracts, prior to the close of the programme (1 March 2022), the evaluation could not capture the ongoing results that may take place in January and February 2022.¹¹ The timing of the evaluation prior to the programme close also limits the extent to which programme impacts could be identified. To mitigate this, the lead evaluator sought further reports of results that became available during report preparation in January 2022 and integrated such results in the report.

¹¹ Activity implementation is expected to be completed in January, while close-out procedures will take place in February 2022.

III. Evaluation Findings

This section presents the evaluation findings in response to the evaluation questions relating to each of the thematic criteria.

3.1. Relevance

This section addresses the relevance of the programme strategies – whether the programme selected the right strategies to address Indonesia’s economic recovery needs in the wake of the pandemic, including beneficiary targeting and stakeholder perceptions of relevance; relevance to the UN SDGs and to UN development frameworks and COVID-19 response in Indonesia; and the programme’s continued relevance in the context of the pandemic.

3.1.1. Relevance to the needs of beneficiaries and other stakeholders in Indonesia

Finding 1. The documented impacts of the pandemic on employment loss and on MSEs, and the perceptions of evaluation stakeholders validated the focus on building the skills and entrepreneurship capacity of vulnerable groups in the population toward their recovery and stakeholders found the strategies relevant to their needs.

The situation analysis provided in the programme document presented adequate evidence regarding the widening socio-economic disparities in the wake of the COVID-19 pandemic, heightening pre-existing differentials in access to employment among women and marginal groups. ILO research and policy papers in 2020 also demonstrate the greater impact of COVID-19 on women, especially given their responsibilities as workers and as family caregivers.¹²

The evaluation interviews with direct beneficiaries corroborated the focus of the programme on assisting vulnerable groups including women, people with disabilities, PLHIV, refugees and people in remote and disadvantaged Eastern parts of the country. Several respondents from Eastern Indonesia explained that their sources of income had ceased or reduced as a result of the pandemic, for example, those beneficiaries in Lombok where tourism has stopped, or in West Papua where people stopped coming to the small stores. PLHIV expressed the discrimination that they continue to face in employment; and many of the sectors where they traditionally work such as beauty services and entertainment were severely affected by lockdowns. A range of beneficiaries’ perceptions of the value of the programme for them individually will be explored in section 3.3.

Finding 2. Beneficiary targeting was found to be broad, including most vulnerable groups in the population as well as established and promising businesses and social enterprises. The targeting rationale could have been articulated and justified more clearly.

The programme places an emphasis on selection of vulnerable groups, disproportionately affected by the pandemic. It established participant targets for specific groups (women, youth, persons with disabilities, refugees and PLHIV and key affected populations), but did not use particular diagnostic or assessments to select the beneficiaries, apart from the community networks used by UNAIDS and UNHCR. In addition to more vulnerable groups, well-established and successful enterprises were also included for support and training. These flourishing enterprises did serve some disadvantaged communities among their employees and supply chains and adhered to SDG concerns, but the scope and relative focus on strengthening micro- or small or medium enterprises could have been articulated more clearly. The evaluator noted International Organization for Migration (IOM) Indonesia reports that some 180,000 labour migrants returned to Indonesia through official channels in 2020, facing disadvantage in re-gaining employment. While ELJP provided skills training to a small

¹² https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/publication/wcms_760374.pdf

number of returned migrant workers in East Nusa Tenggara under Output 2, the programme could have targeted returnees as a distinct beneficiary group, especially since many migrants come from the Eastern provinces.¹³

Interviewed constituents such as local governments, national Ministry of Manpower (MOM) and the government health sector, as well as a range of trade unions and employer groups, expressed interest and support for the programme's advocacy initiatives and the training interventions. Although the programme did not have a substantial policy development focus in either enterprise or skills development, it supported MOM interest to update the Equal Employment Opportunity Guidelines as well as the policy direction for vocational training centre development.

Finding 3. Overall, the three strategic dimensions represented in the theory of change were valid in providing immediate and direct support to economic recovery for affected people and also in building the environment for more gender-equal and inclusive workplaces nationally to serve the longer-term access to jobs. With the worsening labour market conditions in early 2021 as the pandemic escalated, the programme quickly adapted its skills approach to focus on skills for income through business rather than through jobs.

The strategic decision in the ELJP design to address both entrepreneurship development and skills for employment was valid when the proposal was designed in 2020, given that many vulnerable people were either engaged in micro-enterprise or were in jobs that were threatened by the pandemic. The design assumed that vaccination would protect the population and that jobs recovery would start in 2021. However, when the programme started engaging with its partners in April-May 2021, the surge in the pandemic caused more restrictions on economic activities. Seeing signs of worsening labour market conditions the programme rapidly adapted its skills training approach, shifting towards skills training for livelihood and business rather than for employment.

The difference between Output 1 and Output 2 beneficiaries was that entrepreneurship participants already had a small business or product to market and could access training online while Output 2 beneficiaries learned new livelihood or employment skills mostly offline. Moreover, the online mode of ILO's entrepreneurship training ensured a wider coverage than an offline approach. A small percentage of beneficiaries were able to access both entrepreneurship development training under Output 1 and skills training under Output 2, where timing and practical conditions permitted, while several skills training providers also integrated business skills in the sessions.

The approach taken by the partners was to address direct beneficiary needs across a broad geographical and sectoral space. This was a practical approach when there was little time to set up local offices, and given the size of Indonesia's population and the extent of need. The programme designers faced an inevitable trade-off between providing intensive assistance to a smaller group of people, and less intensive, but sufficient assistance to a larger group of people. The programme took the latter approach, which proved to be sufficient to bring about favourable outcomes for most skills training and entrepreneurship training beneficiaries, as indicated in the evaluation's interviews and the programme impact assessment. In a longer term project, a more geographically focused and intensive value chain development approach would be advised, to help make rural communities more economically resilient.¹⁴

The third pillar, aiming to improve the enabling environment and reduce discrimination against marginalised groups and women in the workplace, is a longer-term, and "building back better" approach. It was not directed towards assisting the particular individuals benefiting from training, as it did not focus at the local level where those beneficiaries reside, but rather aimed to shift perceptions among stakeholders nationally.

¹³ <https://indonesia.iom.int/sites/g/files/tmzbd11491/files/documents/IOMIndonesiaCOVID19SRPP2021.pdf>.

¹⁴ This approach was taken by ILO Sri Lanka in supporting pandemic-affected MSEs in the coir value chain and financing model under the COVID-19 MPTF. However, the evaluation of that project observed that such an approach requires more than one year to establish.

3.1.2. Relevance to international and national development frameworks

Finding 4: ELJP is directly relevant to three of the UNSDGs and also aligns with the national development frameworks of the UNCT and the four agencies and UN strategic responses to the pandemic.

As set out in the programme document, the ELJP clearly contributes to the UN's 2030 agenda of "Leave No One Behind" in its emphasis on serving vulnerable and marginalised people. It clearly contributes to the Sustainable Development Goals (SDGs) 5, 8, and 10. In its focus on women's skills and entrepreneurship capacity it contributes to Goal 5. Achieve gender equality and empower all women and girls.

In particular it supports the economic empowerment element of Target 5.5: Ensure women's full and effective participation in equal opportunities for leadership at all levels of decision making in political, economic and public life. At its heart, the ELJP is focused on employment and economic participation and thus contributes directly to Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The programme addresses Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. This is targeted in the third programme output that aims to promote an inclusive workplace for marginalised groups. This aspect of the programme also contributes to Goal 10. Reduce inequality within and among countries, and particularly Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race ethnicity, origin, religion or economic or other status.

At the national level, the UNCT's jointly agreed UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025, sets out a framework for the UN partners build around strategic priorities with four Cooperation Framework Outcomes. The strategy notes that Indonesia faces significant challenge of inequalities, challenging its ability to address "Leave No one Behind", the cornerstone of the global 2030 agenda.

In particular, the ELJP supports the Cooperation Framework Outcomes 1 and 2. Outcome 1 is focused on inclusivity and freedom from all forms of discrimination. The intention of the UNSDCF is to engage in and foster strategic partnerships to address structural barriers, marginalisation and discrimination and promote a more just and inclusive society. As a jointly conceived and implemented programme the ELJP puts this goal into practice, as will be discussed in Section 3.2: Coherence. With its specific technology-based skills and entrepreneurship interventions, the ELJP contributes directly to Outcome 2: Institutions and people contribute more effectively to advance a higher value-added and inclusive economic transformation.

The programme design was further relevant to the mandates and development priorities and plans of the four UN partner agencies. For the ILO, the programme is consistent with ILO's Decent Work Country Programme (DWCP 2021-2025) for Indonesia, specifically, Country Priority 2: Job Creation and Youth Employment.

With its emphasis on skills development and youth beneficiaries, the intervention directly supports Outcome 1 under this priority, by facilitating access of people in disadvantaged areas to skills training and the rural-urban divide. Nevertheless, as an emergency response, the ELJP does not focus on building policy and programmes for skills development, given its duration and objectives. Outcome 2 of Priority 2, promotion of sustainable enterprises, is focused on capacity building for tripartite constituents to support micro, small and medium enterprises (MSMEs).

While aligned with this outcome, the ELJP supports access of MSMEs to business development services in the short term, but does not build capacity of the tripartite constituents or service providers to assist MSMEs to become more profitable and resilient.

The ELJP aligns with UNDP's focus area of sustainable employment, crisis response and resilience and gender equality. The UNDP's component is closely aligned and integrated with its Innovative Financing Unit that supports MSME development and innovation, with tech-based, and environmentally sustainable business solutions.

UNAIDS' country strategy is embedded in the Joint UN AIDS programme Global AIDS Strategy (2021-2026).¹⁵ Among the strategy's ten results areas, this programme contributes directly to Results Area 5: PLHIV, key populations and people at risk of HIV enjoy human rights, equality and dignity, free of stigma and discrimination. UNAIDS representatives highlighted the unique opportunity offered by engagement in the ELJP towards the agency's aim to support equality in the world of work. UNHCR representatives also highlighted the relevance of the programme to UNHCR's aims in Indonesia to assisting refugees to access economic opportunities where possible, develop their economic potential and prepare for decent work in the future.

The programme also contributes to the UN global framework for the immediate socio-economic response to COVID-19 which identified the socio-economic recovery of MSMEs as one of the strategic priorities. The selection for funding by the UN MPTF #RecoverBetterTogether shows that it was fit for purpose and adhered to their requirements and priorities, as confirmed by the representative of the fund management. This fund was set up at the start of the COVID-19 crisis by the UN Secretary General at the end of March 2020, and marked the UN's immediate response to the socio-economic impact of COVID-19.

3.1.3. Relevance and adaptation to the COVID-19 pandemic

As a COVID-19 response and recovery project the programme's central and intrinsic aim is to help people adversely affected to become more resilient to the economic shock brought by the pandemic. The interventions largely remained relevant in the context of the pandemic. The ELJP complemented the ILO's COVID-19 response project implemented in parallel that addresses occupational safety and health measures in the workplace.¹⁶

Therefore it was appropriate that ELJP's advocacy focused on inclusion in the recovery phase, rather than protection and prevention of COVID-19. The programme adapted its operations to the pandemic context, conducting all of its management activities online. At the same time, the pandemic conditions and lockdowns did have adverse effects on progress as will be discussed in section 3.3.

3.2. Coherence

This section addresses the extent to which the four participating UN agencies involved in the programme worked in a coherent manner and whether the programme maximised synergies or improved collaboration with new or existing actors. In examining these issues the evaluation considers learning to guide future joint programmes.

3.2.1. Coherence of design and implementation

This section draws on the interviews with UN partner country directors, programme staff and stakeholders to provide an assessment of the extent to which the agencies worked together in a coherent manner.

¹⁵ Global AIDS Strategy 2021-2026 (July 2021)

¹⁶ ILO. Enhancing COVID-19 Prevention at and through Workplaces. Job Creation through Business

Finding 5. Overall the four partners worked harmoniously and coherently in both the programme design and execution, adding value based on their areas of technical expertise and networks.

When the UN MPTF COVID-19 funding opportunity was announced the agencies collaborated on the design of the programme, under the ILO lead, as noted by the programme focal points and other agency representatives. The resulting design of the intervention was such that UNAIDS and UNHCR contributed directly to key components implemented by ILO and UNDP.

UNAIDS and UNHCR worked collectively with ILO and UNDP in recruiting training participants, designing specific training modules and presenting sessions and webinar topics on inclusion with regard to gender, living with HIV, refugee issues and disability. While UNAIDS supported both ILO and UNDP training initiatives, UNHCR focused on supporting ILO training initiatives. UNHCR also contributed to radio talk show hosting and webinar presentations under ILO's Output 3 interventions. In order to achieve this collaborative implementation, the agencies cooperated on the planning process, with regular and ad hoc communications.

Heads of agencies and programme staff expressed a high level of commitment to participating in a joint programme. UN RCO leaders and focal points for the programme also highlighted the importance of such joint UN programming in Indonesia in support of the joint UN SDCF. The UN agency representatives unanimously noted the added value of their joint efforts as well as importance of responding as One UN to the pandemic. The programme theme of fostering inclusion of marginalized groups was especially critical to UNAIDS. UNHCR also highly valued the opportunity to expand training services for refugees.

According to the programme staff of the four agencies, the implementation and communication among the agencies was well managed, under the technical coordination leadership of the ILO, and institutional oversight of the RCO. The RCO itself supported coherence through representing the agencies in communications with the finding agency, and with the national government. The designated representatives or focal points from the RCO and the four agencies met monthly to share progress and plan ahead, and compiled monthly progress reports, consolidated by the ILO and submitted to the RCO.

Based on multiple RCO and partner representative accounts, the ILO played a critical and successful role in coordinating the activities of all the partners. The UN partners used a common template for human interest story templates developed by the ILO Communications Officer and also followed a common communications and branding platform, for example the partners participated in a joint media briefing reaching a wide range of media in October 2021.

There was little duplication of effort by the agencies working within each output area. For example, ILO and UNAIDS took different approaches to message dissemination and worked with different partners. Nevertheless, the evaluation team observed that the strategies with employer groups and trade unions might have been better integrated. Both ILO and UNAIDS conducted workplace meetings via trade unions. However, the focal points interviewed were not aware which trade unions the other UN partner was working with, suggesting that this effort could have been integrated into one combined strategy with the social partners.

The evaluation observed some minor gaps in coordination and harmonisation. One partner of the staff noted that the cultures and rules vary somewhat among the agencies and this required a little patience. Some focal points were not aware of the impact surveys conducted by the ILO.

Overall, the partners sometimes worked at different paces, but no individual agency is in a position to guide another given the clustered arrangement of implementation.

3.2.2. Expanding partnerships and networks

Finding 6. ELJP enabled stronger partnerships among the four UN agencies, linkages with other UN agencies, and provided opportunities for new partnerships and expanded networks to be forged.

The UN agency respondents confirmed that their existing partnerships have been strengthened through the programme. For example, ILO has already partnered with UNAIDS and UNHCR on other projects, and the programme served to strengthen their relationships.

The evaluation found strong evidence of new organisational partnerships and linkages formed, which provided mutual benefits towards the aims and outreach of the respective organisations. For example, the UNAIDS implementing partners, health advocacy foundation YKB, and JIP, a community network with membership among associations of PLHIV and affected populations, found mutual benefit from working together. YKB was able to connect with the grass-roots communities and marginalised groups, and involve members of these groups directly in the activity implementation. JIP was able to build its capacity as an advocacy association.

Under ILO's advocacy pillar, with its extensive network of implementing partners, new relationships were formed between the well-established trade unions such as the Indonesia Migrant Labour Union (Serikat Buruh Migran Indonesia [SBMI]) and newer associations representing domestic workers (Jala PRT) and child labour concerns (JARAK). As highlighted by their representatives, prior to the ELJP these organisations had not worked together, while they are now aware of and support each other's campaigns. New partnerships were also formed by ILO with the Indonesia Business Coalition for Women's Empowerment and the human resource managers association, GNIK; while the TEMPO media group noted its new relationships with other UN agencies.

UNDP leveraged a new linkage with Moonshot Ventures and YCAB impact investors to obtain support for the "She Disrupts" women's entrepreneurship initiative through the Australia-funded Indonesia Women Empowerment Fund (IWEF).¹⁷ UNDP also benefited from their linkages with UN Women to gain their support to this venture, as well as with the Ministry of Women's Empowerment, which will co-host the forthcoming website to launch the basic business training packages for public access.

3.3. Effectiveness

This section addresses the evaluation questions concerning implementation progress and the extent to which the partners achieved their workplans, the extent of achievement of programme objectives, quantitatively and qualitatively, influencing factors, and effectiveness in addressing UN cross-cutting policy issues.¹⁸ The analysis draws on ELJP progress reports and evaluation interview data.

3.3.1. Delivery progress

Finding 7. The UN partners have completed most of their planned activities despite the short time frame, delays due to UN administrative procedures, and adapting to COVID-19 restrictions.

¹⁷ <https://investinginwomen.asia/posts/new-impact-fund-launches-indonesia-promote-women-entrepreneurs/>

¹⁸ These issues include gender equality, disability inclusion, other non-discrimination concerns, environmental issues, and capacity building. The evaluation question regarding contribution of the results to the SDGs and the Indonesia UNSDCF is addressed in sections 3.1 and 3.5.

Following the approval of the programme in December 2020, with an official start date of 1 January 2021, the UN agency partners undertook administrative steps to begin implementation, including agency-level approval of the programme. The programme start-up activities began in February 2021 once the funds were received by the agencies. By April 2021, the partners had established a common workplan. ILO Indonesia commenced the planning of its activities under the direction of the Employment Specialist, ILO's ELJP focal point, assisted by core programme staff and proceeded to engage staff to implement the programme (seven in total - three national programme officers, one communications officer, one administration and finance officer, and two project assistants).

The programme officers responsible for implementing the three respective outputs came on board between May and July 2021, effectively leaving six to seven months for the appointed staff to implement the programme activities. In August 2021 the partners, via the RCO, applied for a no-cost extension that was approved by the COVID-19 MPTF in October 2021. The extension was sought in order to enable certain delayed activities to be completed and to allow for completion of an impact survey planned by the ILO following the training activities.

Entrepreneurship activities: ILO's basic and intensive entrepreneurship activities were rolled out by the implementing partners between May and December 2021. UNDP partners have completed the women's and youth entrepreneurship programmes. For the basic entrepreneurship activities, the partners PUPUK and INCREASE, completed the module development and developed a demonstration website by November 2021, but TOT to the training contractors and beneficiary training across five regions is still planned to occur in January 2022, due mainly to a delay in the UNDP procurement process.

Skills for employment training: The skills training component implemented by ILO training partners was rolled out through an intensive process via the provider partners between July and December 2021, reaching 2,120 participants. Impact surveys were conducted by each training provider between October and December 2021.

Advocacy activities: Once the programme staff came on board, the advocacy activities of both ILO and UNAIDS' partners were delivered approximately according to the workplan. A small number of activities are pending full completion. These are the high level meeting to discuss stakeholder commitments to action, to be convened in February 2022, and a workshop series by YKB for labour inspectors and human resource managers in companies in three provinces (DKI Jakarta, Banten and West Java) planned for February 2022. The process of approval by the MOM of the Equal Employment Opportunity Guidelines revised by ILO is also ongoing.

3.3.2 Achievement of performance targets

This section compares the achieved results with the indicator targets established in the programme document and the Results-Based Monitoring (RBM) framework.

Finding 8. The programme achieved a wide reach of activities considering its duration, and has met or exceeded most of its performance targets at output and outcome level. While some performance targets are quite delayed, they are expected to be fulfilled by the end of the project.

ELJP established performance indicators and targets at the level of activity results and outcomes in the programme document as part of its RBM framework. The achievements compared with the programme targets are summarised in Tables 5 to 7.

It is noted that the indicator structure in the RBM framework does not distinguish indicators at different levels of the programme logic. The outcome level indicators are highlighted in bold text in the tables. The full RBM results can be found in [Annex E](#).

Table 5. Comparison of Achievements with Output 1 Performance Targets

Indicator per Output/Activity	End of Project Indicator Target	Actual as of January 11 2022
Output 1 - Entrepreneurship		
Of 2,000 beneficiaries, 75% generate business plans and increase prospects of income and at least 20% take steps to start or improve businesses (applied to ILO interventions)		85.8% of the ILO TOE-1 participants generated a business plan. 61.8% took steps to start or improve businesses. 57.6% reported increased income after training at endline survey
ILO conducts SIYB training to 1200 beneficiaries, among them 120 participate in Intensive business support (TOE-2)	TOE-1: 1,200 TOE-2: 120 Women: 50% or 600 140 refugees	TOE-1: 1,405 (117% of target) TOE-2: 166 950 women (67% of participants) 149 refugees (37 women, 112 men) 47 PLHIV 15 PWD
UNDP: Intensive training for 70 youth led/women-led enterprises/start-ups through boot camps/ accelerator programs	70 participants 20 women 50 youth	98 participants (140%) 24 women - "She Disrupts" 74 youth entrepreneurs
UNDP – Basic entrepreneurship	800	0 – TOT for providers and training of participants underway

Table 6. Comparison of Achievements with Output 2 Performance Targets

Indicator per Output/Activity	End of Project Indicator Target	Actual as of January 11 2022
Output 2 –Skills		
At least 85% of target beneficiaries improve their likelihood of generating higher income or accessing jobs		82.5% of participants expect an income increase after 6 months. 43.8% reported increase in income among 1,488 responding.
Total beneficiaries	1,650	2,120 (128% of target)
60% women and transgender female	990	1,099 (Exceeded target number, 52%, of total)
50% rural residents	825	1,314 (Exceeded target number, 62% of total)
30% youth	495	843 (39.7% of total)
Number PLHIV and affected key populations	200 - 100 PLHIV and 100 key populations	132 (66% of target)
Refugee participants	100 women	184 refugees (F: 63 M: 121)
People with disability	100	167 (167% of target)

Table 7. Comparison of Achievements with Output 3 Performance Targets

Indicator per Output/Activity	End of Project Indicator Target	Actual as of January 11 2022
Output 3 – Advocacy		
6,000 recipients improve their understanding on inclusiveness and non-discrimination, as well as ability to spot malpractices at work		169,288 participants, viewers, listeners
No. workers reached by ILO advocacy campaign	2000	2,206 workers joined workplace meetings. The social media campaign generated 1,797 posts, 6457 shares and 9,868 comments
UNAIDS policy campaign by APINDO and KADIN reaches 2,000 workers	2000	2,206 workers joined workplace meetings. The social media campaign generated 1,797 posts, 6457 shares and 9,868 comments
85% of employers reached know how to prevent discrimination	85%	85% following webinar as measure by quiz
85% of workers demonstrate sufficient knowledge of non-discrimination at work	85%	98.8% of respondents to post workplace meeting quiz
Regulatory framework established to promote workplace policy on health (HIV, TB, COVID-19) and workplace inclusion	At least 10 actions agreed among government, employers, workers	Policy paper drafted and discussed by stakeholders. Action plan to accelerate inclusive recovery to be discussed on February 10, 2022
	EEO Guidelines are updated (ILO)	Draft update EEO guideline under review by the MOM
TOT for representatives of PLHIV and key populations on workplace advocacy	10	15

At the level of activity targets, the four partners have achieved or exceeded most of their targets across the three outputs. Regarding direct beneficiary training, ILO exceeded its targets, reaching 1,405 beneficiaries with entrepreneurship training (Output 1) and 2,120 with skills training (Output 2), exceeding the targets by 17% and 28% respectively. Savings made on travel funds during the pandemic allowed more beneficiaries to be trained under the skills component, and negotiation with providers under Output 1 enabled more business skills participants. UNDP exceeded its targets for women and youth entrepreneurship participants, while the training in basic entrepreneurship is yet to be completed.

One of the exceptions in reaching targets was the number of women refugees participating in skills training. UNHCR staff observed that it was more difficult to recruit women refugees for the trainings because they tend to be less fluent in Indonesian and English, lack the IT skills required for digital marketing, have more family obligations and appeared less motivated to start a business.

At the outcome level, ILO's training partners conducted endline surveys a part of their contract requirements to gain an indication on business development progress in the case of Output 1 beneficiaries, and livelihood or employment progress in the case of Output 2 beneficiaries.

Output 1 participants were asked questions including completion of a business plan, taking steps to start or improve their business,¹⁹ actual increase or likely to increase income, and seeing market expansion. For Output 1, a large percentage of participants (85%) successfully completed a business plan, while 57% reported an increase in income following training.

¹⁹ E.g. Borrow money, hire staff, initiate marketing.

For Output 2, the surveys were conducted between October and December 2021, with gaps varying from two to four months between training completion and the survey. The ILO team view was that it would be ideal to conduct economic impact surveys six months after the training delivery, but this was not feasible within the timeframe of the programme. The main measure the ILO selected to assess impact on livelihoods was the self-reported prospects of income after 6 months. Self-reported actual income increase, was also surveyed, although ILO's team acknowledged that increases in income were unlikely to be observed so soon after the completion of training. While there are reliability limitations to the results, among those who responded to the survey, a high proportion (82.5%) expected an increase in income from their livelihood activities after 6 months; while 43.8 % reported actual increase in income (excluding participants for whom data are not available).

Among the advocacy performance measures, the combined social media campaigns of ILO and UNAIDS achieved a greater outreach than predicted, with 169,000 viewers, listeners, although this may not be a good indicator on increased understanding of inclusiveness and non-discrimination. 85% of employers had sufficient knowledge on how to promote inclusiveness on a post-webinar quiz. While 99% of workers responded to a post meeting survey that the meeting helped them understand more about gender equality.

Qualitative perceptions of the programme results and emerging impacts are discussed in sections 3.3.3. to 3.3.5.

Summary of enabling and hindering factors in delivery and performance

Finding 9. Shortage of time was the biggest challenge and constraint to the programme, both as an external factor, and exacerbated by UN partner agency management and administrative processes. The outstanding enabling factor was the selection of highly competent implementing partners, particularly those with experience working with the training materials or the targeted communities.

Evaluation interviews with the UN agency staff and implementing partners revealed a number of key facilitating and hindering factors in delivery as summarised below. Further influencing factors from the perspectives of beneficiaries are noted in sections 3.3.3 – 3.3.5, while factors affecting efficiency are re-visited in section 3.4.

Constraining factors

- The short timeframe of the programme was the biggest challenge. As noted above, the programme duration was effectively less than 12 months once the funds arrived; and recruitment of dedicated ILO programme officers took an additional three to four months.
- Other internal delays were caused by slow administrative processes of the agencies, experienced by both ILO and UNDP.
- As an external challenge, ILO staff noted that the COVID-19 lockdowns imposed meant that several activities planned for offline implementation had to be shifted online, while local lockdowns delayed some training activities that were delivered face-to-face. In fact, all of ILO's programme management took place remotely.
- The quality of the results was affected by some partners' commitment and ownership of the activities
- Recruiting women refugees who could communicate in Indonesian or English was a challenge for UNHCR, while interpreting was provided between English and Indonesian.

Facilitating factors

- Optimal use of core staff to commence activities prior to hiring dedicated officers and sufficient dedicated or assigned programme staff
- Experience and existing networks of the UN partner officers (notably skills providers in Eastern Indonesia and Riwani Globe partnership)
- Selection of experienced training and business development providers (Riwani Globe, and its network, AKM and PLUS, Creatella Impact) and well-connected and experienced advocacy partners (such as Yayasan Kusuma Buana [YKB] and TEMPO), some of whom had a history of working with the respective UN agencies
- Experience of the partners in the selected communities (especially for offline locally delivered skills training)
- Effective coordination between the UN partners in the programme delivery

3.3.3. Results and emerging impacts of business development training

ILO partners

Finding 10. Online entrepreneurship training delivered by ILO partners was effective in expanding business planning, management and marketing skills among vulnerable micro-business owners across the country; while interest in the advanced classes and coaching exceeded the capacity.

The ILO adjusted its SIYB training package for online delivery and built in modules on gender equality and inclusion issues for micro-enterprise with the support of UNAIDS partners. Delivery of the two-phase training, basic and advanced, was delivered through nine experienced Business Development Service Providers competitively selected, under the coordination of Riwani Globe, a network of business development providers.

The partners effectively recruited the target number of participants through Instagram and other social media marketing. As indicated by ILO staff and Riwani Globe representatives, one of the main benefits of the online adaptation was the ability to serve a larger number of participants, with corresponding efficiency benefits. The no-cost extension enabled the partners to conduct a business competition, based on business pitching presentations. The winning entrants were awarded small business development grants.

In terms of implementation challenges, providers noted that it was difficult to attract equal number of women refugees related to issues of confidence and language barriers as fewer women refugees than men are fluent in English.

The evaluation interviews with providers and beneficiaries, women and men owners of home-based businesses, including refugee participants and PLHIV, pointed to some key benefits and limitations. From the perspective of beneficiaries, the training and coaching enhanced their knowledge and skills for business management including business plan development, basic book keeping, digital marketing and marketplace platforms such as Tokopedia, Shopee, GoFood, google my business. It also helped to expand their networks participants in other islands. Aspects of the materials that they liked were business development, business management, financial management and business registration with digital platforms. Apart from the useful materials they found the trainers to be qualified and experienced, with good communication skills for online delivery.

Some, however, would prefer a combination on offline and online training methods as they faced technical difficulties with internet connectivity, especially in isolated areas of Eastern Indonesia, and some lacked knowledge on operating the smartphone for online training.

"Before the training I thought it's OK if running out of money for the business, but after I think it's true that business capital can't be used for family expenses"

- Producer of corn-based products, Kupang, NTT.

Women participants (with businesses in food processing, weaving products), highlighted that the pandemic had affected them with reduced orders and income. Some had already shifted from textile weaving to food selling to maintain their incomes. As women they faced additional challenges in balancing businesses and taking

care of young children. They are using the knowledge gained to make their home-based businesses more stable. Participants who were able to graduate to the advanced training phase, which included micro and small business management, advanced marketing, bookkeeping, business licensing and legality, and digital marketing, were most appreciative of the training. Some of those who had only joined basic training (TOE1) would have liked to join the intensive business training programme (TOE2), which was based on competitive selection, and served 12 percent of participants. Notably, 95 of the 149 refugees who trained in entrepreneurship also participated in skills training in digital skills, e-commerce and barista skills. Their perceptions are discussed as part of the review of the skills training.

UNDP partners' interventions

Finding 11. UNDP's partnerships with social entrepreneurship and business builders, (Creatella Impact, PLUS, AKM, PUPUK and INCREASE), successfully strengthened around 100 women and youth-led formal sector social enterprises, competitively selected, several of which, as an indirect result are increasing employment opportunities for disadvantaged communities and women. The basic business module has been carefully crafted by the partners to produce a resource applicable for offline training and online independent learning.

Under the management of its Innovative Financing Lab group, UNDP initiated three intervention clusters, women-focused entrepreneurship development, youth entrepreneurship development and basic entrepreneurship training.

Women-focused enterprises: As learned through the interviews with UNDP staff and the founders of Creatella Impact, an international consultancy group, the "She Disrupts" initiative was developed when UNDP staff were searching for suitable partners for their business development intervention. UNDP's Innovative Financing Lab connected with Creatella Impact through impact investors, Moonshot Ventures and YCAB ventures, both partners in the existing Indonesia Women's Empowerment Fund.

The partner agency representatives were satisfied with the results of the programme in selecting and coaching 24 women-led or women focused businesses. Through the success of the programme in Indonesia they have now launched the "She Disrupts" competition and coaching in Vietnam (under separate funding). Selected competitively, the finalists included various socially and environmentally responsible business such as recycled packaging, female hygiene products, re-cycling waste and eco-tourism.

The evaluation interviews with business founders Perfect Fit (Bali-based re-usable menstrual products) and Plepah (eco-friendly packaging using Areca palm leaves), explained the genesis of their businesses and the value of participating in the "She Disrupts" programme. Both business representatives valued the expanded networks and improved profile that participation in the programme and becoming a finalist afforded.

For Plepah's founder, this was not the first business development programme award she has received, but she felt it has expanded her networks, as well as confidence to pitch her business to investors through a three-minute pitching competition.

Youth enterprises: As an expansion of UNDP's existing Youth Co.Lab initiative, the partners AKM and PLUS were contracted to support youth enterprises through a combination of business development supports and mentorship delivered online.

Participants in the programme included the enterprise "Elok by Ibu", a woman owned business in Jakarta that produces handmade souvenirs, made by women transmigrants in south Jakarta who have few income earning opportunities. This business has been affected by the pandemic as there are fewer events such as weddings and large gatherings where people customarily give souvenirs as gifts. The business founder observed that the training by AKM and PLUS was highly useful in helping her modify her products to the new market conditions, and appreciated the mentoring as well as the knowledge she gained on the definition of a social enterprise and how to measure social impact.

The winner of the Youth Co.Lab Award, Ekang Mangrove Park, an ecotourism company that had closed for two years due to the pandemic, appreciated the topics such as company and product re branding, business management and strategies and financial management, which they found relevant in the face of re-branding the business post-pandemic. Offering a different view to some respondents, he felt that the programme should be offered online to youth outside of Java island. The participants interviewed found the experience to be valuable, but had some suggestions for improvement including more intensive mentoring opportunity as they felt there were too many participants (20) per mentor, more time to get to know the other participants, mixed sector sessions rather than meeting by sector, more information about the Asia Pacific youth entrepreneurship event, and their selection to participate.

Basic entrepreneurship: The development process for this training package was distinguished by the consultative approach taken. The newly developed modules were developed by partners PUPUK and INCREASE and reviewed through a consultative process with stakeholders from Ministry of Women, Ministry of Youth and the Ministry of Cooperatives. The UNDP representatives observed that they received a lot of feedback on the modules. The resultant training package sessions comprise 10 modules on various aspects of basic entrepreneurship (business opportunity analysis, digital marketing, business legality, business planning) and a newly created module for this programme on gender equality and social inclusion.²⁰

The orientation of the training is towards digitization of business processes, especially in the post pandemic context, where many businesses have shifted to online operations. The modules were developed for offline delivery, based on the UNDP experience with the Youth Co. Lab that it is harder to get commitment of participants in online training. Based on a perusal of the materials in Bahasa Indonesia the content appears consistent with that of the other basic entrepreneurship training packages.

The evaluation interviews with representatives of the partners PUPUK and INCREASE suggested that the partners have been diligent in developing the training materials but have not been able to proceed further while awaiting the contracting of the training providers to train. It is too early in implementation to assess the reaction of participants to the materials as training of trainers and training of participants across five regions of the country has just begun in January 2022. The purpose built website has been developed and modules will be uploaded prior to the project close to permit independent access.²¹

²⁰ Includes the importance of a gender perspective and social inclusion in entrepreneurship, gender gap and role, control & access, finding opportunities and challenges, gender based design intervention, indicators & analysis of gender and social inclusion, monitoring evaluation and lesson learnt.

²¹ Pelatihan Virtual | UNDP - RuangInklusif (<http://ruanginklusif.id/demo/home/courses?category=kewirausahaan-dasarformat>)

3.3.4. Results and emerging impacts of skills training

Finding 12. ILO's skills training under Output 2 was a highly effective intervention that enhanced livelihood skills of a substantial number of people in vulnerable and pandemic-affected communities across East Indonesia, putting "Leave No One Behind" into practice.

The strategy

The range of skills training offered was wide, including E-commerce, web content development, agricultural product value adding, hand-woven textile products design and fashion items, marine outboard motor repair, eco-tourism and associated business development. Given the short timeframe, the skills areas were selected based on the availability of experienced local training providers, consultation with the training providers, and ILO officer's knowledge of the local areas. The resulting skills areas selected were matched with marketing prospects in the area or with the experience and situation of particular target groups. At least half of the 11 training providers included business development skills alongside technical skills training in the areas of digital skills, agricultural product development, marine mechanics, culinary and digital marketing, and textile product development.²² The ILO selected training providers who were experienced in their local area. The length of training was generally around four days, and was provided in-person.

One of the strategies to assist persons with disabilities was to provide three trainings separately for this group, including tailored digital skills (including Wordpress for E-Commerce and Digital Content Writing for the visually impaired) and barista training. In addition to the specifically designed training, people with disabilities also accessed a range of other trainings including E-commerce, agriculture value adding, textile value adding and marine mechanic training. Training specifically for PLHIV and key populations was provided in digital skills and E-commerce, fashion design and product development, and culinary product and digital marketing. Refugee participants and PLHIV also attended various training delivered in an integrated way to participants of varied backgrounds, in this way promoting an inclusive approach to training.

Evaluation interviews with participants and providers showed that several innovative livelihoods enhancements were introduced through the programme which were well suited to the local conditions and contributed to individual and community economic development. This was achieved by helping participants develop new products and expand the markets for their products through online methods and expanded networks.

In addition to direct beneficiary training, ILO implemented a pilot model to build the capacity of three community vocational training centres (BLK Komunitas) located in Central and East Java, through the partnership with Axioo Class Program (<https://axiooclassprogram.org>), a trainer provider under the Axioo computer manufacturer. Axioo Class Program imparted management and training delivery skills to the three centres, helping them to engage with industry and potential employers and to diversify to industry-relevant vocational training, for example in mobile phone repair, graphic design and electricity installation. The centre staff also learned how to deliver hybrid online and offline classes, enabling them to reach a wider number of participants. The centre manager and instructor participants expressed the value of this training in terms of more market-relevant courses, more effective staff recruitment, trainee selection, and innovative training delivery. On the other hand, they would have liked more time for the training, given the amount of material presented. The pilot and its results are highlighted in section 4 – Lessons Learned and Good Practices.

²² These providers were Clevio (digital skills), Kami Latu Initiative (weaving and textile value adding under Yayasan Rame Rame Jakarta contract), Terasmitra (agricultural products), Yayasan Puter Indonesia (marine mechanics), Yayasan Kalandara (culinary products and digital marketing), and Pondok Pergerakan Kupang (textile product value adding).

Perspectives on the results and emerging impacts

Examples of the results and emerging impacts of skills training interventions based on participant and provider perspectives are provided below by training type. The evaluation also draws on several of the Human Story video documentaries that provide a rich demonstration of the impacts on beneficiaries' lives:

Sorghum value adding in Flores

(Provider: Yaspensel) In this training, participants learned how to make various products from Sorghum, a cereal that the local government has reintroduced and is promoting in the island. Products included cakes and biscuits made from sorghum flour. This brought increased incomes of the trainees, and moreover contributed to the nutrition policy of the local government on increased consumption of sorghum to prevent childhood stunting. Beneficiaries noted that they would like to learn how to make more products.

"It was a very big benefit to me personally and my group. We were trained to make a cake from sorghum. Compared to wheat flour, sorghum is kind of longer lasting, doesn't go stale so quickly, even if you make cookies or dried cakes, don't need preservatives"

- Female participant, Flores.

Value adding to traditional textiles in East Nusa Tenggara

(Provider: Kami Latu Initiative under Yayasan Rame Rame Jakarta, and Pondok Pergerakan Kupang) Participants explained that in the past they had only produced the raw woven materials, while the training enabled them to make products such as wallets, mobile phone and laptop cases that can be sold domestically as well as overseas.

Organic fertiliser making in Central Sulawesi

(Provider: Terasmitra) Participants whose livelihoods have been affected by COVID-19 expressed the benefit of making low-cost organic liquid fertiliser from local materials such as leaf fish waste. While they are not yet selling the fertiliser but exchanging it in barter, it has reduced their farming inputs costs, and improves environmental sustainability.

Virgin coconut oil production in Lombok, West Nusa Tenggara

(Provider: Terasmitra) Participants trained in processing coconuts for virgin coconut oil, from coconut fruit that previously went to waste. Linkages were made to cooperatives to sell virgin coconut oil, providing an additional source of income in areas hit by the pandemic effects,

Outboard motor repair in Central Sulawesi

(Provider: Yayasan Puter Indonesia) One of the unexpected outcomes was the extent of success of the training in marine outboard motor repair in Banggai Laut District in Central Sulawesi. Fifty-five male and female youth, including persons with disabilities, took training in repairing fishing boat outboard motors, a skill which was not widely available in this island area. The recipients were able to use their skills to repair their own family fishing boats, as well as make an income from repairing boats in the district. The District head expressed their appreciation of the community value of the training in a letter to the ILO.

Ecotourism training

(Provider: Indecon) In Lombok the tourism industry has been badly hit by the pandemic. The training in eco-tourism was valued by the participants from the area near Mt. Rinjani in that it has helped re-orient their approach to eco-friendly tourism and involvement of local villagers in preparation for post-pandemic tourism. However, it has not eased their immediate situation in the pandemic context.

E-commerce and web content developer skills:

(Providers: Clevio, Suarise Indonesia) Digital skills training delivered online, was highly appreciated by the beneficiaries met by the evaluators. Some participants found that they could expand their markets, for example by developing online ordering for their beverage and grocery businesses. Refugee participants expressed that the skills training in digital marketing was very helpful to them in expanding their existing income earning activities and their future opportunities when they move to a third country. One participant engaged in buying, repairing and re-selling motorcycles found the digital marketing skills useful to expand his business. Similarly, another refugee has expanded his web development service market to other countries, applying the skills from both the entrepreneurship and skills training. Others, such as a youth participant from Jakarta, found that they could market and make income from their skills as web content developers, having gained the Junior Web Developer certificate. Persons with disabilities expressed that the training was especially beneficial for them as they are able to access a wider range of employment and self-employment opportunities.

"I love everything about digital skills... I learned a lot from the training and now I have an outsourcing agency to help my friends"

- Youth participant, Yogyakarta, person with a disability

External supportive factors and challenges

Among some of the unanticipated results, in several localities local authorities provided in-kind supports to the community-based enterprises, including ovens for baking sorghum products, tractors and land allocation, linkages to markets, adding to the sustainability of efforts.

Participants' perspectives: Some individuals found the digital marketing course a little advanced for their level and need, suggesting training might need to be more varied in level. Participants expressed that many materials were delivered in a short time, and a longer period of training would be preferred. While the evaluation team learned that some people from key populations would have preferred skills in their traditional sectors to be offered, such as beauty services and entertainment; most appreciated the new digital skills, offering growing opportunities during and beyond the pandemic. Moreover, beauty salons and entertainment venues could not operate during the pandemic and the sector will need time to recover post-pandemic.

Training partner perspectives: The demand for training exceeded places for some providers, but Clevio, for example, adapted and expanded participant numbers. Some participants lacked equipment such as computers, but went out of their way to access a shared laptop. Overall, the UN partners encountered some challenges in reaching the target number of PLHIV and affected populations, partly due to the need to screen for suitable candidates, and in some cases because the participants expected payment to attend training.

3.3.5. Results and emerging impacts of advocacy interventions

Finding 13: Through a wide variety of partnerships, with prominent media companies, human resource manager associations, women's business coalitions and trade unions, the programme disseminated messages and generated wide reaching discussion platforms on the issues of workplace gender equality and inclusion.

ILO interventions

ILO's advocacy interventions were delivered through three clusters: a series of webinars delivered by key influencing actors, including employer organisations and a major media company; a workplace based campaign conducted by trade unions; and revision of the Equal Employment Opportunity Guidelines to incorporate ILO Convention 190 (2019) on Violence and Harassment. The perspectives of ILO coordinating staff and key implementing partners inform the qualitative assessment of this evaluation. It is noted that UNAIDS staff played an important role in acting as a resource persons for webinars dealing with sexual orientation and gender identity expression (SOGIE) issues and rights, HIV in the workplace and HIV self-testing programmes in the workplace. UNHCR staff contributed as resource persons for radio talk shows on the situation of refugees.

Employer partners, Gerakan Nasional Indonesia Kompeten (GNIK) and Indonesian Business Coalition for Women's Empowerment (IBCWE) hosted a series of 20 webinars covering a wide range of issues related to gender equality, non-discrimination and inclusiveness. According to GNIK, who represent a national forum of HR managers, they have been campaigning on these issues for some years and appreciated the opportunity to continue their work. They perceived that the webinars and social media outreach have increased the knowledge of their members on the issues of equality and discrimination.

The representatives were satisfied with the interest generated among the members across various parts of the country. The IBCWE, likewise welcomed the opportunity to reach out to their member companies via four webinars and social media posts. According to the representatives the topics were very relevant to participants' interests including themes of "Family Friendly Working Space" in the COVID-19 context, sexual harassment in the workplace, and women and leadership. The effects claimed by the representatives were increased knowledge on inclusiveness, non-discrimination, gender, and disability among IBCWE members in different cities; enhanced networks amongst IBCWE members and stakeholder participants and enhanced IBCWE reputation and credibility.

The TEMPO Media Group convened two high-level online discussion events respectively addressing Inclusive Recovery and Empowering Social Actors. Panellists included the UN Resident Coordinator, ILO, UNDP, government representatives, employer and worker organisations and social entrepreneurs. They also hosted a series of 10 webinars per month via their digital platform. The media events were subsequently shared more widely via numerous digital media communications platforms. According to interviewees the events increased participants' knowledge and skills on specific issues related with workers such as working conditions and gender and disability inclusion, and enhanced networks among webinar participants. TEMPO representatives indicated their commitment to continue promoting discussion on human rights, business responsibility, workers' conditions and gender raising the issues among government, the private sector and universities and the public through their extensive digital platforms.

A different approach was taken with the workplace campaign under which 100 trade union members from 12 confederations or associations were selected by the leadership and trained by ILO, UNAIDS and UNHCR to conduct a social media campaign among their personal networks and via workplace based advocacy meetings.

The social media campaign appears to have been most effective as there were challenges for the trade union campaigners to gather fellow workers informally in the workplace, and some conducted their meetings as a group, reducing the outreach. On the other hand the workers are very familiar with using social media and could share campaign messages readily.

Drawing on staff and participant interviews, the trade union campaign was taken up with varying degrees of commitment by the union campaigners across the partner trade unions, depending on the varied sense of ownership for the campaign. For some labour associations, such as Jala PRT, representing domestic workers, the message content regarding discrimination and inclusion strongly resonated and they developed their own posters to share via social media.

The ILO drew several lessons from the different advocacy approaches, including the high effectiveness of social media (Facebook, twitter, Hello, Tik tok) to enable interactive involvement of workers and the effectiveness of webinars for targeting particular groups, especially when the webinars were subsequently posted on Youtube, expanding the exposure.

ILO successfully completed the revision of the national Equal Employment Opportunity (EEO) guidelines, with the support of a gender and inclusion consultant, based on a legal analysis vis-à-vis Convention 190. Once the MOM has approved the guidelines, ILO will continue to socialise them through their ongoing programme.

UNAIDS interventions

Finding 14: The advocacy interventions implemented by experienced health advocate, YKB, were strengthened by the partnership with the community based network, Jaringan Indonesia Positif, enabling the engagement and voice of PLHIV and affected populations. The interventions were firmly grounded in stakeholder and community consultation and have built the capacity of the partners and the community representatives to advocate on inclusivity issues, with emerging contributions to the policy agenda and learning resources.

Through UNAIDS' partnership with YKB, three key advocacy efforts were conducted. The first intervention was the development of a policy paper on inclusiveness in the workplace. YKB conducted a desk review followed by in-depth 'expert' interviews and FGDs with representatives of government (MOM, MOH, MOWECP), employer groups, (including APINDO and PERDOKI) and with labour unions, representatives of people with disabilities and PLHIV and key populations. The draft policy paper focused on inclusiveness for PLHIV and key populations, reviewed through a series of consultative meetings and webinars by nine companies (in West Java, Jakarta and Banten Provinces), and by government, labour unions, and NGOs. This comprehensive process culminated in a final document, presented and discussed at a national-level webinar on 16 December 2021, with participants from government, employers' organisations and trade unions. During the evaluation interviews the UNAIDS representative and YKB representatives indicated their intention to facilitate a stakeholder joint declaration on inclusion, based on the policy paper, to open the way for further catalytic action on the issues, but this declaration or action plan had not eventuated at the time of writing.

The process of developing the policy paper overall appears to have been fruitful. YKB found that the enthusiasm of stakeholders to participate in the provincial and national webinars exceeded their expectations (an average of 100 participants in provincial webinars and 260 participants in the national webinar). The government (MOM, MOH), industry, and trade union representatives interviewed by the evaluation team appreciated YKB's effort to promote equal opportunity in the workplace, which they believe aligns with their own policies.

The garment and textile workers federation (GARTEKS) representative noted that gender equality and gender-based violence have already been included in the collective bargaining agreements of some companies, independently of the ELJP; but less action has been taken on workplace inclusion of PLHIV. However, the trade union representatives interviewed had only limited involvement in the process as the unions delegated different representatives to different meetings. Some of the informants to the development of the paper, notably trade union and civil society organisation partners who participated in the evaluation FGDs, felt that they were not sufficiently informed of the purpose of the consultation and the next steps, but looked forward to receiving the policy paper.

The second main activity was to develop an online learning platform on workplace inclusivity. This platform integrated with the YKB website was launched by late December, 2021 via the national webinar, but some of the modules require final revision. The main intended audience of the learning platform is working people. So far there have been few visitors to the site, particularly among working people, but the number of visits is growing. YKB is satisfied with the opportunity to gather PLHIV and key populations to learn together and develop the modules on inclusivity and gender equality. The digital platform offers an opportunity for the public to learn more about inclusivity in the workplace and YKB intend to promote it through linking it with online occupational safety and health information managed by the MOM.

The third intervention, conducted in partnership with JIP, was the Training of Trainers on inclusivity in the workplace. Participants were 15 representatives from community associations of PLHIV and key populations. The TOT alumni became key resource persons for the entrepreneurship training provided by the ILO partners. In addition, the alumni are expected to become trainer advocates in their own organisations and beyond, with private sector companies. According to YKB staff, “the long term benefit is that the marginalised groups can work together professionally with the private sector, advocating for themselves independently”.

The evaluation interviews with the TOT participants provided a compelling story of the benefits and impact for these representatives. They see major opportunities to advocate on the issues facing their communities within the private sector as very few NGOs or other service providers have entered this area. The TOT participants clearly expressed the benefits for them in increasing their sense of empowerment.

“This training is like opening a door for us, providing ways for us to approach and enter companies to educate about the barriers facing PLHIV and key populations”

- Transgender association participant

The role of the trained alumni to continue working with the private sector has been an unexpected outcome of the training which was originally conceived to generate trainers for the Output 1 participants. The participants, including representatives of the transgender community, explained that they still face a challenge connecting with the private sector, and look forward to further support from YKB and UNAIDS to continue to mentor them and provide a bridge to the private sector. According to YKB staff, UNAIDS has agreed to provide additional support. As an additional benefit of the no-cost extension, it is noted that YKB will organise two additional inclusivity trainings for labour inspectors and HR managers.

3.3.6. Cross-cutting issues

The common UN principles of human rights, gender equality and inclusion of marginal groups in the workplace lie at the heart of the ELJP, demonstrated through its direct beneficiary targeting and advocacy strategies. Access of cis-women and transgender women to training opportunity is clearly addressed in the beneficiary targeting, albeit not always successfully, where challenges were encountered recruiting target numbers of women participants, especially among refugees. Gender barriers were included in the

training topics delivered to business development trainees.

However, other than targeting women as beneficiaries, gender empowerment was not a discernible theme within skills training, which focused on imparting skills. Given the ambitious targets of the skills component, a more transformative gender approach towards women's leadership may have been too ambitious. At the level of the enabling environment, issues of gender equality were also thoroughly integrated in the advocacy interventions.

The programme partners made concerted efforts to ensure that people with disabilities, PLHIV and refugees had access to training, and issues of inclusion were highly visible within the advocacy component.

In addition to the central themes of gender equality and inclusion, the programme has made key contributions to environmental sustainability, notably through the skills development component and the enterprise development supported by UNDP partners, where environmentally friendly enterprises featured frequently among those selected for coaching. Capacity building of relevant authorities and stakeholders was not a priority focus of the programme given its immediate response design. Nevertheless, the interventions built capacities of implementing partners in delivering innovative training programmes, and online delivery modes appropriate to the COVID-19 context.

3.4. Efficiency

This section address efficiency of management and use of resources, human, time and financial. It also considers the effectiveness of the monitoring, evaluation and reporting system as a management tool.

Finding 15: The ELJP's governance and coordination structure was effective, with strong communications mechanisms established among the agencies. The programme was well resourced on the whole, in terms of staffing; and financial allocations represent efficient use of donor funds. Internal UN administrative processes did not prove to be highly efficient in the context of a short duration programme and contributed to some delays in delivery.

Governance, management and inter-agency coordination

As a joint programme, the RCO and UN agency partners established a clear governance and management structure. The RCO was responsible for communications with and reporting to the funding agency, UN MPTF, reporting to the government counterpart, BAPPENAS (Ministry of Planning), as well as providing an oversight function. This oversight function entailed high-level monitoring of progress, while the RCO did not take authority to direct the individual agencies in their workplan implementation. Inter-agency management and coordination was also clearly set up with ILO, as lead agency, taking the lead coordination role among a team of focal points from the each agency and the RCO.

This inter-agency management structure served the programme very well, acting as the means to establish a joint workplan, monthly coordination meetings and monthly reports consolidated by the ILO and submitted to the RCO. The role of the ILO, and of the ILO ELJP programme coordinator, the Employment Specialist for the country office, was pivotal in ensuring communication and good coordination throughout the programme implementation. The RCO and other UN agency representatives highlighted the strength of the ILO in coordinating the effort as a whole. Within each agency, the programme was generally managed by the head of the relevant technical unit, under the overall responsibility and direction of the Country Director.

One of the challenges of a jointly implemented donor funded programme is that each UN partner is responsible for their own programme delivery with no overall chief technical advisor or manager, with the agencies working in a federated fashion.

Efficiency and effectiveness of human resources

Staffing provision per agency was effective and efficient overall. The ILO benefited from having a strong complement of staff to implement the programme, including three dedicated national officers, a dedicated communications officer, as well as three dedicated administrative assistants, with technical and coordination oversight provided by the Employment and Skills. The ILO Country Office provided additional technical support to gender and inclusion policy through its Gender and Inclusion Specialist. All of the ILO's management work was conducted remotely, with none of the staff meeting each other in person, due to the COVID-19 restrictions – an arrangement that has proven successful, despite the disadvantage of not having in-person interaction.

UNDP, UNHCR and UNAIDS did not recruit programme staff, partly due to their smaller scale of interventions and in the UNDP case because the initial candidate search was not successful and in the interests of time they allocated time of the Innovative Financing Lab staff. This unit has experienced some turnover during the programme life, but the staff did not identify this as an issue in implementation. The UNAIDS team comprised the Human Rights and Gender Advisor and Programme Assistant (Human Rights and Gender). Their workload is considerable and they appear to have been stretched at times.

However, a great part of the implementation was delegated to the implementing agency, with the staff providing technical oversight support, which reduced the workload. The UNHCR managed implementation through the Protection unit, with a key focal point dedicated to the programme, and additional support provided by an officer working remotely. The RCO assigned its Development Coordination Officer and Economist as focal point to the programme, and also provided technical support of the Monitoring and Evaluation Officer in the latter months of the programme, who assisted in technical inputs to this evaluation. The RCO office was joined by the Joint Programme Officer in November 2021. The Resident Coordinator and the participating agency heads have taken a keen interest in the programme as one of the first joint UN efforts, and have taken a leading role in several high-level communications events.

Intra-agency efficiency of time, planning and administrative processes

The partners exhibited varied efficiency in the use of time. Given the one year duration and the loss of two months before funds were received, efficient planning and administration were of paramount importance. The ILO saved time in the start-up phase by utilising the efforts of core programme staff, including the Employment Specialist and a Senior Programme Officer, to begin activity planning, prior to the programme staff recruitment and mobilisation. It took three to four months to have the full complement of ILO staff on board, reducing their implementation time to around six months. Another efficiency strategy was to use existing business skills training packages that did not require much modification. However, intervention planning could have been more strategic in some instances where new entrepreneurship module development was time consuming. Efficiency gains were made in some instances by reducing the number of implementing partner contracts, for example for the implementation of UNAIDS' advocacy activities.

As observed in the discussion of implementation progress (section 3.3.1), the partners experienced significant implementation delays due to internal administrative processes, especially at ILO and UNDP. ILO's accountability processes require approval of implementing agency contracts and amendments by the regional office, which delayed activity delivery. Some efficiencies were found at the ILO by breaking procurement into smaller packages that could be advertised and approved locally. While ILO's staff recruitment process was implemented as quickly as possible within the regulations for transparent and fair recruitment, it still took a period of months. The UNDP's vendor procurement processes took considerable time and delayed one of the outputs significantly.

Monitoring, evaluation and reporting

The programme partners carried out monitoring processes frequently and diligently through monthly meetings and monthly internal reports compiled by each agency, consolidated by ILO and submitted to the RCO.

The programme's RBM framework and its indicators applied the principles of results-based monitoring to a moderate extent. The framework does not clearly differentiate the outcome from the output or activity indicators, although it includes indicators at both levels. The evaluator found that some indicators in the framework were not clearly defined. For example, the number of rural residents, women and youth skills training participants would have been clearer if stated as separate targets. Nevertheless, Output 2 did record the number per category of participants (female, youth and rural population) for each training.

The results-based monitoring framework results were updated at midterm and end of the programme, while interim activity tracking data was collected and reported monthly. Activity tracking forms and indicators were well used by the partners. One gap in the RBM framework was to clearly record the total number of ILO training beneficiaries. It reports participants in Output 1 and Output 2 separately, but does not report the number of individuals who joined both entrepreneurship and skills training. However, the programme staff did track the number of participants who received a combination of entrepreneurship training (Output 1) and skills training (Output 2) and provided this data to the evaluation team on request.

Outcome level performance monitoring remained somewhat weak, and some indicators were not sufficiently well defined. For example, Output 3 indicators were not strong in terms of capturing changes in knowledge, attitudes and practices among advocacy recipients (other than end of meeting quiz or survey). For the entrepreneurship and skills training outcomes, ILO made an effort to record impact in terms of participants' reports of changes in income or employment status and anticipated changes in the coming months that they attributed to the programme.

The impact surveys were conducted by the implementing providers shortly after the training. While not designed as a rigorous impact study, these were reasonable measures as a general and initial gauge of economic effects, within the constraints of the timeframe. A longer gap between the intervention and the survey would have allowed more time for economic change to occur. The questions were asked in different forms by the providers, weakening the reliability of the results. The evaluator was not able to determine whether the UNDP partners plan to apply similar measures to the basic entrepreneurship underway.

The programme's internal tracking and progress reporting was effective in identifying progress and delays. Interim reporting to the UN MPTF did not allow the programme partners to make substantive comment on the challenges encountered, and the partners found the online format somewhat unwieldy.

Financial Efficiency

The ELJP partners' allocation and use of financial resource exhibited a moderate to high degree of efficiency in terms of aid effectiveness through the budget proportions allocated to the interventions and management costs. Table 8 shows the breakdown of the revised budget (submitted to UN COVID-19 MPTF September 2021).

Table 8. Revised Programme Budget by UN Agency and Category

Budget Lines	ILO	UNAIDS	UNHCR	UNDP	Total
1. Staff and other personnel	227,357	48,000	21,700	91,933	388,990
2. Supplies, Commodities, Materials	0	0	6,258	25,000	31,258
3. Equipment, Vehicles, and Furniture, incl. Depreciation	7,743	5,000	7,463	0	20,206
4. Contractual services	610,491	94,000	8,747	232,464	945,702
5. Travel	0	0	0	0	0
6. Transfers and Grants to Counterparts	23,400	0	27,363	0	50,763
7. General Operating and other Direct Costs	48,500	0	33,485	69,880	151,865
Sub Total Project Costs	917,491	147,000	105,016	419,277	1,588,784
8. Indirect Support Costs	64,224	10,290	7,351	29,349	111,215
Total	981,715	157,290	112,367	448,626	1,699,999

In the revised budget, activity delivery represented by contractual service and grants, accounted for US\$ 996,465 or 58.6 per cent of the total budget of US\$ 1,699,999. Staff costs accounted for 22.8 per cent of the budget. This varied somewhat among the agencies. For example, the ILO's proportional budget on staffing was 23 per cent, and on activities was 64 per cent.

Given that travel to programme sites was not permitted during the implementation period under COVID-19 restrictions, the budget revision re-allocated travel costs to activity budgets. The respective programme managers found efficiency gains by re-allocating money for travel to activities across each partner agency. Additional trainings and beneficiaries were added to the ILO skills training as a result. Efficiencies were also found through ILO's negotiations with entrepreneurship training providers that enabled more participants to be trained.

While expenditure breakdowns to date were not available from each partner UN agency, the ILO reported that 96.6 per cent of the activity budget has been committed as of 6 January 2022, and that final payments will see a delivery rate of close to 100 per cent. Table 9 presents the ILO's breakdown of activity expenditure per output area.

Table 9. Distribution of ILO Activity Expenditure per Output

	Budget category	Budget	Expenditure (as of 06 January)	% of activity expenditure
Output 1	Contractual services	184,536	148,564	33.5
Output 2	Contractual services	355,161	257,168	58.0
Output 3	Contractual services	39,824	37,450	8.5
	Transfers & Grants to Counterparts	23,400	-	-
Total		602,921	443,182	100

As indicated, Output 2 skills training - accounted for the highest percentage at 58 per cent; followed by Output 1 entrepreneurship training at 33.5 per cent, and Output 3 - advocacy initiatives - at 8.5 per cent. This reflects a reasonable level of value for money and efficiency given the numbers of beneficiaries reached by Outputs 1 and 2, and the wide range of activities and recipients reached by Output 3.

3.5. Emerging Impacts and Sustainability

The foregoing assessment of the programme effectiveness captured some of the impacts on the lives of individual direct beneficiaries and their communities. Impacts that are broader in scope or longer lasting are intrinsically linked with sustainable changes in policy, attitudes and awareness, capacities and resources for skills and employment development and policy. Given the intertwining of impacts and sustainable results, the evaluation addresses these two thematic criteria together.

This section first addresses the extent to which the programme developed a sustainability and exit strategy, and secondly assesses the likely sustainability of the approaches, results and impacts achieved.

3.5.1. Planning for impact and sustainability

The central strategy toward generating lasting change was conceived through the programme's advocacy pillar, which seeks to shift attitudes among government, employers and trade unions towards equal employment opportunity. This strategy was strengthened through policy drafting efforts on improving the Equal Employment Opportunity guidelines. The programme through its beneficiary training interventions did not pay significant attention to institutional capacity building for employment skills and business development provision, with the exception of the BLK Komunitas pilot. This was chiefly because the programme represents a short duration crisis response, rather than a longer term development project. Nevertheless, there are prospects of lasting changes that the programme has contributed towards as discussed below.

The programme was not required by the UN MPTF to include an explicit "exit strategy" in its proposal, and there is no documented exit strategy. However, the efforts by individual UN partners to place training and inclusivity resources on government hosted websites (UNDP/MOWECP entrepreneurship module and learning platforms UNAIDS/YKB) represent elements of an exit strategy to transfer ownership to local entities and authorities.

3.5.2. Prospects of sustained effects and impacts

Finding 16: The central sustainability strategy of advocacy interventions towards a fairer and more inclusive workplace has heightened the capacity of the key actors – media, government, employer groups and trade union – to improve gender and inclusion in the workplace; while direct training interventions have generated sustainable resources and capacities for effective vocational skills and business development training.

Lasting policy impacts on gender and inclusion in the workplace

The programme's key contribution to national-level policy change is the updated Equal Opportunity guidelines, which now integrate gender, violence against women and sexual harassment in the workplace, as well as disability inclusion. While the Guidelines are pending government release, the UN partner agencies expect to continue to monitor and support the dissemination and application of the government approved Guidelines within their ongoing programmes. Similarly, the high level discussion on inclusion that YKB will convene, may help galvanise the tripartite stakeholders' action on the issues.

Sustained capacities on workplace inclusion and training resources

There is little evidence available to the evaluation regarding the impact of the interventions on broad changes in attitudes among employers and workers on workplace equal opportunity who received advocacy messages, but the advocacy actors (the media, trade unions and employer groups) themselves have a heightened awareness of the issues of non-discrimination and inclusion, and express their intention to continue to promote the issues of gender, disability and to their membership and spheres of influence. As discussed in Section 3.3, regarding the training of community trainers, the evaluation does provide evidence that the capacity of community groups representing key populations affected by HIV has been improved by the TOT, and the small group of individuals are committed to continuing their mission to expand the opportunities and fair treatment of PLHIV in the workplace.

While the programme did not directly plan for sustained capacity building in its approach, the evaluation observed that the capacities of training provider associations and their members, such as Riwani Globe, PUPUK, INCREASE, PLUS and AKM to carry out training on gender and inclusion and innovative delivery modes is likely to be sustained. The providers have increased their knowledge and skills in delivering modules on gender and inclusion of marginalised groups. Furthermore, the entrepreneurship training modules available on the UNDP website, and the YKB learning platforms will provide ongoing resources to the public and training providers. Similarly, the pilot capacity building of the community vocational training centres through the ILO's Axioo Class Programme offers a pathway for expansion and sustainability. At a meeting on January 24, 2022 between the MOM and Axioo Class Program, facilitated by the ILO, the MOM indicated its intention to replicate to vocational training centres elsewhere in Indonesia with the assistance of Axioo Class Program using State budget. This would be assisted by the development of a guidebook on the process, as the MOM representatives indicated in the evaluation interview.

Sustained local and community impacts on employment and livelihood opportunities for vulnerable groups

As highlighted in the discussion of 'Effectiveness', the ELJP generated community-level improvements in livelihoods that were broader than the results for individual direct beneficiaries. These improvements were evident among the rural villages producing sorghum in Flores, where the local government provides support to the ventures. Similarly, local government support to villagers involved in value adding to their weaving products in NTT, and to marine repair in central Sulawesi promises to help sustain these livelihood generating initiatives. The "greener" technologies introduced in several localities, through the Plepah enterprise, for example, promise sustained environmental improvements if these social enterprises continue to flourish.

Ongoing impact on joint UN collaboration

At the level of the One UN reform agenda in Indonesia and within the framework of Indonesia's UNSCDF (2021-2025), the experience gained by the ILO, UNDP, UNHCR and UNAIDS in delivering this programme jointly has provided a positive experience, and is promising for collaboration in the future. The lessons from the experience, which have been captured in this evaluation, are expected to have an ongoing benefit for UN reform agenda in Indonesia under the coordination of the RCO. The experience of the ELJP partners demonstrates the strengths and challenges of a collaborative approach generally, and in delivering a joint UN response to the COVID-19 pandemic. To optimise the learning from this experience it is important for the ILO to incorporate this evaluation in the global High Level Evaluation of the ILO response to COVID-19, to be conducted in 2022, as well as the planned UN MPTF evaluation of their global programme #RecoverBetterTogether jointly with UNEG in 2022.

IV. Lessons Learned and Good Practices

The evaluation gathered lessons learned and good practices based on interviewee perspectives, progress reports, and the evaluators' analysis. Lessons learned include learning from challenges as well as positive factors. The good practices identified are those practices or models that have been particularly effective toward achieving the programme goals, or which serve as models worthy of replication.

4.1. Lessons Learned

LL1: UN mobilization challenges and planning for delivery in short term projects

The UN partners' experience in implementing this programme demonstrated that UN agencies' administrative systems for staff recruitment, management of implementing partner contracts and other administrative processes are not well equipped to respond quickly and flexibly in the context of a short-term programme, suggesting that further system reform is needed.

In addition to UN system-based challenges, the partner programme staff also needed to take strategic decisions regarding the rapid delivery of interventions. Re-purposing existing resources, rather than commissioning new module development and designating core programme staff to assist implementation in the start-up phase proved to be time-efficient strategies.

LL2: Added value of joint UN programming and lessons from collaboration

A positive lesson of ELJP is the added-value of joint UN agency efforts, leveraging the specialised technical knowledge and networks of each agency, which is especially important in responding to the socio-economic shocks brought by the COVID-19 crisis. One of the challenges that emerged from the experience was that the agencies on occasion delivered at different paces, while each entity is responsible for its own delivery. The RCO may play a stronger role in future collaborations to encourage the partners to deliver in tandem and address bottlenecks efficiently. As a positive lesson, the RCO was able to play a key role in communicating the progress and impacts of the joint programme to the government.

LL3: Online and offline training delivery

ELJP demonstrated the feasibility and advantages of delivering entrepreneurship and some types of skills training online, especially to reach a wider number of participants and those that cannot attend a local centre. Offline sessions are still preferred by some participants, especially those with limited internet access, and a mix of in-person and virtual trainings should ideally be available, especially to reach people in remote areas.

LL4: Beneficiary training

The programme's wide geographical reach and short term training interventions for entrepreneurship and skills training was appropriate for a short-term, immediate assistance response, but this spread resources quite thinly. In a longer term development project, it may be more impactful if a greater proportion of beneficiaries were able to access advanced business development support, with intensive mentorship and assistance in accessing business development finance.

4.2. Good Practices

GP1: Strengthened capacity of the BLK Komunitas pilot

Under the ILO's skills training component, the Axioo Class Program piloted capacity building of the community-level vocational training centres, known as BLK Komunitas. These are often operated by religious organisations in Indonesia. The Axioo Class Program introduced new ways of working to the centre managers and instructors, including improvements to the board of management operations, training selection based on market-driven assessment, improved trainee screening and selection and improved delivery modalities, including the online delivery option. The pilot centres highly valued the new approaches which increase the relevance of their training for employment and the reach to more participants.

GP2: Training of trainers for community advocacy on workplace inclusion

The training of representatives of community associations of PLHIV and affected populations as workplace advocates on inclusion was effective because:

- The training was conducted by YKB in person, intensively over four days and followed by practice coaching
- The trainees felt empowered with new knowledge, understanding and skills to educate the public and private sector on inclusivity in workplaces
- As members of marginal groups, including PLHIV and key populations most vulnerable to HIV (such as men who have sex with men, sex workers, and transgender people), the new trainers can play a unique role when advocating inclusivity in workplaces.
- The new trainers see wide opportunities for the application of the training in their networks and the private sector.

GP3: Good practices in joint programme delivery

In addition to the lessons noted above, the four agencies and the RCO demonstrated a number of good practices in joint programming. These practices included frequent coordination meetings and internal progress reports; strong coordination exercised by the lead agency, a joint overall workplan; well-integrated and mutually supportive activity delivery by the agencies; joint communications and branding strategies, and collective compilation of human interest stories.

GP4: Learning Management System

The LMS is a web-based application that was developed by Riwani Globe to manage the entrepreneurship training as a whole and to monitor the performance of each group of training participants. The ILO programme staff concerned had not used this online method before and see the value of using this technology to monitor and manage future business training projects. The system has wide application in education and vocational training delivery by UN or education and training authorities.

The LMS comprises the following elements:

- Trainers' Dashboard: Name/batch of training class, list of participants, submission of participant's assignment, attendance, trainer's material, participant's material, task management, training and coaching reports)
- Participants Dashboard: Profile of participants, training materials, attendance, assignments Modules and references
- Management : (User Id and password of each participant, names of participants by class, attendance, assignment, task submission, training material for each day, data of participants)

V. Conclusions

The following conclusions are based on the evaluation team's findings. The conclusions are organised according to relevance, coherence, effectiveness, efficiency, emerging impacts and sustainability.

Relevance

The ELJP was highly relevant to the need to re-build employment and livelihood prospects in Indonesia after the COVID-19 pandemic struck, and was especially relevant to the needs of people from vulnerable groups in the population. Its focus on reinforcing inclusion in employment in the face of widening gender equity gaps and increasing disadvantage faced by marginalised groups was well justified. The direct beneficiaries, many of whose livelihoods were severely affected by the pandemic, found the business development and skills training relevant to improving their situation and opportunities.

The evaluation found the overall beneficiary targeting to be somewhat broad, including vulnerable people as well as established and promising social enterprises. While the women and youth-led social enterprises were also oriented towards providing opportunities for disadvantaged women and rural communities, the targeting rationale could have been articulated and justified more clearly on a programme-wide basis. This wide scope may have come about due to the design process in which the four partners were required to submit their proposal to the funding agency in a short period of time.

The programme spread training resources widely across many provinces of Indonesia, albeit with a focus on the Eastern region. Although this did not provide for intensive individual support or community-level economic development, the programme found a good balance in providing sufficient training to bring about favourable outcomes among a relatively large number of beneficiaries.

The three strategic areas of the theory of change - entrepreneurship training, skills for jobs and livelihoods, and advocacy for gender equality and inclusion in the workplace - were valid in providing immediate and direct support to economic recovery for affected people and also in building more equitable and inclusive workplaces. Recognising the worsening labour market conditions in 2021 as the pandemic escalated, the programme successfully adapted its original approach to the skills training component under implementation, shifting to focus more on training for livelihoods and small business matched to local conditions, rather than skills for jobs. The programme justifiably focused on immediate support to people affected by the pandemic and therefore did not attempt capacity building of national employment or skills policy makers or service providers as direct recipients, or developmental local economic development.

The programme is directly relevant to the UN SDGs on gender equity, sustainable employment and inclusion. It also aligns well with the national development frameworks of the UNSDCF of the UNCT, the strategic frameworks and closely aligns with the strategic frameworks priorities of the four partner agencies. It was highly aligned with the global UN principles in responding to the pandemic of #recoverbettertogether, with respect to concrete and immediate action in the early stages of recovery, a focus on 'Leaving No One Behind', through action towards inclusion.

Coherence

Regarding internal coherence, both the design and implementation of the programme reflected a high level of collaboration and cohesion between the four UN agencies. This was exemplified in collaborative actions by UNAIDS and UNHCR to support the ILO and UNDP training programmes, through their networks with the beneficiaries and expertise, as well as collaboration in the advocacy efforts. RCO's role was supportive of coherence, in providing joint communications with the funding agency and with the national government. The UN partners also presented a coherent public image through common communications and branding.

In terms of external coherence, ELJP enabled stronger partnerships among the four UN agencies, linkages with other UN agencies, and provided opportunities for new partnerships and expanded networks to be forged. The UNDP was able to leverage the support of government and development partners in support of its entrepreneurship development packages, with joint funding of the accelerator packages through Indonesia Women Empowerment Fund with its impact investment portfolio, and joint MOWECP hosting of the website for the new business development modules for independent learning.

Effectiveness

The ELJP achieved a wide reach with its interventions, considering its short duration, reaching more than 3,500 direct beneficiaries. With the benefit of the no-cost extension the partners have completed most of the activities planned, despite delays due to UN administrative procedures as well as delays due to COVID-19 restrictions and the delivery adaptations this required.

The programme has met or exceeded most of its performance targets at activity and outcome level. While some indicator targets are quite delayed, they are expected to be fulfilled by the end of the programme. The short timeframe was the biggest challenge and constraint to the programme, both as an external factor, and exacerbated by UN partner agency management and administrative processes. A key factor that facilitated the achievements was the selection of experienced implementation partners, with extensive networks in the communities where they worked. This was also enhanced by the expertise and networks of the agency staff themselves.

The evaluation's qualitative assessment found that online entrepreneurship training delivered by ILO partners enabled a substantial number of vulnerable micro-entrepreneurs to develop business plans and mentored a small percentage to enhance their products and networks. Ideally more participants could have benefited from advanced entrepreneurship training. Both the entrepreneurship and skills training was well designed and effective in meeting needs in the post-pandemic world, especially with the emphasis on training for new and digitalised jobs through E-commerce. The training of specific target groups of women, youth, PLHIV, refugees and persons with disabilities created much needed economic development opportunities for these groups of people, building their self-esteem and confidence.

ILO's skills training was a highly effective intervention that enhanced livelihood skills of a substantial number of people in vulnerable and pandemic-affected communities across East Indonesia, putting "Leave No One Behind" into practice. The BLK Komunitas capacity building pilot was an added value of the programme, introducing a more effective model for community vocational training management and delivery. It demonstrated a replicable approach, culminating in a government-led plan for expansion.

UNDP's impact investing approach successfully strengthened the resilience of the women-led and youth-led enterprises supported, providing valuable models for social enterprises and with social and economic benefits in the communities beyond the enterprises themselves. The basic entrepreneurship training module was carefully crafted by the partners to produce a resource applicable for offline delivery and online independent learning, while the training itself is still underway.

Through a variety of partnerships, with prominent media groups, employer associations and trade unions, the programme reached a wide audience of government, employers and the public and generated wide-reaching discussion and awareness on gender equity and inclusion of marginalised people in the workplace. Key contributions on equal employment opportunity policy are also approaching fruition.

Efficiency

The programme's management and coordination structure comprising a team of focal points from each of the UN partners as well as the RCO office in its oversight role, worked efficiently, especially benefiting from ILO's strong coordination efforts. Staffing provision per agency was effective and efficient overall. The ILO benefited from having a strong complement of staff to implement the programme, while UNAIDS, UNDP and UNHCR assigned competent teams who combined their ELJP responsibilities with other programme responsibilities.

The partners exhibited varied efficiency in the use of time. Effective strategies were to begin preparations with core programme staff prior to staff coming on board and the use of existing training packages requiring little modification. However, intervention planning could have been more strategic in some instances where new module development was time consuming. Financial resource use exhibited a relatively high level of aid effectiveness in terms of the budget proportions allocated to the interventions. The respective programme managers found efficiency gains by re-allocating money for travel to activities across each partner agency, and additional trainings and beneficiaries were added to the ILO trainings as a result.

The partners monitored and reported on progress frequently, keeping data up to date. The programme's use of the RBM framework and its indicators applied the principles of results-based monitoring to a moderate extent. The partners made an effort to capture changes at outcome as well as activity level. However, some indicators were not well defined and monitoring of outcomes and initial impacts was not consistently applied by all the partners. The partners made an effort to capture changes at outcome level as well as activity level.

Emerging Impacts

At the individual and community level, the short term interventions of the programme generated important changes in people's livelihood opportunities, demonstrated in the early signs of increasing income found in ILO's endline survey. The evaluation found that the programme indirectly brought impacts on its implementing partner capacity, including increased capacity to deliver online, wider partnership networks and increased knowledge of equity and inclusion issues. Broader social and economic impacts are difficult to predict at this early stage, but the programme has helped a significant number of people from disadvantaged groups to adapt to the economic impacts of the pandemic and take up opportunities in new and emerging digitalised jobs. The policy contributions of the ILO and UNAIDS initiatives are expected to pave the way for a stronger national response to equal opportunity with respect to gender, PLHIV and disability inclusion.

Sustainability

The central sustainability strategies were founded in the advocacy interventions towards fairer and more inclusive workplaces. While clear evidence is lacking on the longer term impacts on the recipients, sustainable results are evident in the heightened capacity of the key actors – media, government, employer groups and trade unions – to improve gender and inclusion in the workplace. Regarding the training interventions, these have generated some sustainable training resources that can be accessed by a wider audience or re-used in the future by the partners. Furthermore, the project helped to raise training provider capacities for effective skills and business development training, especially in a more online post COVID-19 environment.

VI. Recommendations

The following recommendations are divided into two groups – recommendations directed towards ongoing technical cooperation efforts for promoting employment and livelihoods in the COVID-19 context and recommendations aimed towards improved UN institutional management for joint agency and rapid responses.

Recommendations building on the ELJP programme interventions

Recommendation 1

In the design of future programmes addressing vulnerable groups' economic recovery from the pandemic, employ specific and focused selection criteria for beneficiaries – whether targeting the most vulnerable groups or emerging small business and individual enterprises. Partners should develop specific objectives, targeting and activities for different levels and sizes of entrepreneurs and enterprises– E.g. micro, small, emerging, established enterprises. Consideration should also be given to targeting geographical regions and localities that have been especially affected by the pandemic.

Responsible units	Priority	Time Implication	Resource Implication
UN partner agencies: ILO, UNDP, implementing partners	High	Medium-term	Medium

Recommendation 2

In future employment and skills development programmes serving vulnerable groups, the participating UN agencies should allocate more time for implementation, at least two years, to permit longer mentorship support and to enable impacts on income and business stability to occur and be assessed. The programmes should also include a menu of options including integrated skills training and business development support to support start-ups. Intensive entrepreneurship training as included in ILO advanced training should be made available to a substantial proportion of business training participants. Other business development elements that can be included in a more intensive approach are advice on and access to micro-finance, and linkages to business networks.

Responsible units	Priority	Time Implication	Resource Implication
UN partner agencies: ILO, UNDP	High	Medium-term	Medium

Recommendation 3

The ILO and the Axioo Class Program partner should ensure that the BLK Komunitas pilot process is fully documented in a guidebook that the MOM and community vocational training centres can apply. ILO should continue to facilitate the planned replication of the model by MOM in collaboration with ACP.

Responsible units	Priority	Time Implication	Resource Implication
ILO, MOM, Axioo Class Program	High	Medium-term	Medium

Recommendation 4

To promote the sustainability of the programme benefits, YKB and JIP should continue to support the trained community association representatives to provide a bridge to link them with employers where they can carry out their advocacy programme. Secondly, this TOT activity provided a good practice model that could be expanded to other community groups, for example, persons with disabilities, to enable them to advocate for inclusive practices in the workplace.

Responsible units	Priority	Time Implication	Resource Implication
UNAIDS, YKB, JIP	High	Medium-term	Medium

Recommendation 5

In future entrepreneurship development and skills training programmes, continue to provide a mix of online and offline skills training, based on the finding that online training enables a wider trainee reach, but offline training is still preferred by those with limited internet access and technology and living in isolated remote areas, specifically in the Eastern part of Indonesia.

Responsible units	Priority	Time Implication	Resource Implication
UN partner agencies: ILO, UNDP	Medium	Medium-term	Medium

Recommendation 6

The participating UN agencies and RCO in Indonesia should seek further joint programming opportunities building on the success of the ELJP and aligned with the UNSDCF; capitalizing on the respective strengths of the agencies. Future joint programmes should maintain the mutual governance model adopted by ELJP and its collaborative implementation approach.

Responsible units	Priority	Time Implication	Resource Implication
RCO, ILO, UNDP, UNAIDS, UNHCR, other members of UN country team	High	Medium-term	Medium

Recommendations for UN Institutional Administration and future COVID-19 funding

Recommendation 7

To enable efficient implementation of programmes, especially those of shorter duration, UN Agencies, including ILO and UNDP should continue to review and reform administrative, financial and human resources management systems, towards increased country-level delegation and in favour of more flexible and adaptive management.

Responsible units	Priority	Time Implication	Resource Implication
UN partner agencies: ILO, UNDP, UNAIDS, UNHCR	High	Medium-term	Medium

Recommendation 8

To enable rapid mobilisation of personnel for short term programmes, UN agencies should consider shifting their staffing policy so that a pool of core staff is available to new projects. Where donor guidelines permit, consideration should be given to alternative staffing modalities assigned to project budgets, rather than recruiting and designating staff to an individual programme or project.

Responsible units	Priority	Time Implication	Resource Implication
UN partner agencies: ILO, UNDP, UNAIDS, UNHCR	High	Medium-term	Medium

Recommendation 9

Given the desired and anticipated trend toward increased joint UN programming, RCO needs to consider its staffing number and structure to service these efforts, and continue to play a leading role in supporting the UN partners in collaborative programming. This may include enhanced coordination with agency heads in the oversight of joint programme implementation.

Responsible units	Priority	Time Implication	Resource Implication
RCO	High	Immediate to longer-term	Medium

Recommendation 10

UN MPTF seek ongoing donor funding for economic recovery from the pandemic through employment and enterprise development, permitting two-year programme implementation if funds allow. Both UN MPTF and the ILO should include the lessons from this joint evaluation in their respective meta-evaluations of the response to COVID-19 taking place in 2022.

Responsible units	Priority	Time Implication	Resource Implication
UN MPTF, ILO EVAL	High	Immediate to medium-term	Low

Annexes

Annex A Evaluation Data Collection Matrix

Specific Questions to be addressed	Data Collection Methods	Key Informants
Relevance		
To what extent has the programme responded to the needs of constituents, beneficiaries and recipients in Indonesia, especially in the context of the Covid-19 pandemic?	Document Review, including UN Agency country programmes, Indonesia UNSDCF, SDG Agenda, Programme Documents	UN MPTF representative RCO staff Participating UN agency country office representatives
How relevant is the programme to the 2030 Agenda for Sustainable Development and the UNSDCF?	Stakeholder interviews	UN agency programme staff: ILO, UNDP, UNHCR, UNAIDS
How relevant is the programme to the partners' respective country programmes in Indonesia and to UN responses to the socio-economic impact of COVID-19?		Constituents Implementing partners Beneficiaries
How far is the programme impacted by the COVID-19 pandemic and to what extent was the programme able to remain relevant and adapt in response to the COVID-19 crisis?		
Coherence		
Have the four participating UN agencies involved in this programme worked in a coherent manner? Specific questions may include: To what extent did the agencies collaborate on implementation and coordination? Did the collaboration strengthen the results? Were the agencies' separate interventions complementary in design and implementation?	Document review Stakeholder interviews	RCO Participating UN agency country office representatives Programme staff of participating UN agencies Constituents Implementing partners

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Specific Questions to be addressed	Data Collection Methods	Key Informants
Has there been a duplication of efforts/resources?		
What can be learned for future joint programmes?		
Has the programme maximised synergies and improved collaboration with new or existing actors?		
Effectiveness		
How effective were the four partner agencies in terms of achieving programme objectives?	Document review Stakeholder interviews	RCO Participating UN agency country office representatives Participating UN agency programme staff Implementing partners Beneficiaries
To what extent do the programme results contribute to the identified SDGs targets and UNSDCF outcomes?	Document review Stakeholder interviews	RCO Participating UN agency country office representatives
To what extent were the partners able to complete their individual workplans?	Document review Stakeholder interviews	Participating UN agency programme staff Implementing partner staff

Specific Questions to be addressed	Data Collection Methods	Key Informants
To what extent did the programme address UN cross-cutting policy principles? (human rights-based approach, gender equality, disability inclusion, other non-discrimination concerns, capacity development and environmental sustainability)	Document review Stakeholder interviews	RCO Participating UN agency country office representatives Participating UN agency programme staff Implementing partners Constituents Beneficiaries
Were there any unexpected outcomes?	Stakeholder interviews	Participating UN agency programme staff Implementing partners Beneficiaries
What were the facilitating factors and hindering factors that contributed to the programme achievement?	Document review Stakeholder interviews	Participating UN agency programme staff Implementing partners Beneficiaries
Efficiency		
Has programme management and staffing to implement and monitor the programme been adequate?	Document review Stakeholder interviews	RCO staff Participating UN partner agencies representatives and programme staff

Specific Questions to be addressed	Data Collection Methods	Key Informants
		Implementing partners
How efficient is the monitoring and oversight of the programme and has it affected the delivery of the programme?	Document review Stakeholder interviews	RCO staff Participating UN agency programme staff Implementing partners
Was the monitoring and evaluation plan effective in terms of providing evidence of the results achieved at output and outcome levels (i.e. Results-Based Management principles)?	Document review UN partner interviews	RCO staff UN programme staff MPTF representative
How well did the programme steering committee/coordination team and/or governance structure function?	Stakeholder interviews	RCO staff Participating UN agency Country Office representatives Participating UN agency programme staff Constituents
Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Could they have been allocated more effectively and if so, how?	Document review Stakeholder interviews	Participating UN agency programme staff Implementing partners
To what extent has the programme leveraged resources of other projects/programmes, and through partnerships with other organisations, to enhance the programme impact and efficiency?	Document review Programme Document Workplan	UN partner programme staff Implementing partners

Specific Questions to be addressed	Data Collection Methods	Key Informants
Impact		
What are the indications that the programme will contribute to potential transformative effects (social, economic effects of interventions that are longer term or broader in scope than those captured under “effectiveness”) on gender equality and inclusivity at the workplace, and work opportunities for vulnerable groups?	Document review – progress reports and mid-term progress report Stakeholder Key Informant Interviews/FGDs	Implementing partners Beneficiaries UN partner programme staff
Is there evidence to suggest that the futures of ultimate beneficiaries will be improved? If so, how?	Document review Stakeholder interviews/FGDs	Beneficiaries Implementing partners UN partner programme staff
What lessons were learned by partner agencies that can inform future collaborations?	Key informant interviews Document review	UN partner agency representatives UN partner programme staff Implementing partners Constituents
Sustainability		
To what extent will activities, results and effects be expected to continue after project activities have ended? How will this be ensured? What is the strong evidence that they would be continued?	Document review Stakeholder interviews	UN partner agencies and programme staff Implementing partners Including government, employer and trade union recipients Beneficiaries

Specific Questions to be addressed	Data Collection Methods	Key Informants
To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)	Document review Stakeholder interviews	RCO staff UN partner agency representatives UN partner programme staff Implementing partners
To what extent were sustainability considerations taken into account in the programme interventions?	Document review Stakeholder interviews	RCO staff UN partner agency representatives UN partner programme staff Implementing partners
Has the programme developed and integrated an exit strategy in its work?	Document review Stakeholder interviews	RCO, UN partner agency representatives and programme staff Implementing agencies

Annex B Documents Consulted

Employment and Livelihood Joint Programme Documents

- Programme Document approved by UN COVID-19 MPTF
- Interim Progress Report submitted to UN COVID-19 MPTF
- Monthly progress reports (Internal)
- Output 1 and 2 Descriptions
- Programme Workplan
- Collection of documents on the RCO-hosted programme Sharepoint
- UN MPTF COVID-19 Response and Recovery Factsheet

UN Strategic Documents

- UN Sustainable Development Cooperation Framework (UNSDCF) Indonesia, 2021-2025
- ILO and Tripartite constituents Indonesia. Decent Work Country Programme for Indonesia 2020-2025
- UN Sustainable Development Agenda 2030
- UNAIDS. Global Strategy. 2021-2026. End Inequalities. End AIDS.
- UN Sustainable Development Group. Management and Accountability Framework of the UN Development and Resident Coordinator System. Consolidated Version. 15 September 2021
- UN Multi-Partner Trust Fund Office. Global Interim Report of the UN COVID-19 Response and Recovery Fund for May-September 2020
- ILO. Global Call to Action for a recovery from the COVID-19 crisis that is inclusive, sustainable and resilient. International Labour Conference. June 2021.
https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_806092.pdf

ILO Evaluation Guidelines, Terms of Reference and Other Relevant Evaluation-related documents

- Terms of Reference. Final Joint Evaluation of the Employment and Livelihood Joint Programme
- OECD/DAC Evaluation Guidelines, Updated 2019.
<https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>
- ILO protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations
- UNEG Ethical Guidelines
- ILO Evaluation Office, ILO Policy Guidelines for Evaluation - Principles, rationale, planning and managing for evaluations - i-eval resources - 3rd Edition
- ILO Evaluation Office. Guidance note 3.1: Integrating gender equality in monitoring and evaluation
- ILO Evaluation Office. Guidance Note 3.3. Strategic clustered evaluations to gather information more effectively. June 2020.
- ILO Evaluation Office, Guidance Note 2.3. Joint Evaluations. June 2020.

Annex C Selected KII and FGD Protocols

Consent Script: KII and FGDs

My name is [xxx] and first I would like to thank you for taking the time to join this discussion. I am a consultant hired by the ILO's independent evaluation department.

We are conducting interviews and group discussions to obtain perceptions of the **Employment and Livelihoods Joint Programme** implemented by the UN partner agencies in Indonesia. The programme aims to support women and vulnerable groups affected by the COVID-19 pandemic in improving their employment and business development opportunities.

Before you participate, I would like you to understand your rights in the process and how I will use the information you share. Please review the conditions listed below:

- Your participation is voluntary. If, at any time, you wish to leave the discussion, you may do so without penalty. Refusal to participate or leaving the group early will not affect your ability to receive other assistance in the future.
- The group discussion will last about one hour (KII)/one hour (FGD).
- With your permission, I would like to audio record this session for report writing and analysis purposes only. Only the evaluation team will have access to the recording and it will not be shared anyone outside the study team.
- I ask that you respect the confidentiality of your co-participants by not discussing what will be discussed in this focus group with others outside the group.
- Your name will not be used in any reports. I will only include a summary of responses and opinions in the evaluation report I will write.
- You may choose not to answer any question that makes you feel uncomfortable.
- Do you have any questions? Can we start now?

UN ELJP Programme Staff: ILO, UNDP, UNAIDS, UNHCR

Date:

Interviewer Name:

Notetaker Name:

Respondent name:

Respondent title:

Respondent organisation:

Sex of respondent:

Introduction and Informed consent

- Explain the purpose of the meeting: as part of the ELJP, to gather their perspectives about this programme, in their role as programme focal point, component manager, programme officer
- Explain the informed consent protocol
- Ask the participant to introduce herself/himself and their role in the programme, position in the agency

Questions

Relevance

- Who was involved in the programme design? What was the design process?
- In hindsight, do you think the design of the interventions has adequately addressed the situation of employment and livelihoods for vulnerable groups and their needs, especially given the context of the pandemic?
- Could the programme have included other elements or been designed differently for more impact? Any aspect of the design you would have changed in hindsight?
- How does the programme support the organization's country programme?
- How well does it support the UNSDCF?

Coherence

- To what extent have the four agencies worked together in a well-coordinated and coherent way? Can you give any examples of effective coordination, harmonization?
- Has the ELJP benefited from synergies and improved collaboration with existing or new partners?
- Was there any duplication of efforts or resources?

Effectiveness

- Have the agencies delivered their workplans as planned?
- If not, what was the reason for the discrepancy or delay?
- To what extent were the targets met?
- For each of the three outputs, what key results have been achieved?
- Can you highlight any good practice models or approaches or other learning through this programme?
- Any unexpected results? Examples?
- What factors hindered or facilitated the programme achievements?

Facilitating factors	Hindering factors

- To what extent did the programme address cross-cutting issues related to gender, inclusion, environment, social dialogue in practice?

Staffing and resources

- What is the governance setup among the agencies, and how well has it worked?
- How effective was the RCO role?
- How was the programme staffing arranged at RCO, ILO, UNDP, and UNHCR?
- Was the management and staffing to implement and monitor the programme adequate?
- What role did country office, regional office, HQ play in providing technical and monitoring support? - How effective was it in your view?
- Any lessons for future joint programmes regarding agency coordination?
- Were funds allocated strategically?
- Did the programme leverage resources of other projects/programmes?

M&E

- What were the main elements of the M&E and reporting system, and how well did it serve monitoring and evaluation needs?
- Do you think the objectives and indicators were appropriate to capture the results at the output and outcome level? Was the system adjusted in response to the UN MPTF comments on the proposal?

Impact

- In practice, how do you expect the programme will contribute to transformative changes in gender equality and inclusivity at the workplace, and work opportunities for vulnerable groups?
- Is there evidence of such emerging changes – e.g. government policies influenced by the ELJP?
- Is it likely that the futures of the ultimate beneficiaries will be improved, both those served by the interventions and in the community?

Sustainability

- How would you describe the programme sustainability strategy/strategies?
- Have the partners developed and implemented an exit strategy?
- What evidence is there to suggest that the results and effects brought about will continue beyond the programme? -
 - o Entrepreneurship capacity
 - o Training capacity and training institutes
 - o Advocacy programmes and advocacy capacity
 - o Policy change

Beneficiary FGD Guide – Entrepreneurs and Skills

– Adapt guide per beneficiary group and training type

Date:

Interviewer Name:

Note taker Name:

Number of Participants:

Female/transgender: Male:

Subject of FGD:

Names of participants:

Informed Consent:

Facilitator explains the purpose of the meeting and the informed consent protocol (see the protocol - includes information about the programme, the purpose of evaluation, and explains that their participation is voluntary and that information shared will be kept confidential. The facilitator will also request that participants in the group respect the confidentiality of their co-participants by not discussing what was discussed with others outside the group).

Request to audio record the discussion – for use of the researchers only.

Discussion:

The facilitator will ask participants to answer the following questions:

In general the discussion will cover the following:

Introductions

- Ask each participant to introduce themselves, and which activities they joined – e.g. **Entrepreneurship 2, Women's business start-up, youth start-up lab, fashion skills, etc.**
- Please tell me about your usual occupation, before joining this programme?
- Has the COVID 19 pandemic affected your livelihood? How?

Relevance to participants' livelihood or employment needs

- Why did you decide to participate in the training?
- Did the training meet your needs in gaining employment or becoming self-employed?
- Have you ever faced discrimination or lack opportunity to find employment or to make a living?
- Have you joined any other programmes (government, ILO, NGO) that have helped you overcome the negative effects of Covid-19 on their livelihoods? How have these helped them to recover or not from the negative effects of Covid-19 on their livelihoods?

Effectiveness

- What were the benefits of being involved in the programme?
- **Possible prompts:** practical skills learned, mentorship, links to business support services.
- What did you like most about the programme?
- Do they have any suggestions for ways the programme could have been improved/met their needs and expectations better? E.g. materials, timing, length, online delivery vs. in-person, training method?
- Were there any disadvantages or negative consequences of being involved in the ELJP training?
- Do you expect to apply this training to improve your employment opportunities or small business plans?

Impact

- Have you found employment or established your business yet?
- Have you achieved any increase in income as a result of joining this programme?

Sustainability

- Have the benefits continued even though the programme ended? Which ones? What has continued? What has not continued/been sustained?
- Do you have any suggestions for what might have been done to make the benefits more long lasting?

Annex D List of Individuals Interviewed

	Name	Designation
	UN Agencies	
1	Ms. Maria Eugenia Herrera Lara	A.I. Head of Secretariat, UN COVID-19 MPTF, Monitoring and Evaluation Specialist
Office of the Resident Coordinator, Indonesia		
2	Ms. Afke Bootsman	Head of Resident Coordinator Office, Senior Strategic Planner
3	Ms. Diandra Pratami	Development Coordination Officer, Economist/SDGs, ELJP focal point
4	Mr. Erlangga Landiyanto	Monitoring & Evaluation Officer
5	Ms. Sarah Aver	Joint Programme Officer
ILO Indonesia		
6	Ms. Michiko Miyamoto	Country Director, ILO Indonesia and Timor Leste
7	Mr. Kazutoshi Chatani	Employment Specialist, ELJP focal point
8	Mr. Budi Maryono	National Programme Officer
9	Ms. Navitri Putri Guillaume	National Programme Officer
10	Ms. Silfana Amalia Nasri	National Programme Officer
11	Ms. Adinda Silitonga	Communications Officer
UNDP		
12	Mr. Muhammad Didi Hardiana	Team Leader, Head, Innovative Financing Lab
13	Ms. Cindy Abigail Alysha Colondam	Innovative Financing Lab, ELJP focal point
14	Ms. Sheila Teta Carina	Technical Coordinator
15	Ms. Kalila Anneszka	Ms. Kalila Anneszka
16	Ms. Hariyani Putri	Ms. Hariyani Putri
17	Mr. Rifki Hadiawan	Mr. Rifki Hadiawan

	Name	Designation
UNAIDS		
18	Ms. Krittayawan Boonto	Country Director, UNAIDS Indonesia
29	Ms. Annisa Laksmintari	Programme Assistant, Human Rights and Gender, ELJP focal point
20	Ms. Yasmin Purba	Human Rights and Gender Advisor
UNHCR		
21	Mr. Mouaz Al-Takroui	Protection Officer
22	Mr. Agustinus Siregar	Livelihood and Inclusion Officer, ELJP Focal Point
23	Mr. Hendrik Therik	UNHCR Officer, Former ELJP focal point
24	Mr. Cheng Zhang	UNHCR Officer

Stakeholders (non-implementing partners)

	Name	Designation
Government stakeholders (ILO)		
1	Mr. Amir	Directorate General of Training and Productivity, Ministry of Manpower
2	Mr. Yasir	Directorate General of Training and Productivity, Ministry of Manpower
Government stakeholders (UNAIDS)		
3	Dr. Muzakir	Institutional & OSH Unit, Directorate General of Institution and OSH Inspection – Ministry of Manpower
4	Dr. Anita	Institutional & OSH Unit, Directorate General of Institution and OSH Inspection – Ministry of Manpower
Trade Union stakeholders (UNAIDS)		
5	Mr. Erwinanto	FSB GARTEKS (Federation of Garment and Textile Trade Unions)

	Name	Designation
6	Ms. Sulistri	General Secretary of FSB KAMIPARHO (Federation of: Food & Beverage, Tourism, Hotel and Restaurant Trade Union)
Employers and Business groups		
7	Ms. Ida	Compliance, HSE and Clinic Manager, PT. Chang Shin Indonesia
8	Dr. Astrid Sulistomo	Chair, PERDOKI - Perhimpunan Spesialis Kedokteran Okupasi Indonesia
9	Ms. Myra Hanartani	Head of Labor Regulation Commission, APINDO)
10	Mr. Ramdhan Lukiswara	Manager of Health Department - HSE unit, Pertamina
Policy drafting consultation		
11	Mr. Juna Riston Damanik	Founder and Chairperson of Yayasan Pesona Jakarta

Implementing Partners

	Name	Designation
ILO Partners		
Training providers		
1	Ms. Rini Wahyu Hariyani	Director, C.V. Riwani Globe
2	Ms. Yvone	Field Officer, Lembaga Pengkajian Pemberdayaan Perempuan Dan Anak Papua (LP3A-P)
3	Mr. Salman Sahmad	President Director, CV. Trio Pabeta
4	Ms. Rahmatia Nuhung	Director, Lembaga Pengembangan Bisnis Makassarpreneur

	Name	Designation
5	Mr. Alfred G.O. Kase, SPi, MSi, PhD	Head of Research Institute, Lembaga Penelitian Universitas Kristen Artha Wacana Kupang
6	Mr. Yermias R.A. Manu, STP, MM	Chairman, Lembaga Konsultasi Pemberdayaan Usaha Kecil Menengah Koperasi (LKP UKMK)
7	Ms. Elizabeth Florince	Field Officer, Yayasan KIPRA (Konsultasi Independen Pemberdayaan Rakyat)
8	Ms. Mutia Afianti	Perkumpulan Terasmitra (agriculture training)
9	Mr. FX Wibisono	Perkumpulan Mnuikwar Papua (agriculture skills)
10	Ms. Maria Loretha	Yayasan Pembangunan Sosial Ekonomi Larantuka
11	Ms. Hayuning Sumbadra (Adra)	Yayasan Rame-Rame Jakarta (Kamilatu Initiatives) (weaving product trainer)
12	Ms. Edonajou Bang Ngu Riwu	Perkumpulan Pondok Pergerakan (weaving product training provider)
13	Ms. Siska Oetami	Clevio (Digital skills)
14	Mr. Mario Gultom	Sunyi Academy
15	Ms. Wita Simatupang	Yayasan Ekowisata Indonesia (Indecon)
16	Ms. Rahma Utami	Suarise
17	Ms. Chatarina	Yayasan Kalandara
18	Mr. Timmy Theopolus	Director, PT. Mabito Karya Axioo Class Program
19	Mr. Hamam Fazarudin	BLKK Girikesumo, Representative, BLK pilot
20	Mr. Zamroni	BLKK Girikesumo, Representative, BLK pilot

	Name	Designation
21	Mr. Afifudin Asai BLKK MSN Blitar, Representative, BLK pilot	BLKK MSN Blitar, Representative, BLK pilot
22	Mr. Fuad Yaqin	BLKK MSN Blitar, Representative, BLK pilot
ILO Output 3		
23	Ms. Felica Patricia	Indonesia Business Coalition for Women Empowerment
24	Ms. Tiara	Indonesia Business Coalition for Women Empowerment
25	Ms. Zelda	Indonesia Business Coalition for Women Empowerment
26	Ms. Gusrini Mustafa	GNIK (Gerakan Nasional Indonesia Kompeten) representative for Webinar
27	Ms. Kethy Pratiwi	TEMPO
28	Ms. Dewinegara	TEMPO
29	Ms. Yanti Kusriyanti	KSPSI- CAITU
30	Ms. Tri Rusmawati	KSPSI - Reconciliation
31	Ms. Yartatik	KSPN
32	Ms. Prihanani	KSPI
33	Ms. Jumiyeem	Jala PRT, domestic workers' union
34	Ms. Maria Clara Bestiany	JARAK
35	Mr. Aris Mulyawan	AJI/ Aliansi Jurnalist Indonesia – Semarang office
UNDP Implementing Partners		
36	Mr. Karen Vardanyan	Co-Founder and Co-Executive Director, Creatella Impact
36	Mr. Karen Vardanyan	Co-Founder and Co-Executive Director, Creatella Impact

	Name	Designation
37	Mr. Guillaume Catella	Co-Founder and Co-Executive Director, Creatella Impact
38	Mr. Bastian A Saputra	Program Advisor, PUPUK (Perkumpulan Untuk Peningkatan Usaha Kecil)
39	Mr. Jimmy Febriyadi	Founder and CEO, INCREASE (Inclusive Creative Social Enterprise)
40	Ms. Nita	INCREASE (Inclusive Creative Social Enterprise)
41	Mr. Muammarafi Thufail	Senior Project Associate, PLUS (Platform Usaha Sosial)
42	Ms. Henny Rahmawati Putri	Project Associate, PLUS
43	Ms. Yanti Nurhasanah	Executive Secretary, Akademi Kewirausahaan Masyarakat (AKM)
UNAIDS Implementing Partners		
44	Dr. Adi Sasongko	Health Service Director, Yayasan Kusuma Buana
45	Ms. Siti Hadiyati	Program Officer, Area 1, Yayasan Kusuma Buana
46	Mr. Wisnu Prasadja	Program Officer Area 2, YKB
47	Ms. Yani Mulyani	Human Resources Department Manager, YKB
48	Mr. Ananda Putra	Technical Assistance for Area 1 and 2
49	Mr. Bayu	Media and communication staff
50	Mr. Bagus	Program Officer
51	Ms. Arina	Research & Community Development Officer
52	Mr. Misbahul Munir Ali	Planning, Monitoring, Evaluation, and Learning Officer

Beneficiary & Recipient FGD Participants

- Names of participants omitted for confidentiality

	FDG Group	Total	M	F/T
ILO Beneficiaries				
1-5	TOE2 Men	5	5	
6-11	TOE2 women	6		6
12-25	Skills training – weaving/textiles/fashion	4	2	2
16-19	E-commerce skills training - Persons with disabilities	3	2	1
20-24	Agricultural skills participants (Various providers)	4	2	2
25-27	E-commerce, Tourism, digital marketing participants	3	1	2
28	Individual interview Digital marketing and food processing participant	1		1
29	Individual interview - marine engine repair skills participant	1		1
30-34	TOE1	5	2	3
35 -37	UNHCR participants	3	2	1
UNDP Beneficiaries				
38-39	"She Disrupts" participants	2		2
40 - 41	Youth Co. Lab participants	2	1	1
UNAIDS TOT participants				
42 - 46	Participants from: Yayasan Kusuma Buana/YKB Yayasan Kesehatan Bali/Yakeba Ikatan Perempuan Positif Indonesia/IPPI) Srikandi Pasundan Gaya Warna Lentera Indonesia/GWL-INA)	5	2	3

List of Participants at Stakeholder Validation Meeting – 7 January 2022

Ms. Ruth Bowen – Lead Evaluator
Ms. Maria Epik Pranasari – Evaluation team member
Ms. Michiko Miyamoto – Country Director, ILO Indonesia
Mr. Kazutoshi Chatani – Employment Specialist, ILO Indonesia
Ms. Dini Putri – Administrative Assistant, ELJP, ILO
Mr. Craig Russon - Evaluation Manager, EVAL, ILO
Ms. Navitri Putri Guillaume - National Officer, Skills Training, ELJP, ILO
Mr. Budi Maryono - National Officer, Business Development Training, ELJP, ILO.
Ms. Diandra Pratami – Resident Coordinator's Office
Mr. Erlangga Landiyanto – Resident Coordinator's Office
Mr. Mouaz Al-Takroui – Protection Officer, UNHCR
Ms. Annisa Laksmintari – Programme Assistant (Human Rights and Gender), UNAIDS
Mr. Agustinus Siregar - UNHCR
Mr. Muhammad Didi Hardiana – Head, Innovative Financing Lab, UNDP
Ms. Sheila Teta Carina – Innovative Financing Lab, UNDP

Annex E Results Based Monitoring Performance

Outcome/Output indicators	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)
Output 1.1 Entrepreneurship training and business development coaching		
Indicator 1.1.1: Of the 2,000 beneficiaries, 75% of them generate business plans and increase prospects of income, and at least 20% take steps to start or improve businesses (e.g. apply for loan or borrow money, purchase or rent business sites or equipment, hire staff, generate marketing material) and increase income within 3 months from the completion of the training. Baseline: 0 Planned target: 75%	ILO provided basic entrepreneurship training to 1,402 people. 85.8% of the ILO trainees (ToE-1 participants) generated a business plan. 61.8% of them took steps to start or improve businesses. 57.6% of them reported increased income after training (endline survey).	Results from UNDP entrepreneurship training will be available in March 2022
Indicator 1.1.2: ILO conducts SIYB training to 1200 beneficiaries Baseline: 0 Planned Target: 1,200	1,402	The project negotiated fees with the training providers and achieved higher value for money.
Indicator 1.1.3: UNDP conducts training to 800 people Baseline: 0 Planned Target: 800	0 (To be updated in February)	Module development completed. TOT for providers and training of participants in progress as of January 2022.
Indicator 1.1.4: UNHCR and ILO conducts business development training for 30 women refugees Baseline: 0 Planned Target: 30	34 Women	149 refugees participated in ILO business development training in total: 34 women (23%) and 115 men.
Indicator 1.1.5: UNDP conducts intensive training to 70 youth-led/women-led enterprises/start-ups through boot camp/mentoring/accelerator programs Baseline: 0 Planned Target: 70	24 women-led enterprises 74 youth entrepreneurship Total participants: 98	
Indicator 1.1.6: ILO conducts intensive business coaching to 120 beneficiaries Baseline: 0 Planned Target: 120	166	This number represents advanced TOE participants. The project negotiated fees with the training providers and achieved higher value for money in terms of participant number.
Output 1.2 Skills training		
Indicator 1.2.1: 1,650 target beneficiaries improve their likelihood of generating higher income or accessing to jobs. At least 85% of the beneficiaries who complete the training improve their likelihood of generating higher income or accessing to jobs. Baseline: 0 Planned Target: 85%	2,120 people (including refugees and PLHIV and key populations), exceeding the target. According to post-training survey to which 1,755 beneficiaries responded, 82.5% expect increase in income after 6 months.	Evaluator: The number of people who joined both ILO business development training under Output 1 and skills training under Output 2 was not recorded in the RBM, but ILO staff reported as 167 participants with the breakdown: 95 refugees

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Outcome/Output indicators	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)
Indicator 1.2.2: Skills training for 100 women refugees Baseline: 0 Planned Target: 100	184 refugees provided with skills training 95: Digital marketing training 59: Wordpress for E-commerce 30: Barista training). Women: 63 Men: 121 Evaluator note: 95 refugees joined both skills and entrepreneurship training	UNHCR: While the project encouraged women refugees to sign up for these trainings, the number of women refugees fell short of the target. It is observed that: i) women refugees are less fluent in English, ii) Lack of IT related skills for digital marketing, iii) Family obligations (they need to take care of their family and children), and iv) Lower motivation to start a business.
Indicator 1.2.3: ILO-UNAIDS: Organize skills training for 100 people living with HIV and 100 participants from key populations that are most vulnerable to HIV Baseline: 0	132 PLHIV and key populations Participated in digital skills training, fashion design training and other livelihood training. Evaluator note: Gender breakdown not provided	UNAIDS: Factors that affected the achievement of the target: With 6 months to complete training and demonstrate livelihood improvements following the training, the project needed to be creative in designing training and selecting participants to generate the intended outcomes. The pandemic situation and the geographic focus on East Indonesia limited flexibility in training implementation. Carefully selecting right participants with the right attitude, motivation, and readiness to implement the skills gained from this training limited the number of beneficiaries the project could reach.
Indicator 1.2.4: ILO: Organize skills training for at least 1,350 rural residents, women and youth Baseline: 0 Planned Target: 1350	1,314 rural residents (62% of total) 1,099 cis- and transgender female (23 transgender female) (51.8% of total) 843 youth (39.7% of total) 167 people with disabilities (7.9% of total)	Evaluator: The indicator target is the total target minus the refugee and PLHIV target of 300. It represents a combination of rural residents, women and youth which are overlapping categories.
Output 1.3 Promotion of gender equality and inclusiveness at workplaces		
Indicator 1.3.1: 6,000 beneficiaries improve their understanding on inclusiveness and non-discrimination, as well as their ability to spot malpractices at work. Baseline: 0 Planned Target: 6,000	169,288 participants / viewers / listeners.	Based on social media views as well as webinar/meeting attendees
Indicator 1.3.2: ILO: At least 85% of employers can spot mal practices and know what to do to prevent discrimination and promote inclusiveness at work. (Quiz administered to webinar participants) Baseline: 0 Planned Target: 85%	84.8% of webinar participants answered the post-meeting quiz correctly	
Indicator 1.3.3: ILO: At least 85% of workers demonstrate sufficient knowledge on non-discrimination at work (Quiz administered to participants) Baseline: 0 Planned Target: 85%	98.8% of participants responded to post meeting survey that the meeting helped them understand more about gender equality, inclusion and non-discrimination in the workplace	

Outcome/Output indicators	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)
Indicator 1.3.4: UNAIDS: At least 10 trainers are ready to carry out awareness raising sessions Baseline: 0 Planned Target: 10	15 individuals from PLHIV and key population communities trained to carry out awareness raising sessions on inclusive workplaces	
Indicator 1.3.5: UNAIDS: At least 2,000 people accessed the learning platform in 2021 Baseline: 0 Planned Target: 2000	73 people accessed as of January 1, 2022	The online learning platform was launched by YKB in December 2021 (compared with planned August/September 2021). UNAIDS will continue to promote the platform to achieve the target by end of the programme in February 2022.
Indicator 1.3.6: UNAIDS: Policy advocacy campaign reaches at least 2,000 employees through KADIN and APINDO Baseline: 0 Planned Target: 2000	13,622: Total number of people reached by advocacy by employer organisations, not only employees. Measured by meeting and webinar attendance lists, internet based outreach (Instagram, Twitter, Youtube)	This number represents the total number of people reached by the policy advocacy on inclusive workplace, including government, companies, business groups, trade unions, and communities of PLHIV, key populations and people with disabilities.
Indicator 1.3.7: ILO: Policy advocacy campaign reaches at least 2,000 workers through partner trade unions Baseline: 0 Planned Target: 2,000 (Prodoc figure:3,000)	2,206 workers participated in workplace meetings. The campaign on gender equality and inclusive workplaces generated 1,797 social media posts; shared 6,457 times; received 53,593 likes and 9,868 comments.	100 trade union members were engaged as campaigners to influence at least 2,000 co-workers.
Indicator 1.3.8: A regulatory framework is established to promote workplace policy on Health (HIV, TB, COVID19, etc.). Baseline: 0 Planned Target: 1	Regulatory framework took the form of a policy paper on inclusive workplaces for discussion by stakeholders. A policy paper on inclusive workplace completed by YKB.	Representatives from the government, companies, business groups, trade unions, and communities were consulted and engaged throughout the development of the policy paper. Final indicator will be measured at the end of the project.
Indicator 1.3.9: At least 10 actions are agreed among government, workers and employers. Baseline: 0 Planned Target: 10	Actions to accelerate an inclusive recovery to be discussed at high level event on 10 February, 2022	Original plan for discussion - September - October 2021.
Indicator 1.3.10: A regulatory gap analysis is conducted, and equal employment opportunity (EEO) guidelines are updated Baseline: EEO guideline is not updated since 2004 Planned Target: EEO guideline is updated	EEO guideline is updated. The draft is under review by the Ministry of Manpower.	
Output 1.4 Poverty Indicator 1.4.1: Proportion of women living below the national poverty line Baseline: 9.96 (2020) Planned Target: 9.6% (2022)	To be measured in Susenas (National Household Socio-Economic Survey)	Anticipated date of the National Household Survey not provided. Evaluator: The purpose of the indicator is not clear.

Annex F Evaluation Terms of Reference**Terms of Reference****Final Independent Joint Evaluation****of the Employment and Livelihood Joint Programme****General Programme Information****"Employment and Livelihood: An inclusive approach to economic empowerment of women & vulnerable populations in Indonesia (COVID-19)"**

(hereafter, ELJP) is a joint ILO, UNDP, UNHCR and UNAIDS programme. It aims to support women and vulnerable groups that have been disproportionately affected by COVID-19 crisis, in Indonesia. With funding from the UN COVID-19 Response and Recovery Fund, Multi-Partner Trust Fund (UN COVID-19 MPTF)¹, the programme started in January 2021 and end in January 2022 with 12 month duration.

Situation Analysis²

As at 31 July 2020, the COVID-19 pandemic had contracted the Indonesian economy, resulting in the loss of at least 3.5 million jobs (Ministry of Manpower, 2020). The Indonesian Chamber of Commerce and Industry (KADIN) has claimed that layoffs have affected as many as 6.4 million people (KADIN, 2020). No sex disaggregation data are available for these reported figures. In addition there are existing 7 million jobseekers who may not find jobs during the current economic conditions. In the event that Indonesia fails to contain the spread of the virus and the economy continues to contract, further job losses are inevitable.

The consequences of a large-scale loss of income have been wiping out past socio-economic gains - including in the area of gender-equality. During the past decades, Indonesia has charted a modest progress towards gender equality, but the pandemic is winding back the clock. Information collected by UNHCR and partners indicates that refugees, who have no access to the formal job market, have experienced a devastating loss of income as a result of reduced opportunities in the informal market (UNHCR, 2020).

If one considers the family members of the 11.6 million jobseekers, the pandemic has economically affected over 25 million people, depriving them of their incomes, nutrition, and access to education, health care and other vital social services. The number of people suffering economically from the pandemic is higher than the toll of casualties recorded after the massive tsunami that hit Aceh in December 2004. The impact of job losses may be less visible as they are not the result of a natural disaster, but this is the scale of the jobs crisis that is faced today.

Programme key objectives:³

In order to address the situation described above, the ELJP was designed. The programme intends to support the vulnerable groups of people who are affected by the pandemic, including women, youth, refugees, people living with HIV, key populations most vulnerable to HIV and people living in disadvantaged regions. The programme's single outcome will be addressed by three outputs:

¹ <https://mptf.undp.org/factsheet/programme/00125676>

² This section was extracted from the Programme Document

³ See the ILO web-page : Employment and Livelihood (ilo.org)

Outcome	Description
Indonesia's most vulnerable population (e.g. women, youth, refugees, people living with HIV, key populations and rural residents) are empowered and have recovered from the adverse impact of the COVID-19 crisis and benefited from an inclusive labour market	Indonesia's most vulnerable population, particularly women, youth, refugees, people living with HIV, key populations most vulnerable to HIV and people living in disadvantaged regions, are empowered and have recovered from the adverse socio-economic impact of the COVID-19 crisis and benefited from an inclusive labour market.
Output 1:⁴ Entrepreneurship training and business development 2,000 women and vulnerable groups have their entrepreneurship skills enhanced and their essential business development support increased	ILO, UNDP and UNHCR utilize existing entrepreneurship training packages and deploy them to target beneficiaries. UNHCR and UNAIDS recruit PLHIV, key populations and refugees to the training. Of the beneficiaries, 60 per cent are cis and transgender women and 30 per cent youth; the group also includes 100 women refugees, 100 people living with HIV, and 100 participants from key populations that are most vulnerable to HIV
Output 2:⁵ Skills development for jobs and better income Government, employers and workers have their perception and attitude geared towards equal opportunities and inclusivity at the workplace	The perceptions of government officials, employers, workers and community members are geared towards inclusivity and equal work opportunities at workplaces.
Output 3:⁶ Gender equality and an inclusive labour market. Policy advocacy, tripartite dialogue and produce learning material/modules and platform on health (HIV, TB, COVID19, etc.)	At least 6,000 human resources managers, government officials and social partners (of which at least 60 per cent are men) benefit from training provided by the programme and become more aware of gender biased practices and other forms of discrimination

⁴ See the programme brief: Output 1 (ilo.org)

⁵ Ibid: Output 2: Skills development for jobs and income v2 (ilo.org)

⁶ Ibid: Output 3: Gender equality and an inclusive labour market (ilo.org)

Theory of change (TOC)

The intervention logic supporting the programme described above uses “if-then” propositions. It posits that: **If**

- Women and vulnerable groups have their employability and entrepreneurship skills enhanced and their essential business development support increased;
- People living in disadvantaged regions (rural areas) have their economic potential improved or recovered;
- Government, the private sector and employers have their perception and attitude geared towards gender equality and inclusivity at the workplace, as well as work opportunities.

Then, the empowerment and recovery capacity of women and vulnerable groups with respect to their economic activities and potential, and the gradual change towards gender equality and inclusivity at the workplace and work opportunities, will occur because the necessary capacities and conditions for the building of an inclusive labour market post COVID-19 pandemic are in place.

Coherence with National and International Development Frameworks

The programme is consistent with national and international development frameworks. At the national level, addressing employment issues and protecting Indonesia’s most vulnerable population from the socio-economic impact of the COVID-19 crisis are an integral part of Priority Area 5 (i.e., mitigating the socio-economic impact of the crisis) of the **Indonesia Multi-sector Response Plan (MSRP)** which is equivalent to a United Nations Socio-Economic Response Plan (SERP) to empower women and vulnerable people during the recovery phase of the crisis and beyond.

Also at the national level, the programme supports the **UN Sustainable Development Cooperation Framework (UNSCDF) 2021-2025**. The programme contributes to the Outcome 2 of the UNSDCF “Institutions and people contribute more effectively to advance a higher value added and inclusive economic transformation”. In an effort to achieve an economic transformation that creates opportunities for all, overcome discrimination, reduce inequality, lifting the bottom and allow the emergence of a larger middle class, Outcome 2 encourages stronger partnerships and collaboration with private sector association/network, entrepreneur associations, women business network, trade unions and research institutions. The UN seeks to work with targeted communities in ways that enable them to fully participate, consult openly and empower them to engage in livelihoods, skills-development and economic opportunities to the greatest extent possible.

At the international level, the programme contributes to the **UN Sustainable Development Goals (SDGs)** 5, 8 and 10 are the main goals of the programme.

Goal 5. Achieve gender equality and empower all women and girls

SDG 5 has nine targets and 14 indicators. Six of the targets are “outcome-oriented”: ending all forms of discrimination against all women and girls everywhere; ending violence and exploitation of women and girls; eliminating harmful practices such as child, early and forced marriage and female genital mutilation; increasing value of unpaid care and promoting shared domestic responsibilities; ensuring full participation of women in leadership and decision-making; and ensuring access to universal reproductive rights and health. The three “means of achieving” targets are: fostering equal rights to economic resources, property ownership and financial services for women; promoting empowerment of women through technology; and adopting, strengthening policies and enforcing legislation for gender equality.

The programme would address Target_5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

SDG 8 has twelve targets in total to be achieved by 2030. Some targets are for 2030; others are for 2020. The first ten are "outcome targets". These are: sustainable economic growth; diversify, innovate and upgrade for economic productivity; promote policies to support job creation and growing enterprises; improve resource efficiency in consumption and production; full employment and decent work with equal pay; promote youth employment, education and training; end modern slavery, trafficking, and child labour; protect labour rights and promote safe working environments; promote beneficial and sustainable tourism; universal access to banking, insurance and financial services. In addition there are also two targets for "means of achieving": Increase aid for trade support; develop a global youth employment strategy.

The programme addresses Target_8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Goal 10. Reduce inequality within and among countries

The Goal has ten targets to be achieved by 2030. Progress towards targets will be measured by indicators. The first seven targets are "outcome targets": Reduce income inequalities; promote universal social, economic and political inclusion; ensure equal opportunities and end discrimination; adopt fiscal and social policies that promotes equality; improved regulation of global financial markets and institutions; enhanced representation for developing countries in financial institutions; responsible and well-managed migration policies. The other three targets are "means of achievement" targets: Special and differential treatment for developing countries; encourage development assistance and investment in least developed countries.

The programme addresses Target_10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Coherence with Partner Country Programmes

The programme also contributes to the partners' respective country programmes. The evaluation will assess the relevance of the programme against each agency's operating programme or objectives. An excerpt from the ILO's Decent Work Country Programme can be found in Annex 1.

Programme Implementation

The United Nations System in Indonesia, and particularly the four agencies involved in this IAAEW&VP Indonesia programme are: ILO, UNDP, UNHCR and UNAIDS by using their already existing technical, institutional, and innovation capacity to ensure that results are delivered in an effective and timely manner.

The August 2021 progress report, lists the following main accomplishments:

- **Output 1:** 1,402 target beneficiaries (incl. 950 women, 47 PLHIV and 133 refugees) completed entrepreneurship training. The Top 24 participating Women-led ventures have successfully undergone two weeks of intensive pre-acceleration programme. The programme support 50 participants of youth entrepreneurship boot-camp, 70% of the beneficiaries are women.
- **Output 2:** 743 target beneficiaries completed skills training for higher income. The project is likely to train 1,880 beneficiaries by the end of November, exceeding the performance target of 1,650. The programme train over 100 refugees. It provided digital skills training to 50 PLHIV, and fashion design training to 44 PLHIV and key populations.
- **Output 3:** The programme conducted four webinars and one nation-wide radiobroadcasting to promote inclusive recovery from the pandemic. An online learning platform on HIV, gender/SOGIE equality, and inclusiveness at the workplace is being developed.

The funding provided by the MPTF aims to expand and enhance that capacity, allowing the UN to play a catalytic role in promoting gender equality and the economic empowerment of women, while strengthening the Government of Indonesia's and the private sector's response to COVID19.

The programme implements activities at the national and subnational levels. It -targets the Eastern Provinces of Indonesia - including Central Sulawesi, NTB, Gorontalo, and Papua - because they are the target areas under the UN Multi-Sectoral Response Plan (MSRP).

Evaluation Background

As prescribed in the signed programme document, an independent, final evaluation is to be implemented in accordance with the OECD's six DAC criteria for evaluating development assistance: relevance; coherence; effectiveness; efficiency; impact; and sustainability. This TOR provides details of what, how and when final evaluation would take place.

Purpose, Scope and Clients

The purposes of the joint UN evaluation are twofold. Firstly, the final evaluation serves the purpose of accountability to the donors. As partners in a joint evaluation, the ILO, UNDP, UNHCR and UNAIDS are accountable to one another. The performance of each, influences the results shared by all. Finally, the partners are accountable to the government, social partners, beneficiaries and other stakeholders.

Secondly, the evaluation findings and insights will contribute to the organisational learning of the UNCT and particularly within the ILO, UNDP, UNHCR and UNAIDS to identify good practices, impact and key challenges.

Scope sets boundaries around the object of evaluation. It determines what is included in the study, and what is excluded. The evaluation scope will cover the whole programme period between 01 January 2021 and 01 January 2022. It will cover all geographical regions that the programme has its operation. It will encompass the linkage of this programme and its contribution to Outcome 2 of the UNSDCF, the aforementioned SDGs and contributions to the partners' respective country programmes.

Primary users of the evaluation findings are the UN MPTF Office in New York and the Resident Coordinator's Office in Jakarta, as well as ILO constituents in Indonesia, ILO Jakarta, ILO Regional Office for Asia and the Pacific (ROAP), ILO HQ (technical departments, Evaluation Office, and PROGRAM); UNDP, UNHCR and UNAIDS in Indonesia. Secondary user of the evaluation findings are other interest partners, academic, other ILO and UN agencies '(units) and regions, and public.

Criteria and Questions

As per the signed programme document, the evaluation will address six OECD/DAC evaluation criteria, i.e. relevance, coherence, effectiveness, efficiency, sustainability and impact. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager (ILO) and the evaluator, and reflected in the inception report.

Relevance: The extent to which the intervention objectives, design and approach continue to respond to beneficiaries, country, and partners/institution/donors' needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed).

- To what extent has the programme responded to the needs of constituents, beneficiaries and recipients in Indonesia?
- How relevant is the programme to the 2030 Agenda for Sustainable Development and the UNSDCF?
- How relevant is the programme to the partners' respective country programmes, in Indonesia?

- How far is the programme impacted by the COVID-19 pandemic and to what extent was the programme able to remain relevant and adapt in response to the COVID-19 crisis?

Coherence The compatibility of the intervention with other interventions in a country, sector or institution

- To what extent has the programme responded to the needs of constituents, beneficiaries and recipients in Indonesia?
- How relevant is the programme to the 2030 Agenda for Sustainable Development and the UNSDCF?
- How relevant is the programme to the partners' respective country programmes, in Indonesia?

Effectiveness The extent to which the interventions achieved, or are expected to achieve, its objectives and its results, including any differential results across groups?

- How effective were the four partner agencies in terms of achieving programme objectives.
- To what extent do the programme results contribute (or not) to the identified SDGs targets and UNSDCF outcomes?
- To what extent were the partner agencies able to complete their individual workplans?
- To what extent did the programme address the cross-cutting policy drivers?
- Were there any unexpected outcomes?
- What were the facilitating and hindering factors that contributed to programme achievement?

Efficiency

- Has programme management and staffing to implement and monitor the programme adequate? Assess the monitoring and oversight of this programme – how efficient it is and whether it has affected the delivery of the programme. How effective is the role of country offices, regional offices, and HQs of the four agencies in providing technical support and monitoring to the programme?
- How well did the programme steering committee and/or governance structure function?
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Could they have been allocated more effectively and if so, how?
- To what extent has the programme has leveraged resources of other projects/programmes, and through partnerships with other organisations, to enhance the programme impact and efficiency?

Impact

- How will the programme contribute to potential transformative effects (social, economic effects of interventions that are longer term or broader in scope than those already captured under 'effectiveness') on gender equality and inclusivity at the workplace and work opportunities for vulnerable groups?
- How will the futures of ultimate beneficiaries be improved?
- What lessons were learned by the partner agencies that can inform future collaborations?

Sustainability

- To what extent will activities, results and effects be expected to continue after project activities have ended? How will this be ensured? What are the strong evidences that they would be continued?

- To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)
- To what extent sustainability considerations were taken into account in the programme interventions? Has the programme developed and integrated an exit strategy in its work?

Cross-cutting Policy Drivers

The evaluation will integrate cross-cutting drivers, a) gender equality, b) disability inclusion, other c) non-discrimination concerns, d) environmental issues, including norms and social dialogue, and medium and long-term effects of capacity development initiatives throughout the evaluation methodology and all deliverables, including the final report.

Gender dimension should be considered as a cross-cutting issue throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender related strategies and outcomes to improve the lives of women and men. All this information should be accurately included in the inception report and evaluation report. The evaluator is to ensure that evaluation tools are able to collect disability-disaggregated data.

Type and approach

Joint programmes, such as this one, are best served by joint evaluations in which each agency agrees on their respective roles, accountability and learning needs. When ILO is the lead agency, as is the case in this instance, the ILO's Evaluation Office requires that ILO also takes the lead in the joint evaluation process. The guiding principles that inform the evaluation process, include consultation with partners, agreement on the composition of the evaluation team; a common TOR; and the necessity for one final independent evaluation report.

The approach to the evaluation will be an adaptation of the ILO's cluster evaluation. ILO defined cluster evaluation as follows: "An envelope of evaluations of programmes¹ combined into a single evaluation based on results or strategic, thematic or geographical area or scope". It is foreseen that evaluation would seek to determine the collective contribution to the SDGs and the UNSDCF made by the partner agency's individual components.

Methodology

Suggested methodologies and approach are the followings:

- Examining the intervention's Theory of Change, with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with UNSDCF and ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.
- The methodology should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture the partners' contributions to the achievement of expected and unexpected outcomes.
- The methods of data collection has to be flexible due to the current situation of the COVID pandemic, they are as follows but not limit to:-
 - o Desk review of relevant documents –i.e. relevant ILO Evaluation guidelines and standard requirement, programme document and progress reports, UNSDCF, DWCP Indonesia, SDGs relevant documents.

- o Observations, online interviews, focus group discussion (FGD), survey with key stakeholders and beneficiaries.
- o Consultation workshop with key stakeholders, debriefing of programme team for critical reflection of the findings. It is likely that the virtual stakeholders workshop will be held.
- The data and information should be collected, presented and analysed with appropriate gender disaggregation even if programme design did not take gender into account.
- To the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to ILO's normative work, social dialogue, diversity and non-discrimination, including disability issues.
- The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.
- The detail approach and methodology, including the workplan should be part of the inception report. Criteria for selecting key informants for interviews, survey, or selected areas/units for in-depth assessment must be elaborated in the inception report
- The methodology should ensure involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g. stakeholder workshop (virtual), debriefing of programme manager, etc.).
- The evaluator may adapt the methodology, but any fundamental changes should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

The evaluation will comply with UN Evaluation Group's Norms and Standards and ethical guidelines for evaluation.

Deliverables

Deliverable 1. Inception report:

It should be prepared on the basis of mapping of reviewed documents and reports as well as of the initial discussion with the Evaluation Manager and Programme coordinator. In consultation with the steering committee, the Evaluation Manager will review and approve the inception report before the commencement of the field data collection. It should include.

- Examining Theory of Change underlying the programme to be evaluated
- Description of the evaluation methodology and evaluation instruments to be used in data collection and analysis and the data collection plan mentioned above. Evaluation instrument (matrix) should comprise evaluation criteria, evaluation questions and guided sub-questions for interview and focus group discussions, and who are the target audience for each questions/sub-questions
- Detailed calendar and fieldwork plan for the field trip (if applicable), or draft agenda for the interview/Focus group discussions with key stakeholders
- A proposed report outline structure.

Deliverable 2. Stakeholders and debriefing workshop:

After the evaluator has completed data collection, initial findings should be presented to all key stakeholders for validation. The stakeholder workshop maybe organised after the draft report has become available. Timing of the stakeholder workshop should be clearly specified in the inception report. Findings of the preliminary findings should be specific, clear, concise and combined with qualitative and quantitative information.

Deliverable 3. Draft evaluation report:

The draft report should include:

- an Executive summary with the methodology, key findings, conclusions and recommendations;
- purposes, scope, and methodology of the evaluation (including limitations);
- an analysis of the findings and a table presenting key outputs delivered under each immediate objective;
- identified findings, conclusions and recommendations ;
- lessons learned and good practices;
- annexes, including data files, including survey data, case studies and focus group discussions transcribes, etc.;

The Evaluation Manager will do a quality standard review of the draft report before circulating the draft report to the steering committee and, ultimately, to all key stakeholders, for their review.

The Evaluation Manager will collect all comments and forward the consolidated comments to the evaluator.

Deliverable 4. Final evaluation report with evaluation summary.

The report will be circulated to the steering committee and, ultimately, to all key stakeholders for their review and comment. The Evaluation Manager will collect all comments and forward the consolidated comments to the evaluator.

The report will be in English following the structure of recommended by the UNEG norms and standards. The report should be maximum of **35 pages** excluding annexes (innovative ways are welcome to add life story on programme impact or demonstration of results).

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible for Word or Windows.

The report will considered final only when it is approved by the Evaluation Manager. Once approved, the evaluation report, good practices, and lessons learned will be disseminated to the partners, for use by the respective agencies, and to the office of the Resident Coordinator.

Management Arrangements and Timeline

The roles and responsibilities:

A Senior Evaluation Officer (SEO) from ILO HQ will be the Evaluation Manager and will be expected to actively participate in the evaluation process. The SEO's responsibilities include managing the contract with the evaluation consultant(s), consulting on methodological issues and facilitating access to primary and secondary data.

Logistic support will be provided by a steering committee composed of the evaluation focal points and the Office of Resident Coordinator. The steering committee is expected to provide comments on the development of the Terms of Reference, individually and as a group. The steering committee will also provide comments on the inception, draft and final reports. The committee will be responsible for preparing a joint management response.

The evaluation will be conducted with the support of an individual consultant, a team or a company with extensive experience in the evaluation of development or social interventions, preferably including practical experience in assessing comprehensive policy/program frameworks or national plans. If the lead consultant is not Indonesian a national consultant will be hired to create a team.

The capacity of the individual, team or company to mobilize required expertise and support to undertake the evaluation will be an important consideration in the selection process.

The responsibilities and profile of the “evaluation team” can be found in Table 6. The steering committee will be consulted on the consultant selection.

Responsibilities and Profile of evaluation consultant

Evaluation team	
Responsibility	Profile
• Drafting the inception report, producing the draft reports and drafting and presenting a final report; • Providing any technical and methodological advice necessary for this evaluation; • Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases • Ensuring the evaluation is conducted per TORs,	• Adequate Contextual Knowledge of the UN, the ILO and Indonesia and/or Southeast Asia subregion; • Adequate Technical Specialisation: Demonstrated knowledge and expertise of labour and employment, skills, and enterprise development; • At least 10 years’ experience in evaluation policies, strategies, country programmes and organisational effectiveness; • Experience conducting country programme evaluations or joint evaluations for UN organisations • Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability; • Fluency in spoken and written English, and an understanding of ILO cross-cutting issues.

It is estimated that the scope of effort required by the evaluation will be approximately 25-30 days. The successful evaluation consultant or team will be remunerated on an output based total fee.

Interested parties are requested to submit an expression of interest (EoI) in English including: a cover letter that explains how the candidate(s) meet(s) the desired profile, CV(s), fee structure and availability. Proposals should be sent to the ILO Evaluation Office (eval@ilo.org) indicating the title of the evaluation.

Timeline

Stages	Responsible person	Timeline	Working Day
Preparation and finalization of TOR in consultation with steering committee and key stakeholders	Evaluation manager (EM) with support of programme team and key stakeholders	by 22 October 2021	

Independent Joint Final Evaluation

Employment and Livelihood: An Inclusive Approach to Economic Empowerment of Women and Vulnerable Populations in Indonesia (COVID-19)

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Stages	Responsible person	Timeline	Working Day
- Call of expression of interest by 22 Oct - Identification of independent consultant (national and international) by 29 Oct - Entering contract and preparation of budgets and logistics by 5 November 2021	EM, programme team	by 5 November, 2021	
Initial briefing with evaluator (s)	EM; Steering Committee	Week of 5 November, 2021	1
Desk review and inception report	Evaluator	by 12 November 2021	4
Presentation preliminary inception report to steering committee	Evaluator	By 1st December 2021	1
Stakeholder interview: including interviews, FGDs and validation of initial results with stakeholders	Evaluator	By 10th December , 2021	10
- Circulate draft report to key stakeholders for comments and factual check; - Consolidate comments on draft report and send to Team leader	Evaluation Manager, programme team, stakeholders	12-15 January 2022	
Finalize evaluation report	Evaluator	By January 22, 2021	
Final report approval	ILO Evaluation Office	By end of January 2022	
Total			25

Legal and Ethical Matters

The evaluation will comply with UN Norms and Standards. The evaluator will abide by the UN Evaluation Group (UNEG) UNEG Ethical Guidelines s will be followed.

The consultant should not have any links to programme management, or any other conflict of interest that would interfere with the independence of the evaluation.

Ownership of data from the evaluation rests jointly with the ILO and the steering committee. 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.

