



Terms of Reference for Final Internal Evaluation Innovation Regions for a Just Energy Transition (IKI JET) Project

Support Indonesia by accelerating just energy transitions (JET) away from coal to renewable energy and other sustainable economic activities by supporting to develop plans for a just transition away from coal to renewable energy and other sustainable economic activities with a focus in the regional level.

Key Fact

Project Title	Innovation Regions for a Just Energy Transition (IKI JET)
ILO DC project code	IDN/22/02/DEU
Donor	Federal Ministry for Economic Affairs and Climate Action (BMWK)
USG FAIN/ Grant Number	
Approved budget for Indonesia	USD 1,238,289.72
ILO Administrative unit	ILO Country Office for Indonesia and Timor Leste (CO-Jakarta)
ILO Technical Backstopping Units	Green Jobs
Project start date	01 December 2022
Project end date	31 June 2026
Project budget	
Evaluation date and fieldwork dates	01 July 2023 – 31 December 2024
Evaluation manager	Muce Sampratama National Programme Coordinator, IKI JET Project
Evaluation Type	Internal mid-term evaluation
ILO P&B	Outcome-1
Sustainable Development Goals	
USG indicators	

1. Background Information

1.1. Project background

Indonesia has committed to an updated Nationally Determined Contributions (NDCs) that is aligned with its Long-Term Low Carbon and Climate Resilience Strategy (LTS-LCCR) 2050 and aims to achieve net-zero emissions by 2060 or earlier.

Indonesia and its international partners, including the US, the EU, Japan, and Canada, also launched the Just Energy Transition Partnership (JETP) at the Partnership for Global Infrastructure and Investment event at the G20 Summit in November 2022. The JETP will see an initial US\$20 billion mobilized over the next three to five years toward Indonesia's adoption of renewable energy.

All these commitments will result in massive investment in renewable energy sectors, as well as declining activities in fossil-fuel based energy sectors and its supply chain. The impact on jobs and livelihood will be vast, with foreseen loss of livelihood, the needs to reskilling and upskilling of workers that will be impacted, and social protection that will cushion the impact of the transition.

In response to the above, the ILO as part of a consortium that is funded by the Government of Germany is currently implementing a Just Energy Transition project (KI-JET) with the objective to support the transition away from a coal based, unsustainable energy system towards a low carbon and climate resilient energy system is accelerated through a just transition and inclusive and sustainable economic growth is supported, with new and productive employment opportunities and decent work for all.

Besides working at the national level, this project works with relevant stakeholders in two provinces, South Sumatra and East Kalimantan. Within these two provinces, the ILO will provide technical support in developing a regional transition pathway and plans through an institutionalize participatory and informed social dialogue and stakeholders' engagement that build on the involvement and empowerment of local stakeholders at the provincial and local levels as well as preparing structural economic transformation.

1.2. Project objective and strategy

The project aims at supporting key stakeholder of coal regions to plan for and implement regional just energy transition pathways away from coal and towards a low-carbon energy system. In addition, the project supports the elaboration and concordant agreement on regional transformational plans through capacity

building for stakeholder dialogue and transformational measures. It is expected the project would:

1. **Strengthen the capacity** of the project stakeholders at the national and local levels on Just Energy Transition.
2. **Establish a regional consultation forum** to allow stakeholders to address challenges and take forward opportunities of Just Energy Transition.
3. **Encourage policy formulation and planning** for an economic transformation as a result of the Just Energy Transition within the targeted project areas.

a. Key achievements to date and current implementation status

The project has been able to make some notable key achievements:

Output IV: Informed social dialogue and stakeholder engagement on just energy transition in coal regions takes place in **Regional Consultation Forums**.

- In October 2024, the East Kalimantan provincial government organized a kickoff meeting of the Regional Consultation Forum, the forum is intended to bring together relevant stakeholders and discuss issues on economic transformation. The East Kalimantan provincial Government has issued a Governor's Decree to formalize the establishment of the Regional Consultation Forum. While in South Sumatera, the Bappeda is drafting a Governor's Decree for the establishment of the Regional Consultation Forum in South Sumatera. It is expected that the Decree will be signed in early 2025.
- In early 2024, the ILO IKI JET project organized a training for relevant project stakeholders from the central government, trade unions, employer organizations as well as project partners from East Kalimantan and South Sumatera. The training was on the ILO Just Transition Guidelines, where it was attended by 30 participants. The training aimed to provide a practical orientation to governments and social partners with some specific options on how to formulate, implement and monitor the policy framework, in accordance with national circumstances and priorities.
- The ILO IKI JET project is currently working closely with the East Kalimantan LKS Tripda (Tripartite Forum) to form a JET working group. The purpose of this working group is to become a dialogue partner of the Regional Consultation Forum particularly to discuss labour issues as an impact of Just Energy Transition and how labour issues are addressed within economic transformation. A concept and structure of the working group

has been prepared by members of LKS Tripda and now is being reviewed by the East Kalimantan Manpower office.

Output V: Policy advice to improve the policy framework for just energy transition is fed into respective policy processes.

- The IKI JET Project is commissioning a study on the “JET Plan on the active labour market and skilling”. The study would entail a green jobs mapping and skill needs assessment for skilling-reskilling plan, including gender-responsive approaches. The study will take six months to complete which is expected to be finalized by July 2025.
- The IKI JET Project is commissioning a study on the “JET Plan on the labour protection”. The study is expected to assess gaps and requirement for social protection program & policies in the national and regional level; including gender-responsive approaches. This study would be finalized by May 2025.

Output VI: Transformational measures to support the JET of coal regions are rolled out.

Following a training needs assessment of Public Employment Service (PES) officers, the ILO IKI JET project together with the Ministry of Manpower organized a training for PES officers in East Kalimantan and South Sumatera which was attended by a total of 51 participants. The training aims to enhance the capacity of the public employment service officers in East Kalimantan and South Sumatera in the following scope:

1. Strengthening governance functions and building good relationships with related partners.
2. Strengthening the technical function of services to job seekers.
3. Strengthening the technical function of good relationships and services to employers.

2. Purpose, Objective and Scope of the evaluation

2.1. Evaluation background

As per the ILO's evaluation policy, this project is subject to a mid- term internal evaluation. Internal evaluations are managed by the ILO staff, with the support of consultants or qualified ILO officials following a formalized evaluation process.

This mid-term internal evaluation adopts the ILO's policy on evaluation which is based on the definition of evaluation established by the United Nations Evaluation Group¹. Therefore, this exercise will be focused on assessing the result of actions taken to accomplish the intended outcomes as described in the project document.

2.2. Evaluation purpose and objectives

The overall purpose of this exercise is to assess, evaluate and provide actionable guidance on the project's relevance, coherence, efficiency and effectiveness, and results and potential sustainability. This will not only help strengthen internal learning and promote accountability in project management and implementation, but also help inform the case for future work in this area, including under the new phase of the project extension.

Specifically, this mid-term evaluation will focus on two main objectives:

- Evaluate project progress achieved to date, focusing on the three Project Outcomes and associated Outputs.
- Comment and suggest realistic improvements to the project in its extended period, including possible adjustments to strategy, activities and management to maximise impact, effectiveness and sustainability.

Output:

The main output is a final project mid-term internal-evaluation report based on the ILO evaluation standard and policy.

2.3. Evaluation Scope

The scope of the mid-term internal evaluation includes assessment of all project's outcomes and activities carried out up to December 2024. It will verify key achievements, emerging good practices and lessons learned. A set of practical recommendations will be included in the internal evaluation report aimed at improving project management, constituent or institutional coordination and overall implementation of the project as well as positive and negative changes produced by the project both intended and unintended, direct and indirect in the just energy transition sector.

¹ ILO evaluation policy, 2017 can be found at [Annual evaluation report 2016–17 \(ilo.org\)](https://www.ilo.org/publications/evaluation-report-2016-17)

3. Evaluation Criteria and Question

1.1. Criteria

The internal mid-term evaluation follows ILO's standard framework and follow its major criteria covering project's relevance and strategic fit of the project, validity of project design, project progress and effectiveness, efficiency of resource use, effectiveness of management arrangement and impact orientation and sustainability, as defined in the ILO policy guidelines for result based evaluation². The evaluation will also systematically consider gender equality in the evaluation process as defined in the ILO guidelines on "Considering Gender in Monitoring and Evaluation of Projects". Specifically, the internal evaluation will assess the extent to which the project has implemented and achieved the expected outputs.

Due to the nature and timeline of the internal evaluation, the evaluator, in consultation with the ILO, should focus more on the questions under the points listed below:

1.2. Evaluation Questions

Key questions:

- *How did the project align with and support national development plans as well as the projects and priorities of the national social partners?*
- *Did more relevant needs emerge that the project should have addressed?*
- *Did the project address a relevant need for the trade union in garment sector?*

• Validity of design

Key questions:

- *Were the planned project objectives and outcomes relevant and realistic to the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions?*
- *What were the main means of action? Were they appropriate and effective to achieve the planned objectives?*
- *Were the targeted indicator values realistic and could they be tracked?*

• Project results and effectiveness

Key questions

- *Has the project achieved its planned objectives?*
- *Has the quantity and quality of the outputs produced been satisfactory?*

² https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746814.pdf
www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf



- *To what extent were the intervention results defined, monitored and achieved (or not), and what was their contribution (or not) towards: i. Gender equality and non-discrimination? ii. Inclusion of people with disabilities?*
- *Within the project's thematic area, what were the facilitating and limiting factors in project's contribution/potential contribution to: i. Gender equality and non-discrimination? ii. Inclusion of people with disabilities?*
- **Efficiency of resource use**
Key questions
 - *Were resources (funds, human resources, time, expertise etc.) allocated strategically to achieve outcomes?*
 - *Were resources used efficiently? Were activities supporting the strategy cost-effective?*
 - *Were project funds and activities delivered in a timely manner? If not, what were the bottlenecks encountered?*
- **Effectiveness of management arrangements**
Key questions
 - *Did the project receive adequate political, technical, and administrative support from its national partners?*
 - *Did the project receive adequate administrative, technical and - if needed - political support from the ILO office in the field, field technical specialists and the responsible technical units at headquarters?*
 - *Was a monitoring and evaluation system in place during the project and how effective is it?*
- **Impact orientation and sustainability**
Key questions
 - *How far did the project make a significant contribution to broader and longer-term development impact (look at sustainability and local ownership of the project)?*
 - *How effective and realistic was the exit strategy of the project? Was the project gradually being handed over to the national partners?*
 - *How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)?*

4. Methodology

The evaluation will be primarily qualitative in nature but will also use mixed-methods as appropriate to ensure triangulation of evidence for sound conclusions on the ILO's contribution. In all instances, the methodology should be responsive to the ILO's normative and tripartite mandate, and gender and inclusion related guidelines. In addition, the evaluation methodology will also ensure using participatory approach and, to the extent possible, include beneficiaries as part of assessing the relevance, effectiveness, impact orientation and sustainability of the ILO's project implementation. These include but are not limited to:

- A desk review of relevant documents related to project performance and progress, including the initial project document, progress reports, project outputs, etc.
- Interviews with ILO Country Office management, project manager and staff, and other ILO technical staff who backstopped the project (at the country office, ILO-DWT specialist in Bangkok).
- Utilize multiple sources and methods. First-hand data will be collected from different stakeholders with different perspectives, namely direct beneficiaries (targeted workers at garment sector).
- Interviews with key project stakeholders, e.g., the ILO's tripartite constituents, the donor, implementing partners, direct recipients (staff of relevant government departments, union federations, etc.) and direct beneficiaries trade union in garment sector

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.

5. Main Deliverables

The main deliverables of the evaluator will be:

- **Deliverable 1: Inception report (5 working days)**
Preparation:
 - Desk review (project documentation)
 - Stakeholder mapping (incl. sampling)
 - Project orientation briefing (with Project Team)
- **Deliverable 2: Internal mid-term evaluation report (10 working days)**
Draft evaluation report, later the **final report**, when comments of the ILO have been received and incorporated, following the EVAL's suggested

outline. The quality of the report will be assessed against the EVAL checklist 5, 6 and 7 (see Annex 2). The report should include sections on output and outcome level results against milestone targets as well as sections on lessons learned, good practices and recommendations submitted at least after one week of the data collection process, not later by 28 March 2025.

Fieldwork: Conduct in-person and online interviews/focus groups discussions with project management and key stakeholders (based on sampling) – 5 days

Write-up: draft mid-term evaluation report – 5 days

- **Deliverable 3: Stakeholder debrief and PowerPoint Presentation (PPP) (2 working days)**

A Stakeholder debrief and PowerPoint Presentation (PPP) Stakeholder for a mid-term evaluation workshop to share the evaluation findings and recommendations not later by 22 April 2025.

Validation Workshop: stakeholder debrief (incl. workshop preparation)

- **Deliverable 4: Final evaluation report with executive summary (3 working days)**

A final report incorporating all inputs and comments from EVAL unit by or before 16 May 2025.

All outputs of the evaluation will be produced in English. Copyright of the evaluation report rests exclusively with the ILO. Key stakeholders can make appropriate use of the evaluation report in line with its original purpose and with appropriate acknowledgement.

6.Final Evaluation Management Arrangements

The evaluator will lead the process of the internal evaluation with the support of National Project Manager and under the general supervision of CO-Jakarta. The evaluator will be responsible for the deliverables under the TOR. He/she will be supported by the Project Team to support quality of data collection (validity, reliability, consistency, and accuracy) throughout the analytical and reporting phases.

Requirement

The evaluator must meet the following minimum qualifications:

- Have at least 5 years of experiences in project development and evaluation work
- Technical knowledge and work experience in the fields of labour law and workplace compliance and/or labour inspection, in the agriculture sector
- Knowledge of the ILO's roles and mandate and its tripartite structure
- Knowledge of labour and rural development issues in Indonesia would be an asset
- Demonstrated experience, especially within the UN system, in M&E and results-based management
- Demonstrated ability to write well in English

Administrative and logistical support

The project team, together with the ILO Country Office for Indonesia and Timor Leste (in Jakarta) will provide relevant documentation, administrative and logistical support to the internal evaluation. The Project Team will also assist in organizing a detailed mid-term evaluation agenda and in confirming meetings both offline and online meetings as appropriate. This also include ensuring that all relevant documentation is up to date and available to the evaluator.

7.Ethical Considerations and Confidentiality

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders, communities, and implementing partner staff will generally not be present during interviews. However, implementing partner staff may accompany the joint evaluation team to make introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the joint evaluation team to observe the interaction between the implementing partner staff and the interviewees.

8.Application process

Interested Individuals are requested to submit:

- a technical proposal of how they intend to undertake the assignment.
- a separate financial proposal with a detailed breakdown of consultancy fees and related expenses.
- a curriculum vitae

Applicants must submit the proposal completed with the above-required information to Ms. Emalia Amna, amna@ilo.org by 18 January 2025.

The ILO will assess applicants' ability, experience, and proposed fee for the selection of the external collaborator.

9. Annex

Annex 1: List of initial documents that will be reviewed (separated documents):

- ILO Project document
- Quarterly progress reports

Annex 2: Relevant ILO evaluation guidelines and standard templates

- Evaluators' code of conduct form;
- Guidance note on integrating gender equality in Monitoring and evaluation of projects
- Guidance note on adaptive evaluation report to the ILO's normative and tripartite mandate;
- Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang-en/index.htm
- Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang-en/index.htm
- Template for evaluation summary:
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

Annex 3: Final Report framework:

The report will be submitted in the English, and structured according to the templates as follow:

- Title page
- Table of Contents, including List of Appendices, Tables
- List of Acronyms or Abbreviations
- Executive Summary with key findings, conclusions, and recommendations
- Background and Project Description
- Purpose of Evaluation
- Evaluation Methodology and Evaluation Questions
- Status of objectives
- Clearly identified findings



- A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
- Clearly identified conclusions and recommendations (identifying which stakeholders are responsible)
- Lessons Learned
- Potential good practices
- Annexes (list of interviews, TORs, list of documents consulted, etc.)