Final Report of Mid-term Review (MTR)

Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation (MEWLAFOR)

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Abbreviation

Bappenas:	National Development and Planning Board - *Badan Perencanaan Pembangunan Nasional*
BPDAS:	Watershed Management Center - *Balai Pengelolaan Daerah Aliran Sungai*
DAS:	Watershed - *Daerah Aliran Sungai*
Ditjen PDASRH:	Directorate General of Watershed Management and Forest Rehabilitation - *Direktorat Jenderal Pengelolaan DAS dan Rehabilitasi Hutan*
DPEPDAS:	Directorate of Watershed Management Planning and Evaluation - *Direktorat Perencanaan dan Evaluasi Pengelolaan Daerah Aliran Sungai*
GEF:	Global Environment Facility
GMS - *PUG*:	Gender Mainstreaming - *Pengarusutamaan Gender*
HDI - IPM:	Human Development Index - *Indeks Pembangunan Manusia*
KTH:	Forest Farmer Group - *Kelompok Tani Hutan*
KPS:	Social Forestry Group - *Kelompok Perhutanan Sosial*
KPT:	Tahura Farmer Group - *Kelompok Petani Taman Hutan Raya*
KWT:	Women Farmer Group - *Kelompok Wanita Tani*
MEWLAFOR:	Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation
MoForestry - *KemenHut*:	Ministry of Forestry - *Kementerian Kehutanan*
NTFP - *HHBK*:	Non-Timber Forest Products - *Hasil Hutan Bukan Kayu*
Permen:	Ministerial Regulation - *Peraturan Menteri*
PP:	Government Regulation - *Peraturan Pemerintah*
PMU:	Program Management Unit
PEE:	Project Executing Entity
PIA:	Project Implementing Agency
Prodoc:	Project Document – *Dokumen Proyek*
SCU:	Site Coordinating Unit
SDG:	Sustainable Development Goal
SK:	Decree - *Surat Keputusan*
UNIDO:	United Nations Industrial Development Organization
UU:	Law – *Undang undang*

Executive Summary

A. Project Strategy

- Project Design: The project design is highly relevant to the needs of the target beneficiaries and aligns with national and sectoral priorities. The project has made significant contributions to development plans at national, provincial, and district levels, and has been effective in addressing farmers' needs and supporting environmentally friendly industries.
- Risk Management: The project has applied an adaptive and communicative risk management approach, but significant risks remain, including recurrent delays in fund disbursement and changes in regional leadership that may affect continuity of support.
- Project Relevance: The project is highly relevant to local needs and national strategic policies, and has been effective in raising awareness among local governments and the community. The project has also demonstrated that the private sector can play a role in environmental improvement and meeting industrial water needs.
- Project Result Framework: The project result framework is highly relevant, realistic, and measurable, with a strong logical flow from activity level to long-term objectives. The project's impact consistently reflects the achievement of long-term community expectations, particularly in terms of maintaining the health of the Brantas Watershed ecosystem.
- People Involved and their contribution: The project strategy and results framework were developed through a collaborative, cross-sectoral process involving central and local government institutions as well as technical experts and consultants. The project is built through strong government engagement at both national and subnational levels, but the private sector and non-governmental organizations did not optimally involve in formulating project strategies and project results frameworks.
- Key challenge: The main challenge is related to the difficulty of building synergies between parties who having various interest and commitment.

B. Progress Toward Result

- Progress:
  - Agroforestry: Of the 387 Ha targeted, 251.24 Ha have been planted with non-timber forest plants, which is approximately 64.92%, involving 14 farmer groups and 116,427 seedlings distributed.
  - Riparian Bamboo Forests: Of 130 Ha targeted, 129.82 Ha have been planted with bamboo, which is approximately 99,86%, involving 10 farmer groups and 139 participants.
  - Biopore: Of 8000 unit targeted, 4,755 unit of biopore have been constructed in 85 schools, which is approximately 59.44%, and involving 6,070 students.
  - Water conservation master plans developed, and five studies accomplished, including gender analysis and hydrological modelling.
- Effectiveness: The project has demonstrated progress toward long-term impacts, particularly in land cover improvement and technical water conservation. Community awareness and participation have increased, and institutional capacity has been strengthened. The project's approach has shown potential for replication and scaling up.
- Efficiency: The project has implemented efficiency principles, using official government cost standards and monitoring through strict work plan documents. Resource utilization is good, with most of the budget directed towards on-the-ground activities. Cost management is effective, with costs being reasonable in relation to results.
- Sustainability: The project has laid a solid foundation for sustaining its results beyond the project period. Institutional sustainability is being reinforced through capacity building and embedding project approaches into government mandates. Socio-economic sustainability is being fostered through community-based restoration approaches and early livelihood

benefits. Long-term continuation depends on sustained institutional support and financing after the project ends.

- Coherence: The project shows strong coherence, with results fitting well within global, national, and subnational frameworks. The project aligns with GEF's role as the financial mechanism of the UNCCD and Indonesia's development planning framework. The project's emphasis on watershed rehabilitation, water security, and ecosystem restoration closely mirrors national and regional priorities.
- Key challenge: The project's main challenge is achieving long-term results due to its short duration (3 years), which may not be enough to see full ecological and economic benefits, and gain certainty of future financial support.

C. Project Implementation and Adaptive Management

- Project Management: Effective project management structure with clear roles, responsibilities, and reporting lines. Timely and transparent decision-making, with management adjustments responding well to operational needs. Need to optimize the number of technical personnel within a limited management budget.
- Monitoring and Evaluation: Adequate M&E design with systematic and routine monitoring mechanism. Lack of dedicated M&E team and digital tracking tools pose challenges in improving work efficiency. Need to strengthen the digitalization of milestone tracking and improve the distribution channels of reports to stakeholders.
- Financial Management: Efficient budget absorption due to disciplined implementation based on the established timeline and Annual Work Plan (AWP). Delays in fund transfers (disbursements) from the donor or UNIDO have impacted field operations. Need to address financial regulations that can hinder output achievement.
- Stakeholder Engagement and Communication: Effective stakeholder mapping and analysis, with concrete collaboration established with the private sector. Need to optimize the role of the private sector and strengthen integration with CSR forums. Project performance has been publicized through various social media platforms, but the campaign's effectiveness in the field still needs to be expanded.
- Key challenge: Areas for improvement include:
  - Integrating project documents for a comprehensive understanding
  - Disseminating project information for transparency and stakeholder access
  - Synchronizing internal documents for better coordination
  - Expanding information reach for stakeholder engagement
  - Delays in budget transfer occurred due to incorrect invoices, which in turn caused delays in the submission of budget requests.

  At the regional level, challenges include:
  - Institutionalization and structural aspects
  - Coordination and communication
  - Land and budget operational aspects

D. Performance of Partners

- UNIDO (implementing Agency): UNIDO demonstrated strengths in technical input, adaptive risk management, and alignment with its impact dimensions. However, areas for improvement include enhancing strategic supervision by increasing the frequency of PSC meetings.
- Ministry of Forestry (Executing Agency): The Ministry of Forestry, as the Project Executing Entity (PEE), has demonstrated strong commitment and dedication to managing and implementing the project. The Ministry has aligned with UNIDO and GEF policies, and has provided facilities and infrastructure to support project implementation. While the PEE has shown flexibility in coordinating and facilitating project implementation by accommodating

central and regional government, NGOs/CSOs, and donor. The PEE has adhered to Indonesian Government regulations and policies, although this has sometimes hindered the acceleration of project targets.

- Donor: The Global Environment Facility (GEF) provided strong support to the MEWLAFOR project, with the GEF Secretariat expressing overall satisfaction and responding positively throughout the project's inception and implementation phases, despite initial delays.

E. Cross cutting performance criteria

- Gender mainstreaming implementation: The project has integrated gender considerations into its design and implementation, with strengths in structural representation, women-led groups, and inclusive training access. The project has start to empower women through Women Farmer Groups and ensured their participation in decision-making processes. Further efforts are needed to overcome existing barriers and ensure more equitable benefits for women and vulnerable groups.
- Key Challenge and corrective action: The project's challenge lies in shifting community perceptions that view women as the "weaker sex", limiting their roles and participation. The corrective action taken by the project is to eliminate the perception of community and related stakeholders that women are inherently weaker and to ensure equal rights for women and men in all project activities.

I. Introduction

1.1 Background

Based on the Ministry of Environment and Forestry (MOEF) data for 2020, Indonesia has 13.7 million ha of critical land (updated from PIF figure), which is largely due to inappropriate land use and land management. A large percentage of land users do not utilize their land in accordance with it carrying capacity and do not adopt sound land and water conservation techniques.

In the densely-populated East Java province in particular, land degradation is a serious problem. The Brantas River Basin makes up 25% of East Java (1.2 million ha), supplies water for various needs to more than 23 million people and a large number of industries, and provides vast ecosystem services to metropolitan and rural life. Over the years, government reports have addressed the issue of land degradation:

- The **National Medium-Term Development Plan (RPJMN - *Rencana Pembangunan Jangka Menengah Nasional*) 2020-2024:** with 13.7 million ha of national territory classified as critical land, the problem of land degradation is still a major problem to be resolved by the Government of Indonesia. The restoration of degraded lands is one of the main performance indicators of improving the main targets: (1) increasing the forest covered areas for water and climate security; (2) reducing the area of critical land; and (3) improving the welfare of resident communities.
- **National regulation PP 37/2012 on Watershed Management:** The Brantas Basin was classified as a "critical watershed"—defined as a watershed with degraded land areas that negatively affect the water quality, quantity and continuity that support the socioeconomic conditions of the resident population; and which requires investments in proper land use and water management.
- The Integrated **Brantas Watershed Management Plan for East Java Province (2010**): The condition of the rain catchment area in the upstream part of the Brantas watershed has worsened as a result of forest encroachment and land use that does not heed the rules of soil conservation and water conservation.

Since 2024, with support from the Global Environment Facility (GEF), the United Nation Industrial Development Organization (UNIDO) has assisted the Indonesian Ministry of Forestry - Directorate for Planning and Evaluation of Watershed Management to organize and to implement the four-year project, Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation (MEWLAFOR) 2024-2027. The project is composed of four components, seven outputs, and implements fourteen activities.

The project is entering its mid-term implementation phase, and a mid-term review (MTR) is needed to identify the status of the project's target areas in project strategy, results, Implementation, adaptive management, and overall project performance. The MTR is intended to recommend future activities by providing input and guidelines to improve implementation for the remaining period of the project.

1.2 Intended users

The primary users of the MTR are the are the stakeholders of project management: Project Funding Partner, Project Implementing Agency – UNIDO, Project Steering Committee (PSC), Project Execution Entity (PEE), Project Management Unit (PMU), Site Coordination Unit (SCU), MOF Regional Office in Sidoarjo, Aliansi Air, Private Sectors, Swakelola Partners, and selected community.

1.3 Scope and objectives of the review

The objective of the mid-term review is to assess the progress towards the achievement of the project objectives to help the project management and key stakeholders improve performance to

reach the expected results. The MTR will cover the first 1,5 years of the project from March 2024 to September 2025.

The Review has three specific objectives:
1) Assess the project's performance and progress towards the achievement of the expected results
2) Assess remaining barriers and risks in project design, project management and partner performance to identify necessary improvements to keep the project on track to achieve its projected results.
3) Formulate recommendation to enable project management to expand the best practice and establish and execute a necessary follow-up plan that includes the requisite corrective actions.

1.4 Type of Question

The review assessed the achievement of the expected results indicated in the **project logical framework.** The logframe criteria consists of, but not limited to, objective statements for Output, Outcome, and Impact/Goal levels, Performance Indicators and their targets, Mean or Source of Verification (MoV/SoV), and Risk and Assumption.

The key inquiry categories to be addressed by mid-term review are the following:

- **Project Strategy**:
  1. To what extent is the project design still relevant in light of changed circumstances?
  2. What should be adjusted accordingly to be on track to achieve expected results?
  3. What are major technical needs/demands from stakeholders at the country level?
- **Progress towards Results:**
  1. To what extent have the expected outcomes and objectives of the project been achieved thus far?
  2. Is the project on track to achieving its objectives?
  3. How successful are the new elements of the project?
  4. What are the remaining barriers to achieving the objectives in the remainder of the project and how to overcome them?
- **Project Implementation and Adaptive Management:**
  1. Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far?
  2. Why is the financial absorption below plan and how can it be improved?
  3. To what extent are project-level monitoring and review systems, reporting, and communications supporting the project implementation?
- **Sustainability:**
  1. What are the risks that are likely to affect the continuation of project results?
  2. Has the project put in place a mechanism to ensure sustainability after the project's completion (in terms of financial, legal, institutional, socio-economic instruments, frameworks or processes)?
  3. Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future?
- **Lessons learnt:**
  1. What are key lessons learned from project interventions?
  2. What works? What doesn't?
  3. What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project so far?

Using the review criteria, the MTR team reviewed project performances guided by the questions below:

No.	Review criteria and guidance inquiries/questions
A.	**Project strategy**
A.1	**Key inquiries/questions**: 1. To what extent is the project design still relevant in light of changed circumstances? 2. What should be adjusted to get on track to achieve expected results? 3. What are major technical needs/demands from stakeholders at the country level?
A.2	**Sub-inquiries/questions:** **1. Project Design/Relevance** ● <u>Overall project design</u> ▪ Was the project design adequate to address the problems at hand? ▪ Is the project consistent with global priorities and in the work plan of the lead national counterpart? Does it meet the needs of the target group? Is it consistent with UNIDO's Inclusive and Sustainable Industrial Development? Does it adequately reflect lessons learnt from past projects? Is it in line with the donor's priorities and policies? ▪ Is the applied project approach sound and appropriate? Is the design technically feasible and based on best practices? Does UNIDO have in-house technical expertise and experience for this type of intervention? ▪ To what extent is the project design (in terms of funding, institutional arrangement, implementation arrangements…) as foreseen in the project document still valid and relevant? How is it still valid? ▪ Does the project document include a Monitoring and Evaluation (M&E) plan? Does the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Does it allocate a budget for each exercise? Is the M&E budget adequately allocated and consistent with the logframe (especially indicators and sources of verification)? Are the TOC and the logframe robust enough to capture the design and the dynamic of the program? ▪ Were there any changes in project design and/or expected results after the start of implementation? If yes, please explain in which areas the most significant changes in project design were noted. ▪ Did the project establish a baseline (initial conditions and indicators)? Was the evaluation able to estimate the baseline conditions so that results could be determined? ▪ Risk management: Are the critical risks related to financial, social-political, institutional, environmental and implementation aspects identified with specific risk ratings? Are their mitigation measures identified? Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&E plan? ● <u>Relevance</u> ▪ How does the project fulfil the urgent target group needs? ▪ To what extent is the project aligned with the development priorities of the country (national poverty reduction strategy, sector development strategy)? ▪ How does the project reflect donor policies and priorities? Does the project provide a technically adequate solution to the development problem? Does the solution eliminate the cause of the problem? ▪ To what extent does the project correspond to UNIDO's comparative advantages?

No.	Review criteria and guidance inquiries/questions
	▪ Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have they been revised? Are the revised objectives still valid in today's context? **2. Project results framework/logframe** ▪ Expected results: Is the expected result-chain (impact, outcomes and outputs) clear and logical? Does impact describe a desired long-term benefit to a society or community (not as a mean or process)? Do outcomes describe change in target group's behaviour/performance or system/institutional performance? Do outputs describe deliverables that that project will produce to achieve outcomes? Are the expected results realistic, measurable and not a reformulation or summary of lower-level results? Do outputs plus assumptions lead to outcomes or to impact? Can all outputs be delivered by the project? Are outcomes outside UNIDO's control but within its influence? ▪ Indicators: Do indicators describe and specify expected results (impact, outcomes and outputs) in terms of quantity, quality and time? Do indicators change at each level of results and independent from indicators at higher and lower levels? Do indicators not restate expected results and not cause them? Are indicators necessary and sufficient and do they provide enough triangulation (cross-checking)? Are indicators sex-disaggregated, if applicable? Is there any baseline indicator as a benchmark to measure the program? ▪ Sources of verification: Are the sources of verification/data able to verify status of indicators, if they are cost-effective and reliable? Are the sources of verification/data able to verify the status of output and outcome indicators before project completion?
B.	**Progress towards results**
B.1	**Key inquiries/questions:** 1. To what extent have the expected outcomes and objectives of the project been achieved thus far? 2. Are they on track to achieve objectives? 3. How successful are the new elements of the project? 4. What are the remaining barriers to achieving the objectives in the remainder of the project and how to overcome them?
B.2	**Sub-inquiries/questions:** **1. Progress to impact** ▪ What <u>likelihood</u> will contribute to the expected impact? ▪ What are any positive and negative, or primary and secondary long-term effects being produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process? To what extent are conditions for trajectory change being put into place? ▪ <u>Replication</u>: To what extent are the project's specific results (e.g. methodology, technology, lessons, etc.) reproduced or adopted? ▪ <u>Mainstreaming</u>: To what extent are information, lessons or specific results of the project incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations and projects? ▪ <u>Scaling-up</u>: To what extent are the project's initiatives and results implemented at a larger geographical scale? ▪ What difference has the project made to the beneficiaries? ▪ What change is attributable to the project? To what extent?

No.	Review criteria and guidance inquiries/questions
	▪ What are the social, economic, environmental and other effects, either short-, medium- or long-term, on either a micro- or macro-level? ▪ What effects are intended or unintended, positive or negative? The three UNIDO impact dimensions are: ▪ Safeguarding environment: To what extent does the project contribute to changes in the status of the environment? ▪ Economic performance: To what extent does the project contribute to changes in the economic performance (e.g. finances, income, costs saving, expenditure) of individuals, groups and entities? ▪ Social inclusiveness: To what extent does the project contribute to changes in capacity and capability of individuals, groups (especially people with disability groups, female head of households, and other inclusive groups), and with social factors, such as employment, education, and training. **2. Effectiveness and progress towards expected results** ▪ What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project? ▪ To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)? ▪ What are the reasons for the achievement/non-achievement of project objectives? ▪ What is the quality of the results? How do the stakeholders perceive them? What is the feedback of the beneficiaries and the stakeholders on project effectiveness? ▪ To what extent is the identified progress result of the project rather than external factors? ▪ What can be done to make the project more effective? ▪ Were the right target groups reached? **3. Efficiency** ▪ How economically are the project resources/inputs (concerning funding, expertise, and time) being used to produce results? ▪ To what extent were expected results achieved within the original budget? If not achieved, please explain why. ▪ Are the results being achieved at an acceptable cost? Would alternative approaches accomplish the same results at less cost? ▪ What measures have been taken during planning and implementation to ensure that resources are efficiently used? Were the project expenditures in line with budgets? ▪ Could more have been achieved with the same input? ▪ Could the same have been achieved with less input? ▪ How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period. ▪ To what extent were the project's activities in line with the schedule of activities as defined by the Project Team and annual Work Plans? ▪ Were the inputs from the donor, UNIDO and Government/counterpart provided as planned, and were they adequate to meet the requirements? **4. Sustainability** 1. What are the risks that are likely to affect the continuation of project results? 2. Has the project put in place a mechanism to ensure sustainability after the project's completion (in terms of financial, legal, institutional, socio-economic instruments, frameworks or processes)?

No.	Review criteria and guidance inquiries/questions
	3. Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future? ● Sustainability of benefits ▪ Will the project results and benefits be sustained after the end of donor funding? ▪ Does the project have an exit strategy? ● *Financial risks:* ▪ What is the likelihood of financial and economic resources not being available once the project ends? ● *Socio-political risks:* ▪ Are there any social or political risks that may jeopardize the sustainability of project outcomes? ▪ What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? ▪ Do the various key stakeholders see that it is in their interest that project benefits continue to flow? ▪ Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? ● *Institutional framework and governance risks:* ▪ Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits? ▪ Are requisite systems for accountability and transparency and required technical know-how in place? ● *Environmental risks:* ▪ Are there any environmental risks that may jeopardize the sustainability of project outcomes? ▪ Are there any project outputs or higher-level results that are likely to have adverse environmental impacts, which, in turn, might affect the sustainability of project benefits? **5. Coherence** ▪ Does the project's results so far fully or partially align with: UN Decade on Ecosystem Restoration, GEF's role as a financial mechanism of the UNCCD, LD focal area objective, GEF corporate strategy (as well as the LD focal area strategy) in GEF-7 to identify "interventions to promote private sector engagement", GEF and Gender, GEF's Response to Covid-19, ▪ Does the project's results so far fully or partially align with policy and meet the targets in: the National Mid-term Development Plan RPJMN), the Regional and District Mid-term Development Plan (RPJMD), and Strategic Plan (Renstra) of related GoI agencies in Mojokerto District?
C.	**Project Implementation and Adaptive Management**
C.1	**Key inquiries/questions:** 1. Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? 2. Why is the financial absorption below plan and how can it be improved? 3. Is Mojokerto District office allocating a specific budget to support this program?

No.	Review criteria and guidance inquiries/questions
	4. To what extent are project-level monitoring and Review systems, reporting, and communications supporting the project implementation?
C.2	**Sub-inquiries/questions:** 1. Project management (arrangement) ▪ Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. ▪ Review whether the national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)? ▪ Has the UNIDO HQ-based management, coordination, monitoring, quality control and technical inputs been efficient, timely and effective (e.g., problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)? ▪ The project implemented outreach and public awareness campaigns. Outreach and public awareness materials produced are in line with the relevant UNIDO and donor advocacy guidelines?" 2. Results-based work planning, monitoring and review, reporting ● M&E: ***(focus on Monitoring)*** ***M&E design*** ▪ From the baseline situation, are there any changes regarding the M&E Framework and TOC? ▪ Was the M&E plan at the point of project approval practical and sufficient? ▪ Did the M&E plan include baseline data and specify clear targets and appropriate indicators to track environmental, gender, and socio-economic results? ▪ Did the M&E plan include a proper M&E methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection; is there any data quality analysis control to ensure the validity and reliability of the data? ▪ Did the M&E plan include budget adequate funds for M&E activities? ***M&E implementation*** ▪ How was the information from the M&E system used during the project implementation? Was an M&E system in place and did it facilitate timely tracking of progress toward project results by collecting information on selected indicators continually throughout the project implementation period? Did the project team and manager make decisions and corrective actions based on analysis from the M&E system and based on results achieved? ▪ How does the M&E team track the milestone progress? Are there any specific tools to track the Milestone? ▪ Regarding the progress of policy and Regulation, how does the M&E team check the validity and reliability of the data in documents? ▪ Are annual/progress project reports complete and accurate? ▪ Was the information provided by the M&E system used to improve performance and adapt to changing needs? Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions

No.	Review criteria and guidance inquiries/questions
	and corrective actions? Do the Project team and managers and PSC regularly ask for performance and results information? ▪ Are monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Do performance monitoring and reviews take place regularly? ▪ Were resources for M&E sufficient? ▪ How has the logframe been used for Monitoring and Evaluation purposes (developing M&E plan, setting M&E system, determining baseline and targets, annual implementation review by the Project Steering Committee…) to monitor progress towards expected outputs and outcomes? ▪ How well have risks outlined the project document and in the logframe been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place? 3. Financial management ● Value for money: How does budget absorption address project needs that are identified by project workplan? ● How does the budget plan compare to budget spending? 4. Stakeholder engagement and communication ● Were there any stakeholder mapping and analysis prior to the program implementation? If not, what was the strategy to approach and engage the stakeholders during program design, program implementation, and program monitoring?
D.	**Performance of Partners**
D.1	**Institution and criteria to be reviewed:** ● <u>UNIDO</u> ***Design*** ▪ Mobilization of adequate technical expertise for project design ▪ Inclusiveness of project design (with national counterparts) ▪ Previous evaluative evidence shaping project design ▪ Planning for M&E and ensuring sufficient M&E budget ***Implementation*** ▪ Timely recruitment of project staff ▪ Appropriate use of funds, procurement and contracting of goods and services ▪ Project modifications following changes in context or after the Mid-Term Review ▪ Follow-up to address implementation bottlenecks ▪ Role of UNIDO country presence (if applicable) supporting the project ▪ Engagement in policy dialogue to ensure up-scaling of innovations ▪ Coordination function ▪ Exit strategy, planned together with the government ● <u>National counterparts</u> ***Design*** ▪ Responsiveness to UNIDO's invitation for engagement in designing the project ***Implementation*** ▪ Ownership of the project ▪ Support to the project, based on actions and policies ▪ Counterpart funding ▪ Internal government coordination

No.	Review criteria and guidance inquiries/questions
	▪ Exit strategy, planned together with UNIDO, or arrangements for continued funding of certain activities ▪ Facilitation of the participation of Non-Governmental Organizations (NGOs), civil society and the private sector where appropriate ▪ Suitable procurement procedures for timely project implementation ▪ Engagement with UNIDO in policy dialogue to promote the up-scaling or replication of innovations ● Donor ▪ Timely disbursement of project funds ▪ Feedback to progress reports, including Mid-Term Evaluation ▪ Support by the donor's country presence (if applicable) supporting the project for example through engagement in policy dialogue
E.	**Cross-cutting performance criteria**
E.1	**Inquiries/questions:** ● Gender mainstreaming ▪ Did the project design adequately consider gender dimensions in its interventions? Was the gender marker assigned correctly at entry? ▪ Was a gender analysis included in a baseline study or needs assessment (if applicable)? Were there gender-related project indicators? ▪ Are women/gender-focused groups, associations or gender units in partner organizations consulted/ included in the project? ▪ How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries? ▪ Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)? ▪ To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?
F.	**Lessons learnt**
F.1	**Inquiries/questions:** 1. What are key lessons learned from project interventions? 2. What works? What doesn't? 3. What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project so far?
G.	**Overall project achievement**
G.1	**Criteria to be reviewed:** Overarching assessment of the project, drawing upon the analysis made under Project performance and Progress to Impact criteria above but not an average of ratings.

1.5 Methodology: Review approach, data collection method, and data analysis

1.5.1 Review approach

The MTR will be conducted in accordance with the UNIDO Evaluation Policy UNEG Norms and Standards for Evaluation, and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle.

The project has been reviewed using a participatory approach as an in-depth review whereby all key parties associated with the project will be informed and consulted throughout the review. The

reviewer liaised with the UNIDO Circular Economy & Resource Efficiency Unit (TCS/CCM/CER), Project Execution Entity (PEE), Program Management Unit (PMU), and Site Coordinating Unit (SCU) on the conduct of the Review and methodological issues.

The review used a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will assure the triangulation of the data and information collected before forming an assessment. This is essential to ensure an evidence-based and credible review, with robust analytical underpinning.

The theory of change identified causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis has been useful to feed into the design of future projects so that the management team can effectively manage them based on results.

Rating system

In line with the practice adopted by many development agencies, the MTR reviewer also used a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per Table 1.

Table 1. Project 6-point rating criteria

Score		Definition	Category
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	SATISFACTORY
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).	
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).	UNSATISFACTORY
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

1.5.2 Data Collection Method and Respondents

The MTR required various methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources, as necessary: desk studies and literature/document review, statistical analysis, key informant interviews (KII), group interview, and surveys. The specific mixed methodological approach has been used and described in this report to produce quality of evidence.

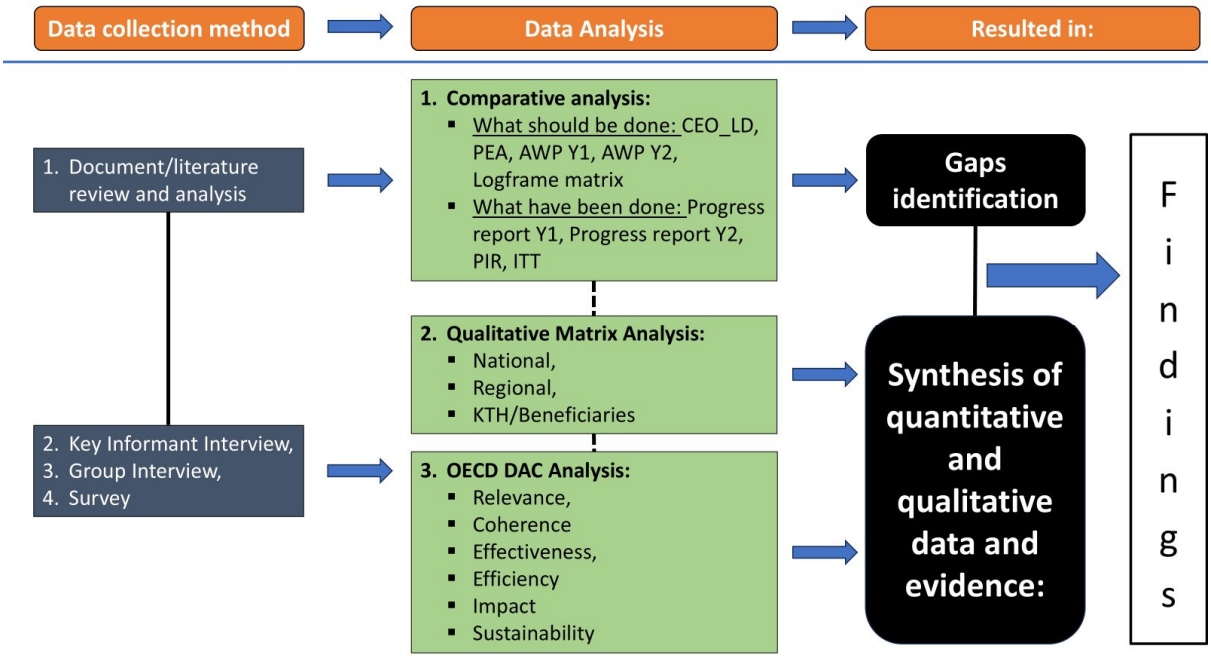


Figure 1: Data processing for MTR of MEWLAFOR

Below is an elaboration of the data collection method, data sources that have been used for measuring each inquiry/question based on review criteria:

A. Project Strategy: Project Design/relevance; and Project results framework/logframe.

To review project strategy, the reviewer/enumerator collected data, information, and evidence through **document review, off-, on-line key informant interview (KII),** and **off-line group interview (GI)**. The reviewer synthesised and triangulated the evidence that is taken from documents, KII, and GI to strengthen project strategy elaboration.

- Document review: The enumerator/reviewer dissected, examined, and analysed the project documents such as CEO LD, Project Execution Agreement, two Annual Workplans (Y1 and Y2), PSC MoM, Project Implementation Report (PIR), and two Annual Progress Reports to determine the relevance of project design, project accuracy, and compliance with specific target, and project needs or requirements. Some qualitative and quantitative evidence on project strategy have been gathered and compiled. The reviewer verified the data, information, and evidence in the KII and GI with related respondents.
- Key Informant Interview (KII) and Group Interview (GI):
  - Off-line KII/GI: The enumerator/reviewer conducted an off-line qualitative, in-depth interview with key informant or stakeholders who design MELAFOR such as UNIDO Indonesia, MoF - Directorate of Planning and Evaluation for Watershed Management, MoF - Directorate of Watershed Management and Protected Forest, MEWLAFOR working group, MEWLAFOR PPK, and PMU. Some insights, perspectives, and in-depth understanding on project strategy (e.g. project design, relevance, project logframe, coordination and collaboration at the national level) has been gained, synthesized, and verified.
  - Off- and On-line KII/GI: The enumerator/reviewer also conducted off- and on-line qualitative, in-depth interview with SCU, BPDAS, Aliansi Air, NGO/CSO (Soleliman and Bamboo Lestari), and other local GoI partners (Bappeda, DLH, Perum DAM, Agriculture Agency, Education Agency, and PUPR. Some qualitative and quantitative information on opinions and knowledge about, but not limited to, project compliance, effectiveness of project approach, project arrangement, and project coordination and collaboration at regional and district level, and

support from the national level, such as PMU, PEE, PSC etc have been collected, synthesized, and verified.

B. Progress towards Results: Progress to impact; Effectiveness; Efficiency; Sustainability; and Coherence.

To review project progress toward result, the reviewer/enumerator collected data, information, and evidence through **document review, off-, on-line key informant interview (KII)**, **Off-line group interview (GI)**, and **on-line survey**. The enumerator/reviewer elaborated, synthesized, and triangulated data and information that is taken from documents, KII, GI, and on-line survey to strengthen evidence to review project progress towards results, guided by the result chain and framework of the project.

- Document review: The enumerator/reviewer dissected, examined, and analysed the project documents such as CEO LD, Project Execution Agreement, two Annual Workplans, Project Implementation Report, PSC MoM, two Annual Progress Reports, National/Regional/District Mid-term Development Plan (RPJMN/RPJMD), and Strategic Plan (Renstra) of related sectors to identify both quantitative and qualitative project targets and achievements. The enumerator/reviewer compared and analysed both quantitative and qualitative project targets and achievements based on but not limited to performance indicators in the project result framework and the progress reports. Some qualitative and quantitative evidence on progress toward result have been gathered and compiled. The reviewer brought that evidence into KII and GI to be verified.
- Key Informant Interview (KII) and group interview (GI):
  - Off-line KII and GI: The enumerator/reviewer conducted an off-line qualitative, in-depth interview, and off-line GI with key informants or stakeholders who organize and hold monitoring and evaluation activities such as MEWALFOR working group, MEWLAFOR PPK, PMU, BPDAS, SCU, NGO/CSO, and Aliansi Air. Some insights, perspectives, and in-depth understanding on progress or project result (e.g. progress to impact or outcome, effectiveness, efficiency, sustainability, and coherence) has been collected, synthesized, and verified.
  - On-line KII: The enumerator/reviewer conducted on-line qualitative, in-depth interview with MEWALFOR working group, MEWLAFOR PPK, PMU, BPDAS, SCU, NGO/CSO, and *Aliansi Air* to elaborate, to explore, and to verify data and information on opinions and awareness of project progress and results at regional and district levels (e.g. progress that affects effectiveness, efficiency, sustainability, and coherence).
- On-line survey: The enumerator/reviewer conducted an on-line survey to collect data and information from SWAKELOLA Partners (KTH agroforestry and KTH Bamboo planting) using digital questionnaires distributed through online digital applications such as Google form. Some feedback, opinions, and information from beneficiaries and related stakeholders that focus on project effectiveness, efficiency, sustainability, and risk management have been collected, synthesized. The survey results further verified and triangulated in the KII and GI with related respondents.

C. Project Implementation and Adaptive Management: Project management (arrangement); Results-based work planning, monitoring and review, and reporting; Financial management; Stakeholder engagement and communication

To review project implementation and adaptive management, the reviewer/enumerator collected data, information, and evidence through **document review, off-, on-line key informant interview (KII)**, and **off-line Group Interview** (**GI**). The enumerator/reviewer elaborated, synthesized, triangulated, and verified data and information that is taken from documents, KII, and GI to strengthen evidence and to elaborate project implementation and adaptive management.

- Document review: The enumerator/reviewer dissected, examined, and analysed the project documents such as CEO LD, PEA, two Annual Workplans, Project Implementation Report, PSC

MoM, and two Annual Progress Reports to determine both quantitative and qualitative data and information on project implementation and adaptive management to elaborate evidence on project management, monitoring and evaluation activities, project reporting, financial management, and stakeholders' engagement and communication. Some qualitative and quantitative evidence on project implementation have been gathered and compiled. The reviewer brought those evidences in to KII and GI to be verified by related respondent/ stakeholders.

- Key Informant Interview (KII) and Group Interview (GI):
  - Off-line KII and GI: The enumerator/reviewer conducted an off-line qualitative, in-depth interview with key informants or stakeholders at national and regional level who organize and hold project management such as MEWLAFOR working group, MEWLAFOR PPK, PMU, BPDAS, SCU, NGO/CSO, Aliansi Air, and private sector. Some insights, perspectives, and in-depth understanding on project management (project work planning, coordination, and collaboration), project M&E and reporting, financial management, and stakeholders' engagement at the national level have been collected, synthesized, and verified.
  - On-line KII: The enumerator also conducted on-line qualitative, in-depth interview with SCU, BPDAS, Aliansi Air, and Swakelola partners to elaborate and explore information, opinion, and insight on project management (project work planning coordination, and collaboration), project M&E and reporting, financial management, and stakeholders' engagement at regional and district levels. Those evidences on project implementation and adaptive management have been verified in the KII.

D. Performance of Partners

To review performance of partners, the reviewer/enumerator collected data, information, and evidence through **off**- or **on-line Key Informant Interview (KII), off-line group Interview (GI)** and **on-line survey**. The enumerator/reviewer elaborated, synthesized, and triangulated data and information that is taken from KII, GI, and on-line survey to strengthen evidence to elaborate and triangulate the performance of partners in designing and implementing the project.

- Off- or on-line Key Informant Interview (KII) and off-line group Interview (KII): The enumerator/reviewer conducted an off-line qualitative, in-depth interview and group interview with UNIDO and Project Executing Entity (MoF), MEWLAFOR working group, MEWLAFOR PPK, and PMU who have supported and engaged with MEWLAFOR. Some insights and perspectives on performance partners have been gained, synthesized, and verified.
- On-line survey: The enumerator/reviewer conducted an on-line survey using digital questionnaires distributed through on-line digital application such as Google Form. Some feedbacks and opinions from beneficiaries and stakeholders who received support and facilitation from partners on their performance have been gained and synthesized. The reviewer verified the survey result into KII and GI with related respondents/stakeholders.

E. Cross cutting performance criteria

To review cross-cutting performance criteria that focus on gender mainstreaming, the reviewer/enumerator collected data, information, and evidence through **document review**, **off-** and **on-line Key Informant Interview (KII),** and **off-line group interview (GI)** with MEWLAFOR working group, MEWLAFOR PPK, PMU, BPDAS, SCU, NGO/CSO, and Aliansi Air. The enumerator/reviewer elaborated and synthesize data, information, and evidences on gender mainstreaming that collected from the document, KII, and GI to elaborate how the project addresses gender issues and integrated gender dimension into project. Some insights and evidence on gender integration into project have been collected and verified.

F. Lessons Learnt and Overall project achievement

- Document review: The enumerator/reviewer dissected, examine, and analyse the two Annual Progress Reports and other official reports to identify qualitative data on project best practices, ineffective practices, success stories, and lessons learned.
  The reviewer/enumerator inserted questions on project lessons learnt in every KII, GI, and survey to be completed by respondents and adjust to review criteria. The enumerator/reviewer summarized and synthesized the data and information on project lessons learnt for inclusion into the MTR.
- On-line survey: The enumerator/reviewer conducted an online survey to collect opinions and feedback on overall project achievements from all stakeholders involved in the implementation of the project and receiving project benefits. The survey assessment will use the project 6-point rating criteria in Table 1.

The details of the MTR plan consist of questions of each review criteria, the data collection method, data sources, risk and assumption, and tentative time implementation for the data collection can be found in **Annex 1.** The List of Data Sources (Stakeholders/Respondents interviewed) can be found in **Annex 2.**

The reviewer/enumerator developed instruments/tools for the collection of data and its analysis. The instruments for data collection include questionnaires for key informant interview, group interviews, and surveys. The instruments and tools of data collection can be found in **Annex 3.**

1.6 Limitation

- Government and other personnel made every effort to make themselves available to provide information and data, but a few key institutions and individuals were unavailable or were only available for very brief meetings. Continues approach (on- and off-line) to key respondent for data collection were conducted using existing opportunity and time availability.
- Critical limitations were the inability to reach project beneficiaries and participants rapidly since there was not establish a consolidated participant and beneficiaries' dataset in one database yet. This limitation was mitigated by contacting the key stakeholders to track entity lead/point of contact to disseminate the instruments of data collection to other members.
- Due to time constraint, focus group discussion method has been changed to group interview. The changing resulted in same data quality although required extra effort in analysing and in synthesizing data, information, and evidence for the report.
- Lack of data and information gathering from private sector such as PT Multi Bintang. The reviewer did not have any opportunity to meet the PT Multi Bintang and other private sectors in the field that have been contributed to the project. SCU has contacted PT Multi Bintang several times, but the company has not been available for interviews. Furthermore, there is information that the management structure of PT Multi Bintang has been changed, with many officers that familiar with MEWLAFOR having been transferred.

1.7 Time Schedule

Table 2. Gantt chart of 3-month MTR implementation

No.	Activities	Deliverable	Tentative time of implementation												
			November				December					January			
			W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 5	W 1	W 2	W 3	W 4
1	Undertake a desk review of project documentation and relevant		X												

No.	Activities	Deliverable	Tentative time of implementation												
			November				December					January			
			W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 5	W 1	W 2	W 3	W 4
2	Determine key data to collect and adjust the key data collection instruments accordingly	▪ list of inquiry questions for the review is adjusted ▪ List of stakeholders to be interviewed is drafted ▪ Inception report is developed	X												
3	Prepare an inception report (MTR Plan and Protocol) consisted but not limited to: 1. Review methodology 2. Specific methods for data collection 3. Draft of theory of change, 4. Time schedule for MTR		X	X											
4	Briefing with the UNIDO Circular Economy & Resource Efficiency Unit, MOEF Project management staff and other key stakeholders	Minutes of Meeting: Interview notes is developed			X										
5	Undertake preliminary data collection	▪ Interview notes are compiled ▪ Data and evidence are collected ▪ Review/debriefing presentation of the Review's preliminary findings prepared, ▪ Findings, conclusions, recommendations and lessons learnt are drafted	X	X	X										
6	Undertake project stakeholders, partners, and beneficiaries' consultation to verify and complete preliminary findings					X									
7	Collect appropriate data and information in a real time manner; and keep abreast with feedback from the stakeholders.						X	X							
8	Prepare the draft review report, with inputs from the team members, and in accordance with the review TOR	Draft review report is submitted								X	X	X			
9	Share the review report to the project manager and stakeholders for feedback and comments.												X		
10	Online debriefing: Present preliminary findings, conclusion, recommendations, and lessons learnt to stakeholders for factual validation and comments	▪ Power point presentation is prepared ▪ Feedback from stakeholders is obtained and discussed ▪ Additional meetings are conducted as needed											X		
11	Conduct additional meetings with and obtain additional data from Review/project manager and other stakeholders as required													X	
12	Revise the draft of review report based on comments and suggestions received and edit the language	Final Review report submitted to Review manager												X	X
13	Finalize the report and prepare a two pages summary of a take-away message from the review														X

II. Context of the project and Theory of Change

2.1 Context of the project

Land degradation is "the deterioration or loss of the productive capacity of soil for present and future" (GEF, 2019). In its 2019 Special Report on Climate Change and Land, the Intergovernmental Panel on Climate Change (IPCC) calls land degradation "a negative trend in land condition, caused by

direct or indirect human-induced processes, including anthropogenic climate change, expressed as a long-term reduction or loss of at least one of the following: biological productivity, ecological integrity, or value to humans."

Globally, about 25 percent of the total land area has been degraded (GEF, 2019). The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) states that "currently, degradation over the Earth's land surface through human activities is negatively impacting the well-being of at least 3.2 billion people, pushing the planet towards a sixth mass species extinction, and costing more than 10 percent of the annual global gross product in loss of biodiversity and ecosystem services." The IPBES further notes that if current trends continue, 95 percent of Earth's land area could become degraded by 2050. In other words, land degradation is happening at an alarming pace. And it has become one of the world's most pressing environmental problems (GEF, 2021).

When land is degraded, soil carbon and nitrous oxide are released into the atmosphere. This makes land degradation a main cause of the acceleration of climate change. In turn, climate change exacerbates the rate and magnitude of several ongoing land degradation processes and introduces new degradation patterns (IPCC, 2019).

Land degradation has profound implications for natural resource-based livelihood systems and societal groups. People in degraded areas who directly depend on natural resources for subsistence, food security and income, including women and youth with limited adaptation options, are especially vulnerable to land degradation. Land degradation reduces land productivity and increases the workload of managing the land, affecting women disproportionately in some regions. Land degradation can also act as a threat multiplier for already precarious livelihoods, leaving them highly sensitive to extreme climatic events, with consequences such as poverty and food and water insecurity; and in some cases, migration, conflict and loss of cultural heritage (IPCC, 2019).

The impacts of land degradation extend beyond the land surface itself, affecting freshwater and marine systems, as well as people and ecosystems far away from the local sites of degradation (IPCC, 2019). Since it is fertile soil and forest vegetation that can best store water, land degradation is one of the main drivers and root causes of water scarcity. Land use transformation (such as the conversion of wetlands and forests to other uses) can cause increased nutrient (nitrogen and phosphorus) loads, which move through the source-to-sea continuum into marine environments to cause eutrophication, whereby excess nutrients stimulate high levels of plankton growth. When these plankton die, their decomposition by aerobic bacteria consumes so much oxygen in the water that major areas (Large Marine Ecosystems) can experience very low oxygen conditions, or hypoxia—causing significant ecosystem decline.

In Indonesia, degraded land is referred to as "critical land". Based on MOEF data for 2020, Indonesia has 13.7 million ha of critical land (updated from PIF figure), which is largely due to inappropriate land use and land management. In general, a large percentage of land users do not utilize the land in accordance with it carrying capacity and do not adopt sound land and water conservation techniques.

In the densely-populated East Java province in particular, land degradation is a serious problem. The Brantas River Basin makes up 25% of East Java (1.2 million ha), supplies water for various needs to more than 23 million people and a large number of industries, and provides vast ecosystem services to metropolitan and rural life. According to the Integrated Brantas Watershed Management Plan for East Java Province (2010), "The condition of the rain catchment area in the upstream part of the Brantas watershed is getting worse as a result of forest encroachment and land use that does not heed the rules of soil conservation and water conservation." Under national regulation PP 37/2012 on Watershed Management, the Brantas Basin was classified as a "critical watershed"—defined as a watershed with degraded land areas that negatively affect water quality, quantity and continuity; the socioeconomic conditions for the resident population; and which requires investments in proper

land use and water management. In Indonesia's National Medium-Term Development Plan (RPJMN 2015-2019), the Brantas Basin, as one of 15 watersheds nationally, was labelled a priority intervention area that must be restored to regain its carrying capacity.

The Brankal, Sadar and Porong sub-catchment areas of the Brantas—collectively referred to locally as the Cumpleng catchment—is home to some of the major industries in East Java. Deforestation and land degradation-induced water scarcity in the upper reaches of the sub-catchment areas (due to increased demand for forest resources and arable land for rainfed agriculture) is putting the sustainable provision of water to people and businesses at risk. MOEF indicates that 18,367 ha of critical land (updated from PIF figure) sits in the sub-catchment areas (see Table 1). This critical land area is depicted in Map 1 (red).

Table 3: Critical Land in Brankal, Sadar and Porong Sub-Catchments

Sub-Catchment	Critical Land (ha)
Brankal	14,899
Sadar	1,871
Porong	1,597
Total	18,367

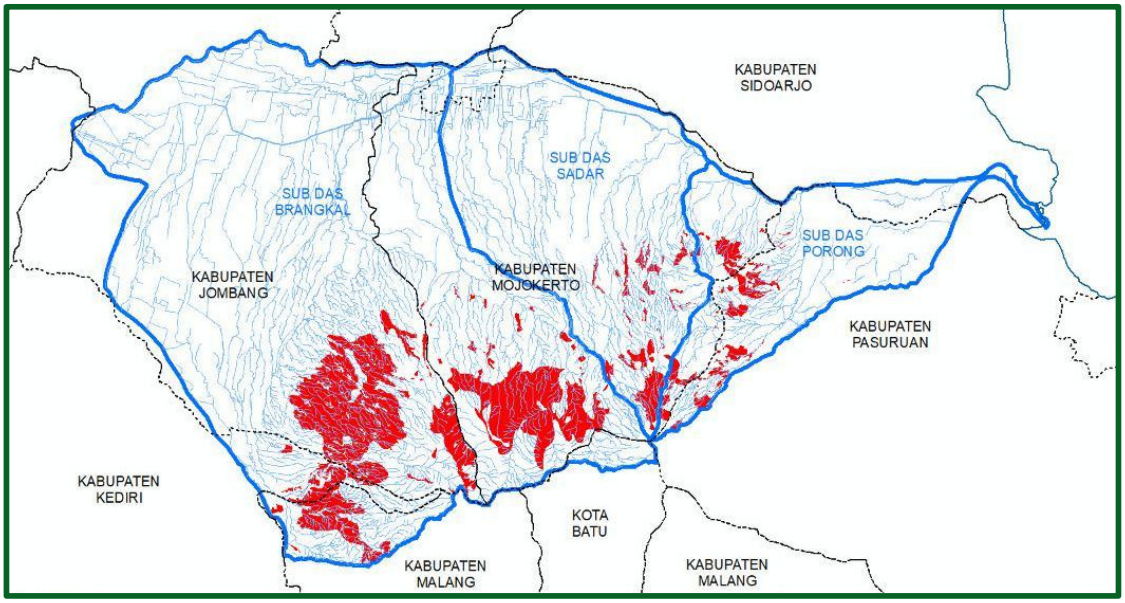


Figure 2: 2020 Critical Land Area in the Brankal, Sadar and Porong Sub-Catchments of the Brantas River Basin (source: MOEF, 2021)

Progressive deforestation and land degradation has distorted the hydrology of the sub-catchment areas in terms of quality and quantity of water yield.

1. There is now a drastic decrease in the infiltration and sediment retention capacity of the land in the upper reaches of the sub-catchment areas;
2. Precipitation occurring during intensive rainfall events in the rainy season can no longer percolate into the underground and replenish the aquifers, which leads to a reduced yield of downhill springs or to a complete drying up of perennial springs during the dry season;
3. During the rainy season (when more than 80 percent of the annual rainfall occurs), the forests can no longer absorb and retain the heavy rainfall, leading to surface runoff, erosion and landslides.
4. Unless retained, percolated and slowly-released by the forests, heavy rainfall in the upper reaches will cause the downstream river levels to rise and eventually flood riparian land.

5. Eroded soil, with can include nitrate and phosphate from adjacent agricultural land areas, is reaching water bodies unhindered. These nutrient inputs to the water system can contribute to eutrophication and hypoxic zones ("dead zones") where no form of aquatic or marine life can persist.
6. About 75 percent of the Brantas Basin is non-forest area and less than 25 percent functions as forest area. This is in contradiction to national law 41/1999 on Forestry, which states that "forest management must ensure the greatest welfare of the people and must contribute to increase the carrying capacity of any watershed, and thus forest coverage must be maintained in at least 30 percent of any watershed area"; and law 26/2007 on Space Management, which determines that forest areas must cover at least 30 percent of any watershed area.
7. Mountains and upstream forests can no longer provide the ecosystem services required for water supply to downstream communities. PDAM[1]s is not able to supply sufficient water to the population and resident industries. Businesses have regularly had to reduce production or shut down production processes during periods of water scarcity.

The restoration of forests and the establishment of a collaborative multi-stakeholder platform for the restoration of critical ecosystem services were identified as priority measures in a participatory stakeholder engagement workshop to plan measures to overcome land-degradation-induced water scarcity in the three sub-catchment areas. In the closing session of this workshop, the stakeholders representing major industries in the catchment areas committed to support the establishment of a multi-stakeholder alliance for water stewardship.

2.2 Theory of change

The MEWLAFOR designed a theory of change (ToC) illustrated in figure 3 to address barriers such as those impeding industry engagement in water stewardship activities, those faced by resident communities to engage in sustainable land management practices, and those called institutional capacity barriers.

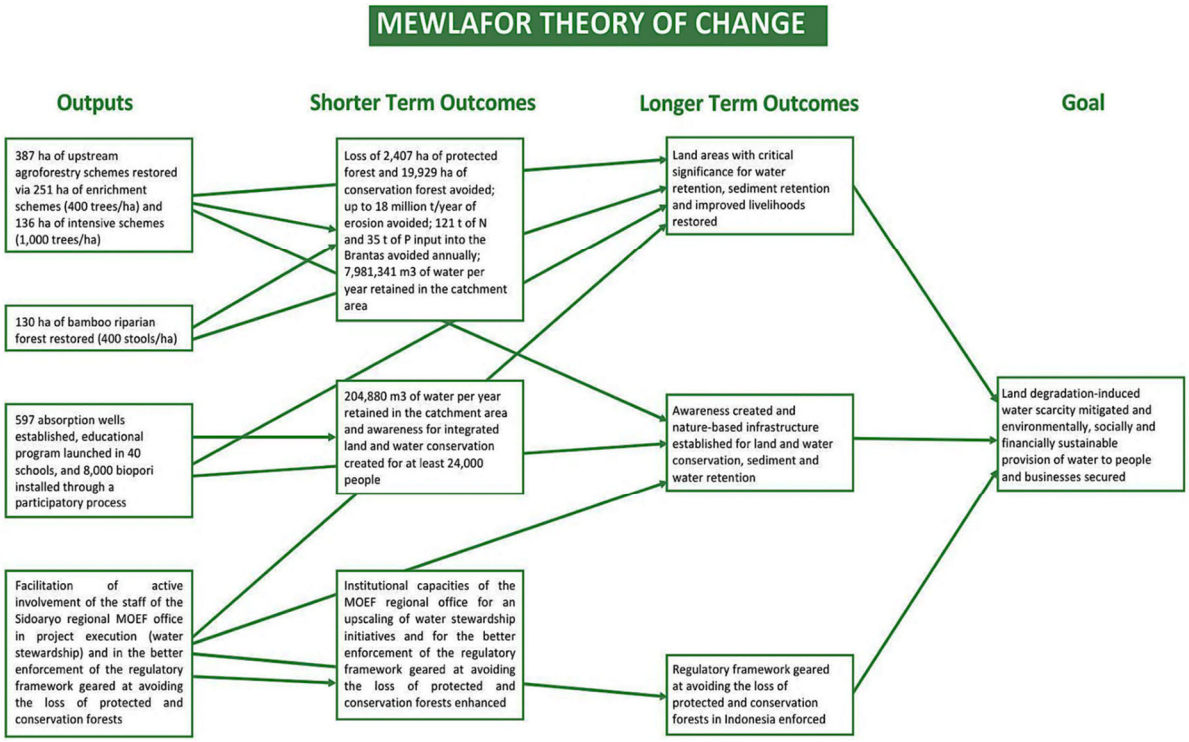


Figure 3. MEWLAFOR theory of change

[1] PDAM stands for *Perusahaan Daerah Air Minum* (Indonesian Regional Water Utility Company)

The project confidently will achieve the four target outputs seek to 1) avoid losing forest by protecting the forest from erosion, and water retained in the catchment area. 2) increase awareness of residents of options for creating integrated land and water conservation, and 3) enhance institutional capacities of the Ministry of Forestry regional office to upscale initiatives of water stewardship and to improve enforcement of the regulatory framework.

The ToC indicates the logical progression of activities and outputs in coordination with Government services and by working with the private sector to restore land areas with critical significance for water retention, sediment retention, and improved livelihoods; improving awareness and capabilities of institutional and people; and enforcing regulatory framework.

III. Findings

3.1 Project strategy

The MEWLAFOR project aims to address land degradation, water scarcity, and climate vulnerability in East Java's Brantas River Basin through an integrated public-private partnership approach. The strategy includes:

- Ecosystem restoration and nature-based infrastructure
- Institutional strengthening and capacity-building
- Livelihood improvement through agroforestry and riparian restoration
- Demonstration-scale infiltration infrastructure

The project is aligned with global and national priorities, and its strategy is supported by robust biophysical valuation and cost-benefit analysis. Early implementation evidence and beneficiary feedback confirm the project's strong contextual fit and local ownership.

3.1.1 Overall project design

The project design is highly relevant to the needs of the target beneficiaries and aligns with national and sectoral priorities. It addresses critical land and water issues in Indonesia, particularly in the Brantas Basin, and contributes to other issues, such as climate mitigation and water resilience. The project has made significant contributions to development plans at national, provincial, and district levels, and has been effective in addressing farmers' needs and supporting environmentally friendly industries. The project's impact includes:

- Avoiding 18 million tons of erosion annually
- Retaining 7.98 million m^3 of water per year
- Sequestering 9.69 million metric tons of CO2
- Improving farmers' welfare through agroforestry yields
- Supporting sustainable industrial development and environmental protection

The project has been well-received by beneficiaries and stakeholders, who praise its structured plan, effective use of expert consultants, and ability to respond to urgent needs at the local level.

At regional, informants identified strategic barriers focused on sociological aspects and cross-sector coordination. The project team faced challenges in aligning the vision of land and water conservation with the economic realities of communities in the tourism area, as well as difficulties in building a solid collaborative commitment among stakeholders to support the project's sustainability.

PPK MEWLAFOR at regional: "***public awareness often still clashes with short-term financial interests, especially because the project location is in a tourist area which has high economic dynamics***.

However, its future success needs to be supported by simplifying the institutional structure and adjusting targets to be more realistic with operational constraints in the field, intersectoral coordination, and the technical quality of the seedlings, which must be improved. The project's future success depends heavily on its ability to integrate more

deeply with regional programs, ensuring not only a long-term solution but also a development model that can immediately and equitably benefit the community.

3.1.2 Risk Management

The evaluation finds that the project has applied an adaptive and communicative risk management approach, particularly through strengthened inter-agency coordination to address political and technical challenges at field level. However, significant risks remain, most notably recurrent delays in donor fund disbursement, which constrain timely implementation and complicate financial accountability. Additional risks stem from changes in regional leadership that may affect continuity of support, as well as overlapping or contradictory land-use activities financed by other sources that can undermine soil and water conservation efforts.

3.1.3 Project relevance

Overall, the project has a highly relevance, strongly aligning local needs at the district level with national strategic policies and donors. The project is considered highly relevant because it can map its contribution to national and regional development plans, global frameworks such as the SDGs, and the FoLU Net Sink target as part of climate change mitigation. At the baseline level, this project directly addresses pressing issues in Mojokerto Regency, such as drought during the dry season and flooding during the rainy season caused by natural resource degradation and land use changes. Furthermore, this project is considered good progress in raising awareness among local governments and the community, while also demonstrating that the private sector can play a role in environmental improvement and meeting industrial water needs in accordance with donor priorities (GEF).

At the beneficiaries and community level, the project is highly relevant to the economic and ecological needs of the local community. This project has increased awareness of the importance of preserving critical land to prevent natural disasters while also offering the hope of increasing income through fruit crops. However, this success is still overshadowed by challenges related to labour availability and the need for a more intensive monitoring system to ensure that each farmer group receives equal and sustainable support.

3.1.4 Project result framework/Logframe

Expected results:

The project result framework remains highly relevant, realistic, and measurable because it has a strong logical flow from the activity level to long-term objectives (Project Objectives). Project success depends heavily on the consistent achievement of technical outputs, which are expected to trigger collective behavioral changes, although it is recognized that the final outcome level remains influenced by external dynamics beyond project management.

The results chain in the logframe, which includes impact, outcome, and output, is considered clear and logical for stakeholders. The project's impact consistently reflects the achievement of long-term community expectations, particularly in terms of maintaining the health of the Brantas Watershed ecosystem, meeting the needs for water, clean air, and a healthy environment. Project outcomes are seen as reflecting changes in behavior and system performance at the individual, community, and institutional levels. Furthermore, project performance indicators are developed in a hierarchical manner, with output indicators designed to provide a tangible contribution to the achievement of outcomes and overall project performance indicators.

However, risk factors and assumptions that will affect the success of achieving objectives need to be presented in the logframe to be taken into account by project implementers in planning, implementing, and evaluating the project.

Indicators:

The project's performance indicators are still considered adequate and can be triangulated to accurately measure target achievement. The existence of a project Key Performance Indicators (KPI) tracking system provides a strong foundation to ensure that each indicator, both quantitative and those supporting social inclusion, remains consistently used as a basis for measuring project achievement. However, operational definitions are still needed for each variable that builds the indicators to avoid misunderstandings by the stakeholders, especially by stakeholders who are not directly involved in and connected to the project. More broadly, the Internal Indicator Tracking (IIT) system is also still needed to monitor and ensure that project implementation remains on track to achieve its predetermined targets.

Sources of verification:

The project's sources of verification are assessed as reliable and capable of systematically providing evidence of indicator achievement. According to the PMU, all implementation data and supporting documentation are properly stored and verifiable, ensuring accountability across project activities. Existing verification sources are considered effective for tracking progress prior to project completion, particularly in monitoring the achievement of output-level indicators and confirming their contribution to overall outcome-level performance.

From a technical perspective, project verification sources are well documented and fully adequate to substantiate output achievements and support outcome performance tracking. However, a key challenge lies in the dissemination and accessibility of verification data for government partner institutions, which currently limits their ability to independently verify and monitor ongoing project indicators. Strengthening data-sharing mechanisms would enhance transparency, ownership, and joint accountability among implementing partners.

3.1.5 People involved and their contribution

The project strategy and results framework were developed through a collaborative, cross-sectoral process involving central and local government institutions as well as technical experts and consultants. This approach helped establish a common understanding of project objectives and expected results from the outset. Implementation has remained closely guided by the agreed project documents, which continue to serve as the main reference point for ensuring coherence, direction, and alignment across activities.

The project is built through strong government engagement at both national and subnational levels. The project document has functioned effectively as a central guide for implementation, supporting consistent decision-making, and strategic clarity throughout execution.

However, the private sector and non-governmental organizations did not optimally participate in formulating project strategies and project results frameworks.

3.1.6 Key challenges

The main challenge in designing projects and building a results framework is related to the difficulty of building synergies between parties. The project team faced challenges in aligning the vision of land and water conservation among related stakeholders that having varied interests and commitments.

3.2 Progress toward results

Up to December 2025, the project has made significant progress in land rehabilitation and water conservation in the Brankal, Sadar, and Porong sub-catchments of East Java. Here are the key highlights:

KTH Cembor Hijau, Mr. Kusmanadi: "***Thank you to MEWLAFOR for helping us restore the land by planting fruit and bamboo seedlings. In the future, we hope that our income will increase, groundwater availability will be abundant, and erosion and landslides will no longer occur***."

- Based on the project logical framework, MEWLAFOR has 43 performance indicator targets comprising 3 impact indicators, 10 outcome indicators, and 30 output indicators. However, as of December 2025 only one target has been achieved and the rest are still progressing and/or have not yet started.
- Agroforestry: Planting seedlings for 251.24 (64.92%) hectares of agroforestry involving 14 farmer groups, with 116,427 seedlings distributed and training provided to 256 participants (223M; 33F) have been conducted.
- Riparian Bamboo Planting: Planting bamboo for 129.82 (99.86% or 36.385 trees) hectares across 10 sites in Mojokerto and Jombang involving 10 farmer groups with 139 participants (131M; 8F) have been conducted.
- Bio pore: 4,755 (59.44%) bio pore systems in 85 schools involving 6,070 students have been built. Of the 85 elementary schools, 40 have received *Adiwiyata*[2] awards (green school, provincial, and national). It is hoped that with MEWLAFOR, the rest can become *Adiwiyata* schools.
- 1 package of educational materials for teachers, the "Brantas Box" developed.
- 3 water conservation master plans according to the regulation No. 7/2004 on Water Resources and government regulation No. 42/2008 have been developed.
- Five studies are accomplished:
  1. Gender analysis in water conservation in Mojokerto and Jombang regency by Ms. Mia Siscawati was completed
  2. Gender analysis in community forest restoration and marketing of non-timber forest products by Ms. Yanti Lacsana was completed.
  3. Water Conservation Master Plan: Development of a master plan by Brawijaya University to address biophysical, institutional, and socio-economic issues.
  4. Hydrological Modelling: Initial simulations show reduced surface runoff and sediment yield.
  5. Non-Timber Forest Products Market Analysis by PT Cemerlang has been conducted

3.2.1 Progress to impact

Although still in its early stages, the project has demonstrated progress toward long-term impacts, particularly in land cover improvement, technical water conservation, and increased local community awareness. Consistent implementation of planning documents and RHL budget support are key pillars of this progress. However, future challenges lie in the need for more precise field impact measurement, strengthening collaborative structures, and scaling up the initiative beyond Mojokerto Regency so that its benefits can be felt throughout the Brantas River Basin. At regional level, long-term progress depends heavily on managing social risks such as land conflicts and financial dependency, as well as the need for more massive education to change the behaviour of upstream communities so that they do not only rely on short-term incentives.

[2] *Adiwiyata* School is a school that cares about and has an environmental culture, where all school residents (teachers, students, staff) are actively involved in environmental protection and management efforts through the integration of environmental education into the curriculum, school activities, and good governance, creating a healthy, clean, and sustainable learning environment to form a generation that is responsible for the environment.

Three dimensions of UNIDO's impact

MEWLAFOR is on a strong footing to deliver its long-term goals: better water security, healthier land and forest ecosystems, and more resilient livelihoods across the Brantas River Basin. Improved land management, functioning nature-based infrastructure, stronger institutional coordination, and active public–private partnerships for water stewardship together form a credible and realistic pathway to impact.

- Safeguarding environment:
  The project is already showing clear results on the ground. Restoration work has focused on 252.24 hectares of upstream agroforestry systems, 129.82 hectares of riparian bamboo corridors, build 4,755 biopores in 85 schools, strengthening ecosystems and improving overall watershed performance.

  Beyond these direct environmental gains, the project is generating important secondary benefits. Local capacity for land and water governance has grown, coordination among government agencies and partners has improved, and environmental priorities are increasingly aligned with private-sector engagement. Most notably, MEWLAFOR is beginning to shift the way land and water management is approached—from fragmented, stand-alone actions to a more integrated, catchment-level model—by putting the right technical systems and institutional arrangements in place. To date, no significant negative or unintended long-term effects have been identified

- Economic performance:
  MEWLAFOR is also delivering real economic and social value. Through community-based implementation (*swakelola* – self management), restoration and infrastructure activities have created short-term income opportunities and early livelihood benefits.

  Although the project has not yet expanded on a large geographic scale, the groundwork needed for scaling up is firmly in place. Stronger institutional capacity, growing private-sector involvement, and close alignment with national priorities on land restoration and water management position MEWLAFOR well for future expansion through government programs, CSR initiatives, and follow-on investments.

- Social inclusiveness:
  The project has integrated ecosystem restoration with direct economic benefits for communities surrounding the Brantas watershed. Water conservation, wage employment, and educational programs such as the Brantas Box are key pillars of its achievement. However, the project still faces challenges in expanding its social inclusion beyond gender such as to the diffable and elderly and strengthening local institutions to ensure the positive impacts related to gender issues.

3.2.2 Effectiveness

The project's strong relevance, sound technical approach, and active engagement of communities and institutions have contributed to its progress. The project has made significant progress in delivering its main outputs that contributed to its intended outcomes.

- The project has restored and improved the management of land and forest areas through agroforestry and riparian bamboo systems and built nature-based water infrastructure, and is progressing on the establishment of multi-stakeholder platforms to coordinate land and water management.
- The project progress has led to tangible environmental and social-economic benefits, including reduced runoff and erosion risk, improved groundwater recharge, providing healthier land cover, and increasing awareness and participation around water and land conservation. Most targeted outputs have been progressing, and the project remains on track to meet its outcome-level targets.

Table 4. Distribution of Agroforestry (251,24 Ha) as per Village and Farmer Groups (KTH)

Name of Village (13)	Forest Farmers Group (14 KTH)	Planting Area (Ha)	Number of trees planted for commodities
Penganggungan	KTH Alas	35.24	16,562
Claked	KTH Sumber Agung	24.4	11,472
Seloliman	KTH Agrokendalisodo	24.8	10,912
Rejosari	KTH Binawarga	7	3,392
Ngembat	KTH Centongsari 1	7.6	3,345
Kalikatir	KTH Magro Makmur	35.6	15,693
Begaganlimo	KTH Rimba Hijau	11.2	4,928
Padusan	LMDH Pesona Alam Lestari	25.8	13,932
	KTH Rimba Makmur	9	4,230
Cembor	KTH Cembor Hijau	11.2	4,928
Kemiri	KTH Rimba Lestari	15.4	7,253
Kunjorowesi	KTH Hutan Kunjoro	10	4,400
Wonosalam	KTH Argo Tani Mulyo	14	6,580
Carangwulung	KTH Agro Lestari	20	8,800
Total		**251.24**	**116,427**

Source: PMU and SCU, 2025.

The project has achieved technical results, including agroforestry and bamboo restoration, biopore and absorption wells, and active community engagement. Community awareness of land and water conservation is noticeably higher, including strengthened institutional capacity, improved collaboration with the NGOs/CSOs, and early livelihood gains for communities.

- The project's approach has shown potential for replication, with stakeholders recognizing the value of agroforestry, bamboo-based restoration, and nature-based infrastructure.
- The project's approach has resulted in higher levels of knowledge and participation, early livelihood benefits, and visible improvements in local environmental conditions.
- The project's approach has been delivering positive environmental, social, and economic benefits, while laying credible pathways toward medium- and long-term impacts at the catchment and institutional scale.

Table 5. Distribution of Bamboo Planting (129,82 Ha) as per Village, Forest Farmer Group, and Tahura Conservation Group (KTH/KPT)

Name of Village (9)	Farmer Group (6 KTH)/Tahura Conservation Group (4 KPT)	Planting Area (Ha)	Bamboo	Other commodities
Gumeng	KPT Gumeng Lestari	45	16,840	2,960
Dilem	KPT Taruna Bakti	10	3,520	880
Tawang Rejo	KPT Watu Jengger	11	4,356	484
Trawas	KTH Pringgondani	10,22	2,473	1,839
Dinoyo	KTH Damai Sejahtera	3.75	413	1,239
Sumber Jati	KTH Harapan Jaya	7,4	814	2,442
Ngembat	KTH Centongsari	4	434	1,453
	KTH Jaya Lestari	23	3,036	7,085
Panglungan	KPT Ngudi Lestari	5	2,200	-

Name of Village (9)	Farmer Group (6 KTH)/Tahura Conservation Group (4 KPT)	Planting Area (Ha)	Bamboo	Other commodities
Wonosalam	KTH Agro Tani Mulyo	10.45	2,299	2,299
Total		**129.82**	**36,385**	**20,681**

Source: PMU and SCU, 2025

At both the individual-farmer and community levels, the project has demonstrated significant progress in land conservation and improving farmer welfare through agroforestry systems. The project has progressively transformed the physical landscape of deforested areas into productive ones and fostered optimism among the farmer groups (KTH). However, the project's long-term effectiveness depends heavily on optimizing crop care, mitigating wildlife pests, and streamlining technical procedures to better accommodate human resource capacity at the farmer level. A more in-depth identification of the problems faced by each group is essential to ensure specific targeted solutions.

However, uneven coordination among institutions, the time needed to build trust and influence behaviour at community level, and the need to maintain high technical standards have slowed progress in some areas. The effectiveness in achieving results at the regional level is still hampered by rigid administrative budget procedures, limited time and financial resources, which make the project more of an awareness-raising model than a permanent, large-scale solution.

PMU, PPK MEWLAFOR at national, and MWG: " ***all activities are carried out based on project documents reflected in the AWP, monitored through KPI tracking, directing activities towards physical vegetative and civil technical rehabilitation of forests and land (RHL) as a water conservation effort"***

3.2.3 Efficiency

Operationally, the project has implemented efficiency principles by using official government cost standards and monitoring strict work plan documents. The project has actively managed efficiency through phased implementation, alignment with existing government programs, use of standard technical guidelines, and regular tracking of progress and expenditures.

- Resource Utilization: The project has made good use of its resources, with most of the budget directed towards on-the-ground activities such as community-based restoration, nature-based infrastructure, and capacity building.
- Cost Management: The project has kept implementation costs under control by using community-based self-managed (*swakelola*) approaches, applying government standard unit costs, and working through local institutions and facilitators.
- Value for Money: The results achieved represent good value for money, with the project delivering more than originally anticipated in some cases, such as linking restoration activities with education, awareness raising, and early livelihood benefits.
- Timeliness: Most activities were carried out broadly in line with agreed schedules and annual work plans, with some delays occurring due to coordination, community mobilisation, and technical preparation.

Table 6. Budget Plan Vs Spending in IDR as of December 2025 – Project Output

Output	2024		2025		Total	
	Plan	Spending	Plan	Spending	Plan	Spending
Output 1.1	4.642.803.697	4.263.897.205	1.695.089.000	419.197.215	6.337.892.697	4.683.094.420
Output 1.2	3.223.896.560	2.329.128.729	1.903.351.000	173.581.438	5.127.247.560	2.502.710.167
Output 2.1	808.524.916	104.017.434	6.097.772.000	754.268.622	6.906.296.916	858.286.056
Output 2.2			853.000.000	358.558.587	853.000.000	358.558.587

Output	2024		2025		Total	
	Plan	Spending	Plan	Spending	Plan	Spending
Output 3.1	1.879.112.112	790.433.244	2.182.653.000	617.404.342	4.061.765.112	1.407.837.586
Output 4.1	1.030.335.680	695.859.246	1.424.818.000	991.352.522	2.455.153.680	1.687.211.768
Output 4.2	N/A	N/A	N/A	N/A	N/A	N/A
Grand Total	**11.584.672.965**	**8.183.335.858**	**14.156.683.000**	**3.314.362.726**	**25.741.355.965**	**11.497.698.584**

Source: PMU 2025

As of December 2025, the project has absorbed 44.7% of its planned budget. 40.7% of this spending budget is used to achieve Output 1.1 and it had spent 73.9% of its planned budget. The budget absorption from 2024 to 2025 decreased from 70.6% to 23.4%.

Overall, the project has demonstrated a solid level of efficiency, with resources being used economically, costs being reasonable in relation to results, and outputs being delivered on time despite the project's complexity.

However, efficiency is substantially hampered by budget limitations disproportionate to the size of the intervention area in the Brantas River Basin, as well as bureaucratic obstacles in disbursing funds. Therefore, extending the project duration until 2027 and strengthening collaboration through a payment for environmental services scheme are strategic steps to ensure that project objectives can still be achieved with available resources.

3.2.4 Sustainability

The project has laid a solid foundation for sustaining its results beyond the project period, with some risks that require continued attention.

- Institutional Sustainability: The project is reinforcing institutional sustainability through hands-on capacity building and helping to ensure that project practices become part of routine government and partner operations.
- Socio-Economic Sustainability: Community-based restoration approaches are providing early livelihood benefits and fostering a sense of local ownership over conservation efforts.
- Knowledge Sharing: The project has documented and shared technical approaches with government institutions, communities, and other partners, opening the door for replication and scaling through government programs and future investments.
- Long-term Continuation: The project's results will ultimately depend on sustained institutional support and financing of up-scaling activities after the project ends, but the project has put in place credible mechanisms to manage key risks and transfer, replicate, and potentially scale its most successful elements.

PMU: "***To maintain sustainability, the team implemented a priority strategy by completing one activity before moving on to another, as well as internalizing the activity to the relevant parties***"

PPK MEWLAFOR at national and MWG: "***Institutional strengthening through the formation of Women Farmers Groups (KWT) and increasing the capacity of Forest Farmers Groups (KTH) is the main strategy in maintaining the sustainability of the program***."

The project faces risks related to institutional commitment, follow-up financing, uneven ownership across partner institutions, and potential decline in community engagement after project closure. This will be critically contingent to the revenues communities can obtain from the sale of non-timber forest products. The project has put in place practical measures to support long-term sustainability, including embedding project approaches into government mandates, capacity building, and community-based restoration approaches.

This project has a good opportunity for sustainability in terms of social acceptance and local institutional strengthening, where the community has felt direct benefits and is aware of

maintaining the existing outputs. However, there is a high financial vulnerability due to dependence on limited regional budgets and ecological pressures in the upstream area that can challenge the physical results of the project. Therefore, an exit strategy that focuses on community group independence and integration into regional policies is crucial before donor funding ends. The establishment of mechanisms for the processing and marketing of non-timber forest products will be critical for sustainability.

PPK MEWLAFOR at regional and national: "***the potential for unavailability of funds to continue activities after the project ends is very significant"***

At regional level, the sustainability of the project heavily depends on the commitment of local government leaders to follow up on the project's results. Although governance systems and technical capacity are in place, urgent steps are needed to institutionalize project outcomes into formal policies and regional budgets (APBD/CSR) to prevent them from stopping when donors leave. Long-term success will be determined by the goodwill of stakeholders to see the interests and needs of the community and the environment, as well as more systematic post-project monitoring integration.

The existing regulation of Mojokerto Regent No. 19/2018 concerning Community Social Responsibility (CSR) fund management can be the initial foundation to support the sustainability of the program in terms of governance and policy to support on budget provision sourced from the private sector. One strategy for implementing this Regent Regulation is to build a CSR website for Mojokerto Regency (https://csr-v2.mojokertokab.go.id/). This website contains a list of companies in Mojokerto Regency that have CSR funds and proposals for the needs of institutions or communities. This website functions as a platform connecting the needs of institutions or communities that are proposed to the company through CSR funds. The Company's CSR funds are used to meet the needs of the community or institution and are then reported and uploaded by the relevant Technical Service to the website to ensure transparency and accountability.

The Aliansi Air[3] is working on a Regional Regulation regarding water balance based on the new Ministerial Regulation of the Environment by advocating with the Regional People's Representative Council (DPRD) and the Regent of Mojokerto Regency while also refining Regent Regulation No. 19/2018 regarding the management of existing CSR funds by increasing the percentage of CSR allocation. In addition, the Aliansi Air has also conducted outreach and improvement to schools regarding biopores and infiltration wells.

The sustainability of the project at the beneficiary level depends heavily on farmers' independence in caring for their crops until they reach their productive stage and their ability to cope with natural challenges and pests. Although farmers have strong internal motivation to continue their activities, they still expect an active role from the government, particularly the Forestry Agency, in providing technical support and post-project mentoring for the marketing of non-timber forest products. Long-term success is measured not only by vegetation growth but also by the success of the economic transition, where agroforestry products are truly able to replace donor funding for the well-being of group members.

3.2.5 Coherence

In general, the project shows strong coherence, with results to date fitting well—sometimes fully, sometimes partially—within the relevant global, national, and subnational frameworks.

[3] Aliansi Air is a foundation that focuses on water resource conservation, especially along the Brantas River, through research, and education. In MEWLAFOR, Aliansi Air is a member of development team that plays a role and functions as a multistakeholder forum for strengthening communication, coordination, collaboration, and policy advocacy for water resource conservation.

At the global level, its work on land restoration, agroforestry, riparian bamboo rehabilitation, and nature-based water infrastructure; it sits squarely within the ambitions of the UN Decade on Ecosystem Restoration and aligns with GEF's role as the financial mechanism of the UNCCD, particularly under the Land Degradation focal area. By targeting degraded catchments, improving water retention, and reinforcing community-based land management, the project is directly contributing to efforts to reverse land degradation while also creating tangible livelihood benefits. Its public–private partnership approach, including engagement with private actors through water stewardship initiatives, is also well aligned with the GEF-7 corporate and LD strategies, especially the push to test and scale models that bring the private sector into land restoration efforts. Attention to women's participation—through women farmer groups and more inclusive community processes—shows a clear, if still evolving, alignment with GEF's Gender Policy.

At the national and regional levels, the project is equally well anchored in Indonesia's development planning framework. Its emphasis on watershed rehabilitation, water security, ecosystem restoration, and improved community livelihoods closely mirrors the priorities set out in the National Medium-term Development Plan (RPJMN), particularly around environmental sustainability, land and forest rehabilitation, and climate and disaster resilience.

In Mojokerto District, project activities align with the Regional Medium-term Development Plan (RPJMD) and the Strategic Plans (*Renstra*) of relevant government agencies, contributing directly to local targets on restoring degraded land, strengthening water resource management, and empowering communities. Taken together, this alignment shows that the project is not working in isolation; rather, it is embedded within existing policy and planning processes, which strengthens its relevance and improves its prospects for sustainability and future scaling up.

> Bappeda of Mojokerto District: "***The project aligns with and supports the achievement of the Mojokerto Regent's fourth Mission: environmental conservation, and the Environmental Agency (DLH) program, with the following performance indicators:***
> - ***Environmental Quality Index (IKLH - Air, Water, and Land Cover Quality Index),***
> - ***Green Open Space Indicator: The area of managed green open space"***

Establishing communication with various regional government agencies (OPDs) in Mojokerto Regency provides a strong foundation for program integration. However, strengthening partnerships with the Indonesian Regional Water Utility Company (PDAM) is a crucial step that needs to be immediately enhanced by the Ministry of Forestry to ensure the water conservation vision is fully integrated with drinking water management and other public sector needs in the region.

3.2.6 Key challenges

The main challenge of the project lies in its long-term result (Outcome and Impact), as the three-year project duration is considered too short to see full ecological and economic benefits of the planting activities, and certainty of future financial returns on investment. To address this, the project is strengthening cross-sector collaboration and integrating project outcomes into the work plans of various government agencies, community organizations and industry, strengthening the precision of field data and expand stakeholder engagement through more intensive outreach supported by sustainable funding beyond the project's active period, hoping that a collective commitment will be created to continue maintaining and developing the project outcomes after UNIDO support ends.

> MWG and PPK MEWLAFOR at national: "***the main challenge is finding post-project funding, given that the project's duration is limited to three years. This is a serious problem because agroforestry and bamboo plants require continued maintenance that extends beyond the project's active period***.

3.3 Project implementation and adaptive management

3.3.1 Project management (arrangement)

Project management has been effective and largely consistent with the arrangements defined in the Project Document. Roles, responsibilities, and reporting lines are clear, decision-making has been transparent and timely, and management adjustments during implementation have responded well to operational needs. National coordination mechanisms have functioned efficiently, with partners fulfilling their assigned roles in providing strategic guidance, technical support, monitoring, and follow-up, enabling strong alignment with national and subnational priorities.

UNIDO's HQ-based management as well as the staff in UNIDO's country office has provided timely and effective coordination, oversight, quality assurance, and technical inputs, supported by appropriate staffing and targeted field engagement. Outreach and public awareness activities are implemented in line with UNIDO and donor guidelines, enhancing visibility and stakeholder engagement.

The current project management structure is robust, grounded in clear legal and procedural foundations and supported by collaborative decision-making mechanisms with regional stakeholders. The personnel changes have proven to improve organizational effectiveness. However, the challenge ahead lies in optimizing the number of technical personnel within a limited management budget, as it is necessary to ensure the implementation of all work plans with more intensive oversight.

> PMU: "***additional project personnel, particularly technical assistants, to support the existing workload is needed. However, this increase faces challenges due to limitations on the project management budget allocation***"

At the regional level, project management has established a productive collaborative pattern during its implementation, but it remains ad hoc. Strengthened coordination, consistent monitoring, and a more systematic and measurable follow-up mechanism are needed. Institutionalizing cross-sectoral roles within the routine mechanisms of local government is crucial to ensure that the established management structure is not lost after the project ends. Without strong institutionalization, it is to be feared that the currently effective coordination will weaken when donor funded technical assistance is discontinued.

> Bappeda and Aliansi Air of Mojokerto District: "***This coordination is still project-based and has not been fully institutionalized in routine cross-sector and cross-level government work mechanisms which risks limiting post-project sustainability***."

Project management conformity in project document

Overall, project management has been effective and broadly in line with the arrangements set out in the Project Document. Roles, responsibilities, and reporting lines are clearly defined, and changes introduced during implementation have generally been timely and appropriate in responding to operational realities on the ground. Decision-making has been transparent and largely efficient, supported by clear escalation pathways.

While the management setup has functioned well, there is still room to strengthen documentation of corrective actions and to further streamline coordination across institutions to reduce transaction costs and delays. Project management still requires improvement in several areas, particularly regarding human resource provision and clarity of the supporting unit structure. PMU identified an urgent need to increase project personnel, particularly technical assistants, to offset the existing workload. However, this increase is difficult due to limitations on the project management budget allocation. Furthermore, clarification is needed regarding the PMU's position as a technical, managerial, and financial support unit to maintain synchronization with the Project Work Team established by the National Project Director (NPD) within the implementation framework of the PEE.

UNIDO Roles

Operationally, UNIDO has established a communication pattern with the project management team. However, from a managerial-strategic perspective, there is a weakness in the frequency of coordination meetings (PSC Meetings, presently one per year as per the provisions of the project document), which are considered too infrequent for a project of this size that requires close oversight. Therefore, an increase in the frequency of formal meetings to at least two PSC meetings per year or other routine monitoring mechanisms is needed to ensure that UNIDO's quality support and mobilization of expertise can respond to field needs more effectively and in a timely manner.

Coordination and Collaboration among partners

At the central level, management and coordination mechanisms have been efficient and fit for its purpose. Key partners were assigned clear roles and responsibilities from the outset, and these have been consistently upheld throughout implementation. Government counterparts, implementing agencies, and partner organizations have fulfilled their respective functions, including providing strategic direction, technical guidance, monitoring progress, reviewing performance, and following up on agreed actions. Coordination across partners has enabled alignment with national and subnational priorities, although continued effort is needed to deepen institutional ownership and ensure smoother handover and sustainability beyond the project lifecycle.

However, in order for implementation at the regional and field level to be more responsive, smooth, and effective, structural adjustments at the regional level are needed by providing more specific technical advisory staff and consistent efforts to strengthen relationships between stakeholders.

3.3.2 Results-based monitoring and evaluation

M&E design

The project's M&E design is considered adequate in terms of target setting and financial resource support, and it has implemented a systematic, routine monitoring mechanism. A Monitoring and Evaluation (M&E) plan has been developed with clear targets and indicators to track results in the environmental, gender, and socio-economic sectors. However, the M&E plan has not yet presented and described indicator definitions, methods of data collection, instruments and tools of data collection, data analysis, enumerator, frequency of data collection, and comprehensive data disagregation. Equipped with these, it can be used as a reference and guide for conducting M&E activities and the development of the M&E system. Its implementation is supported by an adequate budget and a routine monthly monitoring mechanism by the Working Team to review progress and issues in the implementation of the Annual Work Plan (AWP). At present, the project considers a combination of the KPI Tracking Monitoring, project reports that present target achievements through progress descriptions, and self-assessment ratings as the M&E system.

To strengthen the quality of data analysis, the project has conducted desk analysis through collaboration of the PMU and the Faculty of Geography, Gadjah Mada University. As a further strengthening step, it is recommended that the involvement of stakeholders at the provincial and district levels should continue to be optimized in technical field monitoring to ensure that the validity of technical and administrative data is maintained.

However, within the project's organizational structure, there is no dedicated department or unit solely responsible for M&E daily function and activities; these functions and activities are inherent to each technical and management unit. The fragmented M&E approach (embedded in technical activities) and the absence of baseline indicators in some planning documents are important concerns that could affect the depth of the project's overall impact analysis. Furthermore, baseline indicators are not provided in the PEA Annex B, Appendix 4, so evaluations can only be based on established target levels. At the field level, the scope of monitoring by some parties is also limited due to a lack of funding.

M&E implementation

The Monitoring and Evaluation (M&E) system has been fully implemented, with reference to the KPI Tracking and Annual Work Plan (AWP) to track project progress based on determined indicators. Monitoring is conducted routinely every month, while KPI achievements can be monitored in real time to support decision-making at Project Steering Committee (PSC) meetings. The use of logframes as "living documents" is a key strength, as project objectives are directly linked to outputs and activities through measurable performance indicators. The validity of field data is secured through direct visits, information from community groups and facilitators, and monitoring of financing aspects.

Regarding risk management, risk factor reviews are conducted periodically every quarter by the team and updated in progress reports and preented in the annual PSC meetings. For future optimization, it is recommended that this existing mechanism be maintained while ensuring the availability of resources for data collection remains sufficient.

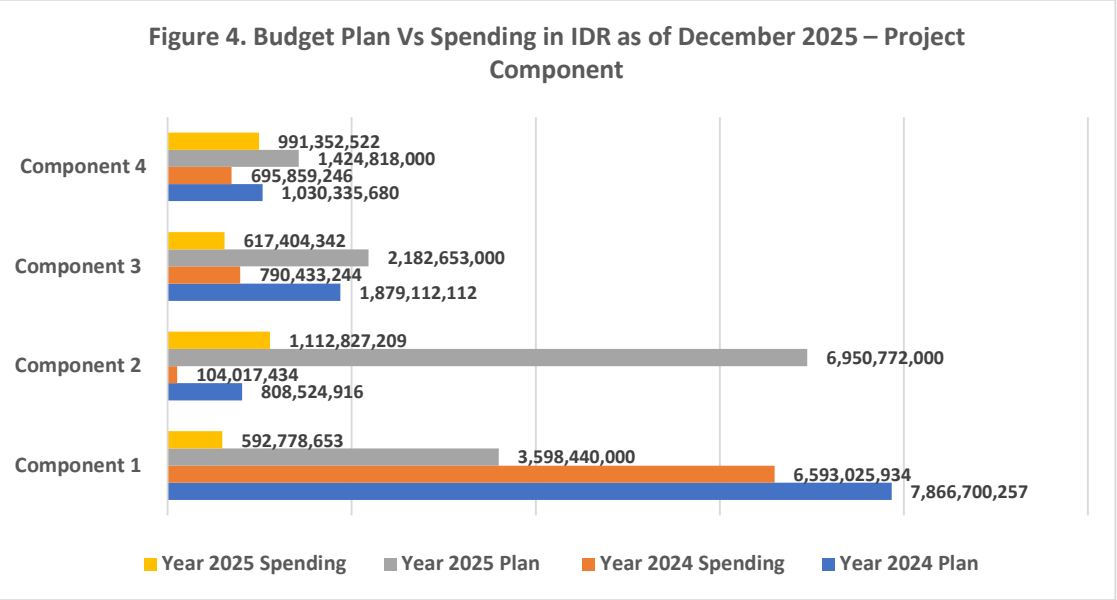
Structural constraints exist in the absence of a dedicated M&E team, as its function remains inherent to the respective project implementation and execution units. Furthermore, the project lacks dedicated tools or applications to track milestone achievement, so the validation process relies heavily on manual reports and field data. In terms of information dissemination, report distribution to stakeholders is considered suboptimal, which can hinder data synchronization between relevant parties.

The implementation of M&E has been carried out systematically and data-driven, with the logframe as the main reference in linking daily activities with the project's strategic objectives. Its effectiveness is evident in the regular reviews of technical performance and risks. However, reliance on an inherent M&E function (not a dedicated unit) and the absence of digital tracking tools pose challenges in improving work efficiency. Strengthening the digitalization of milestone tracking and improving the distribution channels of reports to stakeholders are crucial steps to ensure the M&E system has a broader impact on all stakeholders.

To deliver greater strategic value, efforts are needed to integrate the performance indicators into the official reporting systems of local governments. The focus of evaluation needs to shift from simply monitoring short-term outputs to analyzing impacts and long-term planning. The future success of M&E depends heavily on "optimizing the utilization of M&E results" so that it can play a more strategic role in ensuring the broader sustainability of projects.

3.3.3 Financial management

The project's budget absorption was deemed efficient due to its disciplined implementation based on the established timeline and Annual Work Plan (AWP). All budget allocations for each activity item also consistently adhered to the budget indications outlined in the project documents. To optimize absorption and achieve targets, management implemented a strategy of simultaneous activity implementation by the Project Management Unit (PMU) and Site Coordinating Unit (SCU). Furthermore, the activity implementation process was accelerated from the initial planned schedule to ensure that target indicators were achieved despite time constraints.



Source: PMU, 2025

The main obstacle in financial management is the delays in fund transfers (disbursements) due to change of project bank account and incorrect invoices (changed by MOF later). One concrete example is the delay in disbursement 3, which only entered the project implementation account on November 28, 2025. This directly affected field operations, as several activities could not be fully implemented due to the very limited time allocation remaining until the end of December 2025. Another obstacle relates to several DIPA financial regulations that can hinder output achievement, such as the regulation on water pump procurement, which requires a relatively lengthy auction process, and the prohibition of renting vehicles for project operations.

3.3.4 Stakeholder engagement and communication

Stakeholders Engagement

Stakeholder mapping and analysis have been conducted since the initial stage and are included in the project document (Prodoc), covering elements of local government and non-governmental organizations (NGOs). The results of this mapping are considered effective in supporting project implementation because these parties are engaged in various meetings, both managerial and thematic.

At the regional level, formal collaboration has been established with the private sector, such as PT. Multi Bintang Indonesia (PT MBI), to implement planting and infiltration well construction activities. However, there is still a need to increase the role of the private sector, such as through stronger integration with CSR forums to create broader synergy. Assisting agroforestry and bamboo farmers in processing and marketing non-timber forest products.

In addition, the legal aspect of stakeholder involvement has been fulfilled with the issuance of National Project Director decree No. 2/2025 concerning the establishment of the MEWLAFOR Project Development Team. The Project Development Team at the district level needs to be revitalized into a regional technical steering team to optimize its role in directing technical implementation. This revitalization proposal was submitted and approved at the second Project Steering Committee (PSC) forum.

Communication

Procedurally, the project campaign materials and implementation have met the standards set by UNIDO and donors. SCU has publicized the project's performance through various social media platforms, including LinkedIn, Instagram, TikTok, Thread, Facebook, and YouTube. As of December

2025, MEWLAFOR had 263 followers on Instagram, with one requesting the project send her training materials on biopores.

Below are the project's social media links:

- instagram: instagram.com/mewlafor.project
- tiktok: tiktok.com/@mewlafor.project
- linkedin: https://www.linkedin.com/company/mewlafor-project/
- youtube: https://www.youtube.com/@MewlaforProject
- threads: https://www.threads.com/@mewlafor.project
- facebook: https://www.facebook.com/profile.php?id=61578019561783

However, the campaign's effectiveness in the field still needs to be expanded so that conservation messages can reach a wider range of industries and communities to increase widespread awareness.

3.3.5 Key challenges

From a managerial perspective, the challenges that emerged in project management, planning, and reporting were not considered to have a significant impact on the smooth implementation of the project as a whole. However, the project implementation launch was delayed due to the Ministry of Environment and Forestry (MOEF) needing to obtain clearance from the Ministry of Finance (MOF) for a standard clause in the UNIDO Project Execution Agreement (PEA), as required by the Global Environment Facility (GEF) fiduciary standards. The main challenge encountered in the field is the difficulty convincing beneficiaries of the usefulness and long-term benefits of the project activities. To address social constraints, project management took effective corrective actions by engaging with local government and community leaders. This approach proved helpful in strengthening the project's legitimacy and ensuring that technical interventions were well-received by the community at the site level.

Delayed in funding disbursement also posed another challenge to project implementation. This resulted from the change of PEA form Ministry of Environment and Forestry to Ministry of Forestry and the ensuant necessity to revise the Project Execution Agreement. Further delays resulted from the change of project bank account and incorrect invoices (changed by MOF later). To mitigate these issues, UNIDO Finance ensured due diligence in channelling Global Environment Facility (GEF) funds to the Project Executing Entity (PEE) and verifying their proper utilization.

From an administrative and information transparency perspective, there is still an urgent need to better integrate all project documents to present a complete picture of implementation. Furthermore, the dissemination of project documents and information is deemed necessary to ensure all stakeholders have access to transparent project progress data.

Although the project faces challenges in terms of community perception of long-term benefits, management has responded adaptively through collaboration with local authorities and community leaders. This action is crucial for maintaining the sustainability of results on the ground. However, to strengthen adaptive management going forward, the project needs to prioritize synchronizing internal documents and expanding information reach so that coordination between stakeholders is based on an integrated and comprehensive understanding of the data.

At the regional level, key challenges facing the MEWLAFOR project include structural (institutionalization), relational (coordination and communication), and operational (land and budget) aspects. The biggest challenge going forward is how to transform this initiative so that it becomes "not just a project but a sustainable program" that integrates seamlessly with local government systems. A more structured communication strategy and deeper system integration are needed to ensure that the benefits achieved are not stalled by bureaucratic constraints or limited involvement of non-governmental parties.

3.4 Performance of Partners

3.4.1 UNIDO (Implementing Agency)

Design

UNIDO showed strong support during the MEWLAFOR design phase by bringing in the adequate technical expertise and backing the project with solid evidence. This gave the project a level of technical and environmental credibility that really mattered. Although technical expertise was available, the fulfilment of these technical needs was largely outsourced to third parties or consultancies, rather than being provided directly internally by UNIDO.

UNIDO is a project implementation agency that coordinates and facilitates national counterpart and consultants to establish project designs including M&E plans and budgets that are highly inclusive and firmly rooted in national ownership. MEWLAFOR is the product of a multi-stakeholder process that brought together the Ministry of Forestry, local governments, private sector actors, NGOs and community groups. Rather than invent something entirely new, UNIDO engaged with the existing stakeholders, including PT Multi Bintang's Nabung Banyu water stewardship program, YLH Seloliman's community forest restoration, and the Aliansi Air partnership platform.

UNIDO maintains a positive role in establishing effective communication channels and providing relevant technical expertise to stakeholders. When needed, UNIDO identifies and provides external professionals (consultants) for technical support, such as during the implementation phase.

Implementation

UNIDO understands that project donor demands sustainability and country ownership. To do this, UNIDO provides facilitation and quality assurance to keep the project closely aligned with Indonesian policies, institutions, and financing arrangements.

UNIDO and its consultants understand the value of monitoring and evaluation. A dedicated M&E component was built into the design, with clear indicators, gender-disaggregated data, and plans for both mid-term review and terminal evaluations. Importantly, these activities were properly budgeted and written into the project's document/plans, so they are not just aspirational. Together, this provides a strong foundation for accountability and learning, and it means UNIDO's design performance meets donor's expectations for technical quality, inclusiveness, and results-based management

UNIDO provided responsive solutions to challenges via quick email follow-ups and Project Steering Committee (PSC) guidance, ensuring compliance with Indonesian regulations on procurement and contracts. Project Executing Entity praised operational communication but criticized infrequent PSC meetings (once yearly), inadequate strategic supervision, and donor disbursement delays impacting field activities. Regional stakeholders also expected UNIDO's direct technical support to strengthen coordination, collaboration, and M&E implementation in the field..

3.4.2 National counterparts (Ministry of Forestry - Executing Agency)

The Ministry of Forestry, as the Project Executing Entity (PEE), consistently responds strongly to policies issued by UNIDO or the GEF. The Ministry then aligns and accommodates these policies with the project executing agreement (PEA) Indonesian government policies and regulations.

The Ministry of Forestry, particularly the PEPDAS Directorate, has demonstrated its dedication and commitment to managing and implementing projects at both the national and regional levels. Facilities and infrastructure are provided to ensure effective and efficient program implementation, reflecting in-kind support from the Indonesian government at both the national and regional levels.

The PEPDAS Directorate has provided support, both directly and indirectly through the PMU to regional governments, including the SCU, to ensure smooth project implementation of the project

workplan and documents. Alternative solutions are consistently provided, along with support for resolving regional issues.

Although not yet formally institutionalized, the PEE has been conducting ad hoc program coordination and facilitation at the national and regional levels in accordance with the donor-approved work plan. This coordination and collaboration process still needs to be improved with increased focused on resolving long-term project issues across sectors.

The PEE's procurement of goods and services to support project implementation is carried out in accordance with applicable Indonesian Government regulations and policies and complied to PEA. The PEE strictly adheres to these policies, which, due to their inflexibility, often hinder the acceleration in achieving project targets. Similarly, in developing regulations and policies, the PEE strictly adheres to the stages and schemes established by Indonesian Government regulations.

3.4.3 Donor (Global Environment Facility)

The Global Environment Facility (GEF) as the donor did not pose any challenges in supporting the MEWLAFOR. The GEF Secretariat expressed overall satisfaction in supporting this pioneering project, which featured unique private sector involvement. Throughout the project inception phase, the GEF Secretariat responded very positively, and during implementation, they remained supportive despite the project's delayed start.

3.5 Cross-cutting performance criteria

3.5.1 Gender mainstreaming implementation

Although gender mainstreaming in the MEWLAFOR project integrates gender considerations structurally from design through implementation, with consistent disaggregated data and women-led groups like KWT, as yet results shows limited differentiated impacts between genders.

Project indicators include gender-specific dimensions by design, such as disaggregated data tracking and FGDs on agroforestry and NTFP marketing. Baseline gender analysis by experts ensures relevance, aligning with GEF-7 and national policies. Both reports affirm strong procedural embedding in logframe, workplan, and ME design. Out of 43 performance indicators, 16 indicators accommodate gender dimension and issue.

The project was progressing to support formation of Women Farmer Group (*Kelompok Wanita Tani* - KWT) that would empower women working in conservation and agroforestry, with quotas ensuring female participation in trainings and field activities, with the Family Welfare Movement (*Pemberdayaan dan Kesejahteraan Keluarga* - PKK) team in disseminating and replicating the program to women in each village, and involving women in infiltration well planning. In the villages of Karang Dieng and Kepuk Pandak, women play a dominant role in planning the construction of infiltration wells. Female staff hold key roles (e.g., gender expert, Brantas Box designer, 3 persons of SCU members are women), boosting balanced team composition. Regional report highlights inclusive training access for women, elderly, and vulnerable groups. From the implementation, there are some analyses to measure the capacity of teams in mainstreaming the gender dimension into the program goal and objective:

- Strengths: High structural representation and consistent gender-disaggregated KPIs via project tracking; KWT as best practice for women's economic roles.
- Weaknesses: Socio-cultural stereotypes limit women's physical roles (viewed as "weak"); no significant outcome differences by gender as yet; indirect benefits for disabled/vulnerable groups.

3.5.2 Key challenges

Although administrative and managerial gender integration is considered sufficient, the real challenge lies in changing the paradigm at the community level regarding women's physical capacity.

Community still holds a stereotypical view of women as the weaker sex. This perception limits women's roles, as they are considered inherently suited to light physical work. The corrective action taken by the project is to eliminate the perception that women are inherently weaker and to ensure equal rights for women and men to participate in all project activities.

3.6 Lessons learnt and Overall Project Achievements

3.6.1 Lessons learnt

- **Relevance helps projects take off, but it doesn't guarantee they will last**.
  Because the project directly addresses the social and economic needs of farmers, watershed protection priorities, and local development goals, implementation and scale-up were rapid, and early results are already visible. However, relevance alone is not enough to ensure sustainability; early integration of the program into local and national government institutions is also crucial for long-term sustainability, including securing continued funding.
- **Hands-on action builds trust faster than policy dialogue alone.**
  On-the-ground direct interventions—such as agroforestry, bamboo planting, biopori, and Infiltration wells—delivered immediate environmental and economic benefits for community. These tangible results strengthened community buy-in and helped validate the project's approach in ways that planning documents and policy making meeting alone could not**.**
- **Coordination worked in practice, but leaned heavily on the project.**
  Cross-sector coordination functioned well during project implementation, especially at the technical level. However, much of this collaboration still depended on project-driven structures and facilitation, with limited integration into routine government systems**.**
- **Quality matters just as much as scale.**
  Details of technical intervention—like seedling quality, land tenure clarity, and maintenance — had a major influence on harvesting result. Where inputs were weak, survival rates dropped and environmental benefits were decreased, underscoring the risks of scaling up without strong quality control.
- **Changing behaviour takes more than incentives.**
  Financial and material incentives helped mobilise participation, but there were signs of dependency once those incentives decline or vanish. Sustained impact such as behaviour changes and economical improvement relies on long-term awareness, local ownership, and social norms that support conservation beyond short-term rewards**.**
- **Monitoring and evaluation worked for control, but less for learning.**
  The M&E activity supported day-to-day implementation and adaptive management, but it was not built as a system, not fully embedded in local government systems, or not used consistently to inform longer-term planning, scaling-up decisions, or post-project strategies.
- **Private sector engagement was underused.**
  Although stakeholders were mapped and resources were available, private sector involvement remained limited and largely opportunistic. More strategic partnerships—especially for financing, scaling, and replication—were not fully developed by the PEE.

3.6.2 Overall project achievements

In summary, MEWLAFOR has shown that integrated watershed restoration can deliver real environmental, economic, and social benefits. The core lesson is clear: lasting impact is less about adding new activities but more about strengthening institutions, improving technical quality, and shifting from a project mindset to genuine system change. The progress of MEWLAFOR project as of December 2025 is shown in the table below:

OECD-DAC Criterion	Basis of Comparison (Column B vs C)	Qualitative Score	Justification (UN-style)
Relevance	Planned alignment with needs and priorities vs. continued relevance in implementation	**Satisfactory**	The project remained aligned with beneficiary needs, national priorities, and institutional mandates. However, systematic reassessment of relevance and contextual adaptation was limited.
Effectiveness	Intended results framework vs. achieved outputs and outcomes	**Moderately Satisfactory**	Planned outputs were partially delivered, demonstrating effectiveness at output level. Outcome-level effectiveness was less clearly evidenced due to weak articulation of result pathways.
Efficiency	Planned timelines and resource use vs. actual implementation	**Moderately Satisfactory**	Resources were generally used appropriately; however, administrative and procedural delays affected timely delivery and reduced overall efficiency.
Impact	Intended contribution to longer-term change vs. observed results	**Moderately Satisfactory**	Early signs of contribution to longer-term outcomes are evident, but impact-level evidence remains limited due to timeframe and lack of resources for measurement.
Sustainability	Planned continuation of benefits vs. exit and handover mechanisms	**Moderately Satisfactory**	Sustainability prospects are moderate and depend on institutional ownership. Clear exit strategies and systematic handover mechanisms were not fully developed yet.
Coherence	Planned alignment with policies and initiatives vs. actual coordination	**Satisfactory**	The project was coherent with institutional strategies and related initiatives, though operational coordination across stakeholders could be strengthened.
Gender Equality (Cross-cutting)	Planned gender integration vs. actual implementation	**Moderately Satisfactory**	Gender considerations were acknowledged. Gender dimension and issues have integrated into project planning and design but has been not yet implemented and supported by robust gender-responsive monitoring.

Above is a qualitative scoring per OECD-DAC criterion, explicitly derived from the comparison of Planned/targeted and implemented/achieved using the review criteria and survey. The survey was based on beneficiaries and project implementor perspective on overall project achievement. In general, the survey resulted in satisfactory category.

The scale follows UN/UNIDO evaluation rate:

- **Highly satisfactory**: Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
- **Satisfactory**: Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).
- **Moderately satisfactory**: Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).
- **Moderately unsatisfactory**: Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).

- **Unsatisfactory**: Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).
- **Highly unsatisfactory**: Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).

IV. Conclusion and Recommendation

4.1 Conclusion

Based on the findings and analysis in the previous chapters, conclusions can be drawn according to the key questions for each review criteria as follows:

1. **Relevance in light of changed circumstances**
   The project has demonstrated strong relevance and effectiveness to address land degradation, water scarcity, and climate vulnerability in East Java's Brantas River Basin. However, changed circumstances and challenges necessitate adjustments to ensure the project remains on track to achieve its expected results.

   The project design remains largely relevant, but its effectiveness has been hampered by external factors such as changes in regional leadership, delays in funds disbursement, and overlapping land-use activities. Despite these challenges, the project's focus on ecosystem restoration, institutional strengthening, and livelihood improvement still remains effective, addressing the region's environmental and economic needs.

2. **Adjustments to achieve expected result**
   To achieve expected result, some action should be addressed by the project:
   - Simplify the institutional structure and adjust targets to be more realistic, considering operational constraints in the field.
   - Strengthen intersectoral coordination and improve the technical quality of seedlings.
   - Enhance data-sharing mechanisms to ensure transparency, ownership, and joint accountability among implementing partners.
   - Develop a plan to mitigate the impact of changes in regional leadership and ensure continuity of support.

3. **Major technical needs/demands from stakeholders**
   - Technical assistance to improve the quality of seedlings and agroforestry practices.
   - Support for strengthening institutional capacity, particularly in areas of project management, monitoring, and evaluation.
   - Enhanced access to data and information to inform decision-making and ensure effective project implementation.
   - Capacity building and mentoring for local communities and farmer groups to ensure sustainable project benefits and long-term impact.

4. **Achievement of expected outcomes and objectives**
   The project has achieved significant progress in delivering its main outputs, including restoring 251.24 hectares of agroforestry, 129.82 hectares of riparian bamboo planting, and 4,755 biopore systems in 85 schools. However, only one target out of 43 performance indicators has been fully achieved, and the rest are in progress or have not yet been started as of December 2025.

5. **On track to achieving objectives**
   The project is on track to achieving its objectives, but its progress is hampered by challenges such as budget limitations, bureaucratic obstacles, and the need for more precise field impact measurement regularly. The project's long-term success depends on sustained institutional support and financing.

6. **Success of new elements**

The project's new elements, such as community-based restoration approaches and nature-based water infrastructure, have shown promise in achieving tangible environmental and social-economic benefits. The project's emphasis on women's participation and inclusive community processes is also a notable potential of success in integrating gender dimension into program implementation.

7. **Remaining barriers and overcoming them**

The remaining barriers to achieving the project's objectives include:

- Budget limitations and bureaucratic obstacles
- Limited institutional capacity and uneven ownership across partner institutions
- Need for more precise field impact measurement and monitoring
- Ensuring long-term sustainability and scaling up the project's impact

To overcome these barriers, the project should:

- Strengthen cross-sector collaboration and integrate project outcomes into the work plans of various government agencies and community organizations.
- Develop a sustainable funding strategy beyond the project's active period.
- Enhance stakeholder engagement and outreach to ensure collective commitment to maintaining and developing project outcomes.
- Focus on building institutional capacity and ensuring ownership across partner institutions.
- Develop a plan to mitigate potential risks and ensure long-term sustainability.

8. **Project Implementation and adaptive management**

The project has demonstrated effective project management, with clear roles, responsibilities, and reporting lines of key stakeholders. The project's M&E design is adequate, and its implementation has been systematic and data-driven, but there is still room to improve the system and its uses. Financial management has been efficient, but some challenge such as delays in fund transfers have also delayed activity implementation. Stakeholder engagement has been effective, but improvement is needed to increase the role of the private sector.

9. **Efficiency and adaptability**

The project has implemented efficiency principles by using official government cost standards and monitoring through strict work plan documents. However, the project's efficiency is substantially hampered by budget limitations disproportionate to the size of the intervention area in the Brantas River Basin, as well as bureaucratic obstacles in disbursing funds. The project has shown adaptability in responding to operational needs, but there is room for improvement in addressing external factors that impact project implementation.

10. **Financial absorption**

The project's financial absorption is below plan, with 44.7% of the planned budget absorbed as of December 2025. The main reasons for this include:

- Delays in fund transfers (disbursements)
- Bureaucratic obstacles, such as regulations on procurement and vehicle rental.

To improve financial absorption, the project should:

- Address challenges or issues that impact fund transfers and disbursements.
- Streamline procurement processes and explore alternative solutions to bureaucratic obstacles.
- Prioritize activities that can be implemented within the available budget.

11. **Monitoring and Review systems, reporting, and communications**

The project's monitoring and review systems, reporting, and communications have been adequate, but there is room for improvement. The project has:

- Implemented a systematic and routine monitoring mechanism.
- Developed a conventional Monitoring and Evaluation (M&E) plan with targets and indicators.

- Conducted regular reviews of technical performance and risks.

However, the project lacks:
- A dedicated M&E team to support daily M&E functions.
- Digital tracking tools to monitor milestone achievement.
- A complete M&E frame work and its integration with workplan and report
- Effective dissemination of project documents and information to stakeholders.

12.Performance partners
- UNIDO: UNIDO has demonstrated strong performance in the MEWLAFOR project design phase, bringing in technical expertise and providing a solid foundation for project implementation. During implementation, UNIDO has provided facilitation and quality assurance, ensuring alignment with Indonesian policies and institutions. However, there is area for improvement, such as strategic technical supervision by increasing frequent of PSC meetings.
- Ministry of Forestry: The Ministry of Forestry, as the Project Executing Entity, has demonstrated commitment and dedication to managing and implementing the project. The Ministry has effectively aligned with UNIDO and GEF policies, and has provided necessary support and infrastructure for project implementation. While there are areas for improvement, particularly in coordination and flexibility, the Ministry's efforts have been instrumental in driving project progress. To further enhance project success, it is essential to formalize coordination mechanisms, improve cross-sectoral collaboration, and strike a balance between adherence to regulations and flexibility in implementation.
- GEF: The Global Environment Facility (GEF) provided strong support to the MEWLAFOR project, with the GEF Secretariat expressing overall satisfaction and responding positively throughout the project's inception and implementation phases, despite initial delays.

13.Gender dimension into project design and implementation
- The project has made significant efforts to consider gender dimensions in its interventions, with a strong focus on integrating gender considerations into project design with gender-specific indicators and disaggregated data tracking and implementation. The gender marker was likely assigned correctly at entry, given the project's emphasis on gender mainstreaming.
- A gender analysis was included in the baseline study, which informed the project's design and ensured relevance to gender needs. The project has gender-related indicators, which are tracked and reported on regularly.
- The project has started to consult with women/gender-focused groups, including the formation of Women Farmer Groups (KWT) and involvement of women in project activities. However, the extent of consultation and inclusion could be further strengthened and expanded.
- The project management team has a relatively balanced composition, with women staff holding key roles. However, the project's impact on gender balance among beneficiaries is not yet fully evident.
- The project's results may affect women and men differently, given the existing socio-cultural stereotypes and limited differentiated impacts between genders. The project's emphasis on women's economic empowerment through KWT and other initiatives may contribute to positive changes in gender relations.
- The project has delivered socio-economic benefits at the national and regional levels, including consideration of gender dimensions. The project's focus on women's economic empowerment and inclusive training access has contributed to these benefits. However, the project's impact on socioeconomic benefits for women and men could be further strengthened.

4.2 Recommendation

- **Anchor results firmly within government systems.**
  Good governance of project management, Key project approaches, indicators, and responsibilities should be integrated into local and provincial planning and budgeting instruments (RPJMD, Renstra, sectoral workplans) to reduce reliance on donor-supported arrangements:
  - With support from central government, local governments, SCU, and the Aliansi Air should collaborate to advocate continuously to policy makers and private sectors by presenting project progress and best practices so that the process of program adoption into local government systems, including budget and private sectors support, can run smoothly.
  - Project management must continue to be implemented as professionally as possible, emphasizing accuracy, transparency, accountability, participatory, and more responsive to the needs.

- **Raise technical standards and secure long-term maintenance.**
  Clearer criteria for technical inputs—such as seedling quality, site readiness, and maintenance protocols—should be applied consistently, with explicit institutional responsibility assigned for post-project upkeep:
  - The central government issues policies and regulations related to technical standards and protocols for program dissemination and expansion which then become guidelines for local governments and other stakeholders when replicating and expanding the project to other areas including post-harvest management and marketing of agroforestry and bamboo products.
  - The local government (Agriculture Service, Forestry Service, Environmental Service, Public Works Service) and other relevant stakeholders provide assistance and mentoring to each KTH and community who carry out agroforestry, bamboo planting, constructing biopores and infiltration wells based on guidelines prepared by the central government.,

- **Move from incentives to ownership.**
  Project strategies, environmental education, farmer-to-farmer learning, and school-based conservation initiatives should be expanded to reinforce behaviour change and reduce dependence on short-term project incentives:
  - The local government supported by SCU should establish and institutionalize a farmer-to-farmer learning platforms, where experienced farmers can share their knowledge and best practices with others, promoting peer-to-peer learning and support.
  - The project should advocate for local governments to incorporate environmental education and conservation activities into school curricula or strengthening existing curricula on environment, to promote environmental awareness and stewardship among students.
  - It is already relevant to the long-term expectations of the project. However, strategies must continue to be pursued and maximized using relevant approaches, particularly in encouraging stakeholders at the field level to develop a strong sense of ownership of the project, in this case the Mojokerto Regency Government.

- **Use monitoring as a strategic decision-making tool**
  Project indicators should be aligned with government supervision, monitoring systems, and evaluation findings used more deliberately to inform scaling, budget allocation, and long-term watershed management:
  - The PEE should establish a dedicated M&E team to support daily M&E functions, responsible to develop and to maintain M&E system including digital tracking tools to monitor milestone achievement including budgeting, together with communication team and supported by technical team enhance dissemination of project documents and information to stakeholders.
  - The project should implement the complete and robust M&E framework and plan including its integration and alignment with project workplan and reports. The integration or alignment

was not only focussed on the objective statements but also on the performance indicators as target in formulating project planning and compiling data and evidence for project reporting.
- In the supervision of agroforestry activities, implementation must be carried out optimally. This means that day-to-day supervision must be clearly structured, with a cooperative working pattern that is continuously coordinated with field facilitators. Activities should include monitoring, providing both technical and non-technical guidance, and motivating KTH members to maintain high levels of motivation.

- **Synergy among stakeholders and formalise coordination beyond the project**
  Project-based coordination forums should integrate into routine inter-agency platforms with clear mandates, documentation, and accountability that continue after project closure:
  - The PEE should establish and institutionalize a permanent inter-agency coordination platform-such as bimonthly or quarterly coordination meeting-into government system for representation from relevant government agencies, NGOs, and private sector stakeholders both at national and regional level. At the regional level, Bappeda assisted by the Aliansi Air of Mojokerto can act as the person in charge of the Program Coordination Unit at the district level.
  - Synergy between parties and institutions for program implementation, especially at the regional level

- **Create practical pathways for replication and scaling up**
  Successful interventions should be packaged into clear, user-friendly implementation models that can be adopted through government programs, CSR mechanisms, and other financing channels, rather than relying on new standalone projects:
  - The PEE should develop modular implementation models (technical standard and protocol) for successful interventions, outlining key components, steps, and requirements for replication and scaling up.
  - The PEE should create a knowledge platform or repository to share best practices, lessons learned, and implementation guidelines for each model.
  - The PEE should provide technical assistance and capacity building support to organizations adopting the models, to ensure successful implementation.

- **Engage the private sector more strategically**
  Partnerships should move beyond mapping toward structured collaboration with water users, agribusinesses, and CSR actors, linking environmental outcomes to shared economic and risk-management interests.
  - The PEE should engage with other relevant government agencies, private sector companies, and other stakeholders to promote the adoption of these models through existing programs and financing channels such as local government budget and Community Social Responsibility (CSR). At regional level, with support from national, SCU collaborate with local government should revise the existing regent regulation No. *19/2018* concerning corporate social responsibility management. The revision should determine a proportion of CSR allocation for strategic sector such as environment etc.

- **Gender dimension in project implementation integration**
  - Continue to strengthen gender mainstreaming efforts, focusing on changing socio-cultural stereotypes and promoting equal participation of women in all project activities:
    - The PEE should include gender dimensions into various activities – such as interactive gender and social inclusion training- to build critical awareness among members of forest farmer groups and/or water resource management groups about the importance of women's roles in the entire process of water conservation and other natural resource management. The training content and methods need to be tailored to the conditions of the local village community, particularly the conditions and situations of the participants.

- The PEE should conduct outreach and continuous socialization on the importance of water conservation specifically aimed at women of various age groups, including adolescent girls, women with toddlers, and other adult women. Outreach activities specifically for women should be conducted at times and locations tailored to the circumstances and conditions of the adult women who will be the target group for outreach in each location.

- Develop strategies to address the limited differentiated impacts between genders and ensure more significant outcome differences by gender.
  - The PEE should appoint a Gender Focal Point who's responsible to ensure that all program planning, implementation, and monitoring systems are gender-sensitive and identify gender champions. The gender focal point and gender champion must have an understanding of gender mainstreaming and also act as a goal-getter, reminding management or program implementers to always refer to the program's gender mainstreaming targets.
  - The PEE should equip field staff or implementers with knowledge and understanding of gender. Understanding gender will be helpful in recognizing the different needs of men and women at every stage of project implementation. Training that can be provided to program staff related to gender includes: 1) gender awareness training; 2) understanding gender indicators in planning and budgeting; 3) gender-perspective monitoring and evaluation training. This training can be conducted online or on-site and can also be part of the job or in-service training.
- Enhance benefits for women and other vulnerable groups, ensuring their inclusion and participation in project activities:
  - PEE should increase women participation in various activities such as KTH training on NTFP production and marketing. Women must be given the space and opportunity to share opinions, ideas, and thoughts in program implementation and must be directly invited to attend program meetings. Scheduling of meetings and training must also take into account women's availability.
  - The PEE should facilitate women undergoing reproductive functions (pregnancy and breastfeeding) and women with children, so they can remain actively present at project activities such as workshop, training, and meeting. Support facilities that can be provided include providing facilitators to accompany the children in play and activities while their mothers attend the project activities. Facilitators who accompany the children should be equipped with materials, such as writing materials and colouring books, for the children.

References

1. Terms of Reference of National MTR Consultant
2. 20111222 10757_CEO_LD_MEWLAFOR Indonesia_Resubmission_22Dec21
3. 202502xx Amendment No. 1 to Agreement No. 3000102603final
4. Annual Workplan Year 1 MEWLAFOR 2024
5. Annual Workplan YEAR 2 2025-FINAL_050525_OK
6. Project Implementation Report_MEWLAFOR_FY25_FSP_MSP
7. Progress Report Juni24-Juni25
8. Progress Report Juni-Oktober
9. Minutes Of Meeting 1st PSC Meeting MEWLAFOR Complete Eng

Annexes

Annex 1. Mid-term review plan for MEWLAFOR

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
A. Project Strategy					
A.1 Key inquiries/ questions: 1. To what extent is the project design still relevant in light of changed circumstances? 2. What should be adjusted accordingly to be on track to achieve expected results? 3. What are major technical needs/demands from stakeholders at the country level?	**A.2 Sub-inquiries/questions:** **Project Design/Relevance** ● Overall project design ▪ Was the project design adequate to address the problems at hand? ▪ Is the project consistent with global priorities, in the work plan of the lead national counterpart? Does it meet the needs of the target group? Is it consistent with UNIDO's Inclusive and Sustainable Industrial Development? Does it adequately reflect lessons learnt from past projects? Is it in line with the donor's priorities and policies? ▪ Is the applied project approach sound and appropriate? Is the design technically feasible and based on best practices? Does UNIDO have in-house technical expertise and experience for this type of intervention? ▪ To what extent is the project design (in terms of funding, institutional arrangement, implementation arrangements…) as foreseen in the project document still valid and relevant?	To review project strategy, the reviewer/enumerator will collect data, information, and evidence through **document review, off-,** and **on-line key informant interview (KII)**. The evidence that is taken from documents and KII will be synthesised and triangulated to strengthen project strategy elaboration. ● Document review: The enumerator/reviewer will dissect, examine, and analyse the project documents such as CEO LD, Project Execution Agreement, two Annual Workplans, and two Annual Progress Reports to determine the relevance of project design, project accuracy, and compliance with specific target, and project needs or requirements. ● Key Informant Interview (KII): ● Off-line KII: The enumerator/reviewer will conduct an off-line qualitative, in-depth interview with key informant or stakeholders who design MELAFOR such as UNIDO	● Document review: CEO LD Document, Project Execution Agreement, two Annual Workplans, two annual progress reports, M&E framework/plan, national/province/district development plan/strategy (RPJMN, RPJMD), and sector development strategy (Renstra OPD) etc ● Off-line key informant interview: UNIDO Indonesia, MoF-DPEWM, MoF-DWMPF, PMU, and PEE. ● On-line key informant interview: SCU, MOF regional office in Sidoarjo, Aliansi Air, and Swakelola partners	● The project documents consisted of sufficient data and information on project design, relevance, and result framework that can be dissected and analysed. ● Some changes in the Logical framework are well recorded. Performance Indicators have definition and target ● All key informants/respondents are available and commit to provide data and information on project design, relevance, and result framework as needed. ● All designated key informants/respondent actively participate in the interview	

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	▪ Does the project document include a M&E plan? Does the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Does it allocate a budget for each exercise? Is the M&E budget adequately allocated and consistent with the logframe (especially indicators and sources of verification)? ▪ Were there any changes in project design and/or expected results after start of implementation. ▪ Did the project establish a baseline (initial conditions)? Was the evaluation able to estimate the baseline conditions so that results can be determined? ▪ Risk management: Are critical risks related to financial, social-political, institutional, environmental and implementation aspects identified with specific risk ratings? Are their mitigation measures identified? Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&E plan? ● <u>Relevance</u> ▪ How does the project fulfil the urgent target group needs?	Indonesia, MoF - Directorate of Planning and Evaluation for Watershed Management, MoF - Directorate of Watershed Management and Protected Forest, PMU, and PEE. The in-depth interview is to gain insights, perspectives, and in-depth understanding on project strategy (e.g. project design, relevance, project logframe, coordination and collaboration at national level). ● <u>On-line KII:</u> The enumerator/reviewer also will conduct on-line qualitative, in-depth interview with SCU, MOF regional office in Sidoarjo, Aliansi Air, and Swakelola partners to gather information on opinions and knowledge about but not limited to project compliance, effectiveness of project approach, project arrangement, and project coordination and collaboration at regional and district level, and support from national such as PMU, PEE, PSC etc.			

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	▪ To what extent is the project aligned with the development priorities of the country (national poverty reduction strategy, sector development strategy)? ▪ How does the project reflect donor policies and priorities? ▪ Is the project a technically adequate solution to the development problem? Does it eliminate the cause of the problem? ▪ To what extent does the project correspond to UNIDO's comparative advantages? ▪ Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have they been revised? Are the revised objectives still valid in today's context? ● <u>Project result framework/Logframe</u> ▪ Expected results: Is the expected result-chain (impact, outcomes and outputs) clear and logical? Does impact describe a desired long-term benefit to a society or community (not as a mean or process), do outcomes describe change in target group's behaviour/performance or system/institutional performance, do outputs describe deliverables that project will produce to achieve outcomes?	To review the project design, the interview with some key stakeholders is also important to check whether the design is still relevant with the recent situation and also to check the impact, outcome, and output, is it still relevant and connected? Furthermore, the reviewer/enumerator will triangulate the interview result to validate findings, increasing their credibility and reliability.			

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	Are the expected results realistic, measurable and not a reformulation or summary of lower-level results? Do outputs plus assumptions lead to outcomes, do outcomes plus assumptions lead to impact? Can all outputs be delivered by the project, are outcomes outside UNIDO's control but within its influence? ▪ Indicators: Do indicators describe and specify expected results (impact, outcomes and outputs) in terms of quantity, quality and time? Do indicators change at each level of results and independent from indicators at higher and lower levels? Do indicators not restate expected results and not cause them? Are indicators necessary and sufficient and do they provide enough triangulation (cross-checking)? Are they indicators sex-disaggregated, if applicable? ▪ Sources of verification: Are the sources of verification/data able to verify status of indicators, are they cost-effective and reliable? Are the sources of verification/data able to verify status of output and outcome indicators before project completion?				
B. Progress towards Results					

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
B.1 Key-inquiries/ questions: 1. To what extent have the expected outcomes and objectives of the project been achieved thus far? 2. Is it on track to achieving its objectives? 3. How successful are the new elements of the project? 4. What are the remaining barriers to achieving the objectives in the remainder of the project and how to overcome them?	**B.2. Sub-inquiries/questions** ● **Progress to impact** ▪ What <u>likelihood</u> will contribute to the expected impact? ▪ What are positive and negative, primary and secondary long-term effects being produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process? and the extent to which conditions for trajectory change are being put into place? ▪ Replication: To what extent the project's specific results (e.g. methodology, technology, lessons, etc.) are reproduced or adopted? ▪ Mainstreaming: To what extent information, lessons or specific results of the project are incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations and projects? ▪ Scaling-up: To what extent the project's initiatives and results are implemented at a larger geographical scale? ▪ What difference has the project made to the beneficiaries? ▪ What is the change attributable to the project? To what extent?	To review project progress toward result, the reviewer/enumerator will collect data, information, and evidence through **document review, off-, on-line key informant interview (KII)**, **on-line survey,** and **Focus Group Discussion** (**FGD**). The enumerator/reviewer will elaborate, synthesize, and triangulate data and information that is taken from documents, KII, on-line survey, and FGD to strengthen evidence to review project progress towards result guided by the result chain and framework of the project. ● <u>Document review</u>: The enumerator/reviewer will dissect, examine, and analyse the project documents such as CEO LD, Project Execution Agreement, two Annual Workplans and two Annual Progress Reports, National/Regional/District Mid-term Development Plan (RPJMN/RPJMD), Strategic Plan (Renstra) of related sector to identify and to notice both quantitative and qualitative project targets and achievements. The enumerator/reviewer will compare both quantitative and qualitative project targets and achievements based on but not limited to performance indicators in the project result framework and the progress reports.	● Document review: CEO LD Document, Project Execution Agreement, two annual workplans, two annual progress reports, project financial data, National/Regional/District Mid-term Development Plan (RPJMN/RPJMD), and Strategic Plan of related Agencies in Mojokerto District. ● Off-line key informant interview: PMU, and PEE ● On-line key informant interview: SCU, MOF regional office in Sidoarjo, Aliansi Air, and Swakelola partners. ● On-line survey: project beneficiaries at district level (community) and private sector. ● FGD at national level: PSC, PMU, PEE, Private Sector, ● FGD at regional/district level: MoF regional office, Aliansi Air, Selected KWT member, Swakelola partners, and selected community.	● The project documents consisted of sufficient data and information on project target and achievements, clear monitoring and evaluation plan that can be dissected and analysed. ● All key informants/ respondents are available and committed to provide data and information on project results as needed. ● All designated key informants/respondent actively participate in the interview, survey, and the FGD	

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	▪ What are the social, economic, environmental and other effects, either short-, medium- or long-term, on a micro- or macro-level? ▪ What effects are intended or unintended, positive or negative? The three UNIDO impact dimensions are: ▪ Safeguarding environment: To what extent the project contributes to changes in the status of the environment? ▪ Economic performance: To what extent the project contributes to changes in the economic performance (e.g. finances, income, costs saving, expenditure) of individuals, groups and entities? ▪ Social inclusiveness: To what extent the project contributes to changes in capacity and capability of individuals, groups and entities in society, such as employment, education, and training? ● **Effectiveness** ▪ What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project? ▪ To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)?	● Key Informant Interview (KII): ● Off-line KII: The enumerator/reviewer will conduct an off-line qualitative, in-depth interview with key informants or stakeholders who organize and hold monitoring and evaluation activities such as PMU and PEE. The in-depth interview is to gain insights, perspectives, and in-depth understanding on progress or project result (e.g. progress to impact or outcome, effectiveness, efficiency, sustainability, and coherence). ● On-line KII: The enumerator/reviewer also will conduct on-line qualitative, in-depth interview with SCU, MOF regional office in Sidoarjo, Aliansi Air, and Swakelola partners to gather information on opinions and knowledge about project result or progress at regional and district level (e.g. progress to impact or outcome, effectiveness, efficiency, sustainability, and coherence). ● On-line survey: The enumerator/reviewer will conduct an on-line survey to collect data and information from beneficiaries using digital questionnaires distributed through online digital application			

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	▪ What are the reasons for the achievement/non-achievement of the project objectives? ▪ What is the quality of the results? How do the stakeholders perceive them? What is the feedback of the beneficiaries and the stakeholders on the project effectiveness? ▪ To what extent is the identified progress result of the project rather than external factors? ▪ What can be done to make the project more effective? ▪ Were the right target groups reached? ● **Efficiency** ▪ How economically are the project resources/inputs (concerning funding, expertise, time…) being used to produce results? ▪ To what extent were expected results achieved within the original budget? If not, please explain why. ▪ Are the results being achieved at an acceptable cost? Would alternative approaches accomplish the same results at less cost? ▪ What measures have been taken during planning and implementation to ensure that resources are efficiently used?	like google form. The on-line survey is to gather feedback, opinions, and information from beneficiaries and related stakeholders focusing on project effectiveness, efficiency, sustainability, and risk management. ● Focus Group Discussion: The enumerator will conduct FGD at national and district level to gather in-depth qualitative information focusing on project sustainability using beneficiary's landscape. Using a mix method by combining qualitative and quantitative analysis. With qualitative methodology, the reviewer will examine the increase/decrease impact and output. Ideally, there is a TOC as a tool to measure the gap between ideal goal and objective compared to the implementation. Furthermore, analysing the milestone could be another way to measure the likelihood to contribute to the expected impact. The enumerator/reviewer will measure value for money (VfM) using financial quantitative data.			

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	Were the project expenditures in line with budgets? ▪ Could more have been achieved with the same input? ▪ Could the same have been achieved with less input? ▪ How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period. ▪ To what extent were the project's activities in line with the schedule of activities as defined by the Project Team and annual Work Plans? ▪ Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements? ● **Sustainability** ● <u>Sustainability of benefits</u> ▪ Will the project results and benefits be sustained after the end of donor funding? ▪ Does the project have an exit strategy? ● <u>Financial *risks:*</u> ▪ What is the likelihood of financial and economic resources not being available once the project ends? ● <u>*Socio-political risks:*</u>				

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	▪ Are there any social or political risks that may jeopardize the sustainability of project outcomes? ▪ What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? ▪ Do the various key stakeholders see that it is in their interest that project benefits continue to flow? ▪ Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? ● *Institutional framework and governance risks:* ▪ Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits? ▪ Are requisite systems for accountability and transparency and required technical know-how in place? ● *Environmental risks:* ▪ Are there any environmental risks that may jeopardize the				

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	sustainability of project outcomes? ▪ Are there any project outputs or higher-level results that are likely to have adverse environmental impacts, which, in turn, might affect the sustainability of project benefits? ● **Coherence?** ▪ Did the project's result fully or partially align with: UN Decade on Ecosystem Restoration, GEF's role as a financial mechanism of the UNCCD, LD focal area objective, GEF corporate strategy (as well as the LD focal area strategy) in GEF-7 to identify "interventions to promote private sector engagement", GEF and Gender, GEF's Response to Covid-19? ▪ Did the project's result fully or partially align with policy and meet targets in: the National Mid-term Development Plan RPJMN), the Regional and District Mid-term Development Plan (RPJMD), and Strategic Plan (Renstra) of related GoI agencies in Mojokerto District?				
C. Project Implementation and Adaptive Management					
C.1 Key inquiries/questions: 1. Has the project been implemented efficiently, cost-effectively, and been	**C.2 Sub-inquiries/questions:** 1.Project management (arrangement) ▪ Review overall effectiveness of project management as outlined	To review project implementation and adaptive management, the reviewer/enumerator will collect data, information and evidence	● Document review: CEO LD Document, two annual workplans, two annual progress reports,	● The project documents consisted of sufficient data and information on project work planning,	

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
able to adapt to any changing conditions thus far? 2. Why is the financial absorption below plan and how can it be improved? **3.** To what extent are project-level monitoring and Review systems, reporting, and communications supporting the project implementation?	in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. ▪ Review whether the national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)? ▪ Has the UNIDO HQ-based management, coordination, monitoring, quality control and technical inputs been efficient, timely and effective (e.g. problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)? ▪ The project implemented outreach and public awareness campaigns. Outreach and public	through **document review, off-, on-line key informant interview (KII)**, and if it is necessary **Focus Group Discussion** (**FGD**). The enumerator/reviewer will elaborate, synthesize, and triangulate data and information that is taken from documents, KII, and FGD to strengthen evidence and to elaborate project implementation and adaptive management. ● <u>Document review</u>: The enumerator/reviewer will dissect, examine, and analyse the project documents such as CEO LD, two Annual Workplans, M&E framework and plan, and two Annual Progress Reports to determine both quantitative and qualitative data on project implementation and adaptive management to elaborate evidence on project management, monitoring and evaluation activities, project reporting, financial management, and stakeholders' engagement and communication. ● <u>Key Informant Interview (KII)</u>: ● <u>Off-line KII:</u> The enumerator/reviewer will conduct an off-line qualitative, in-depth interview with key informants or stakeholders who organize and hold project management such as PMU and	Monitoring and evaluation framework and plan, and financial plan and reports. ● Off-line key informant interview: PMU and PEE ● On-line key informant interview: SCU, MoF regional office in Sidoarjo, Aliansi Air, and Swakelola partners. ● FGD at national level: PMU, PEE, Private Sector, ● FGD at regional/district level: MoF regional office, Aliansi Air, Selected KWT member, Swakelola partners, and selected community.	clear monitoring and evaluation framework and plan, and financial plan and report that can be dissected and analysed. ● All key informants/respondents are available and commit to provide data and information on project implementation as needed. ● All designated key informants/respondents actively participate in the interview and the FGD	

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	awareness materials produced are in line with the relevant UNIDO and donor advocacy guidelines?" 2.Results-based work planning, monitoring and review, reporting ● M&E: ***(focus on Monitoring)*** ***M&E design*** ▪ Was the monitoring plan at the point of project approval practical and sufficient? ▪ Did it include baseline data and specify clear targets and appropriate indicators to track environmental, gender, and socio-economic results? ▪ Did it include a proper M&E methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection; ▪ Did it include budget adequate funds for M&E activities? ***M&E implementation*** ▪ How was the information from the M & E system used during the project implementation? Was an M&E system in place and did it facilitate timely tracking of progress toward project results by collecting information on selected indicators continually throughout the project	PEE. The in-depth interview is to gain insights, perspectives, and in-depth understanding on project management (project work planning, coordination, and collaboration), project M&E and reporting, financial management, and stakeholders' engagement at national level. ● On-line KII: The enumerator also will conduct on-line qualitative, in-depth interview with SCU, MOF regional office in Sidoarjo, Aliansi Air, and Swakelola partners to gather information, opinion, and insight on project management (project work planning, coordination, and collaboration), project M&E and reporting, financial management, and stakeholders' engagement at regional and district level. ● Focus Group Discussion: If it is necessary, the enumerator/reviewer will conduct FGD at national and district level to gather in-depth qualitative evidence and to triangulate data focusing on project work planning, monitoring and evaluation, and financial management. To measure the effectiveness and efficiency of the program, a mixed method approach will be used.			

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	implementation period? Did the project team and manager make decisions and corrective actions based on analysis from the M & E system and based on results achieved? ▪ Are annual/progress project reports complete and accurate? ▪ Was the information provided by the M&E system used to improve performance and adapt to changing needs? Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions? Do the Project team and managers and PSC regularly ask for performance and results information? ▪ Are monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Do performance monitoring and reviews take place regularly? ▪ Were resources for M&E sufficient? ▪ How has the logframe been used for Monitoring and Evaluation purposes (developing M&E plan, setting M&E system, determining baseline and	VFM will be the key to measure the efficiency of the program and the qualitative data (milestone achievement) will be the evidence to show the effectiveness of the program. FGDs need to be conducted to measure the project performance using the stakeholders and beneficiary's landscape. Interview questions need to cover the aspect of project performance to ensure the relevance, effectiveness, efficiency, sustainability of benefit, risk management that was well covered during the program implementation			

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
	targets, annual implementation review by the Project Steering Committee…) to monitor progress towards expected outputs and outcomes? ▪ How well have risks outlined the project document and in the logframe been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place? 3.Financial management ● Value for money: How does the budget allocation address project needs that are identified by project workplan? ● Budget plan vs budget spending? 4.Stakeholder engagement and communication				
D. Performance of Partners					
Institution and criteria to be reviewed: ● <u>UNIDO</u> ***Design*** ▪ Mobilization of adequate technical expertise for project design ▪ Inclusiveness of project design (with national counterparts) ▪ Previous evaluative evidence shaping project design ▪ Planning for M&E and ensuring sufficient M&E budget ***Implementation*** ▪ Timely recruitment of project staff ▪ Appropriate use of funds, procurement and contracting of goods and services ▪ Project modifications following changes in context or after the Mid-Term Review ▪ Follow-up to address implementation bottlenecks		To review performance of partners, the reviewer/enumerator will collect data, information, and evidence through **off**- or **on-line Key Informant/group Interview** and if necessary **on-line survey**. The enumerator/reviewer will elaborate, synthesize, and triangulate data and information that is taken from KII and survey to strengthen evidence to elaborate and triangulate performance of partners in designing and implementing the project.	● Off- or on-line key informant interview: National Counterpart (MoF), and GEF ● On-line Survey: PMU, PEE, Private Sector, MoF regional office, Aliansi Air, Selected KWT member, Swakelola partners, and selected community etc	● All key informants/ respondents are available and commit to provide data and information on performance partners as needed. ● All designated key informants/respondent actively participate in the interview and the survey	

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
▪ Role of UNIDO country presence (if applicable) supporting the project ▪ Engagement in policy dialogue to ensure up-scaling of innovations ▪ Coordination function ▪ Exit strategy, planned together with the government		● Off- or on-line Key Informant/group Interview (KII): The enumerator/reviewer will conduct an off-line qualitative, in-depth interview with UNIDO, National Stakeholders (MoF), and donor who have supported and engaged with MEWLAFOR. The in-depth interview is to gain insights, perspectives, and in-depth understanding on project design and implementation that is supported by partners. ● On-line survey: If it is necessary, the enumerator/reviewer will conduct an on-line survey using digital questionnaires distributed through online digital application like google form. The survey is to collect feedback			
● National counterparts ***Design*** ▪ Responsiveness to UNIDO's invitation for engagement in designing the project ***Implementation*** ▪ Ownership of the project ▪ Support to the project, based on actions and policies ▪ Counterpart funding ▪ Internal government coordination ▪ Exit strategy, planned together with UNIDO, or arrangements for continued funding of certain activities ▪ Facilitation of the participation of Non-Governmental Organizations (NGOs), civil society and the private sector where appropriate ▪ Suitable procurement procedures for timely project implementation ▪ Engagement with UNIDO in policy dialogue to promote the up-scaling or replication of innovations			● Off- or on-line key informant interview: UNIDO and GEF ● On-line Survey: PMU, Private Sector, MoF regional office, Aliansi Air, Selected KWT member, Swakelola partners, and selected community etc		
● Donor ▪ Timely disbursement of project funds ▪ Feedback to progress reports, including Mid-Term Evaluation ▪ Support by the donor's country presence (if applicable) supporting the project for example through engagement in policy dialogue			● Off- or on-line key informant interview: UNIDO and National Counterpart (MoF) ● On-line Survey: PMU, PEA, Private Sector, MoF regional office, Aliansi Air, Selected KWT member, Swakelola partners, and selected community etc		
E. Cross-cutting performance criteria					

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
E.1 Inquiries/questions: ● <u>Gender mainstreaming</u> ▪ Did the project design adequately consider the gender dimensions in its interventions? Was the gender marker assigned correctly at entry? ▪ Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators? ▪ Are women/gender-focused groups, associations or gender units in partner organizations consulted/ included in the project? ▪ How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries? ▪ Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)? ▪ To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?		To review cross cutting performance criteria that focus on gender mainstreaming, the reviewer/enumerator will collect data, information, and evidence through **focus group discussion (FGD)** at national level. The enumerator/reviewer will elaborate and synthesis data and information that taken from FGD to strengthen quantitative and qualitative evidence to elaborate on how the project address gender issues	FGD: UNIDO, MoF, PEE, PMU, Private sector at national level	● All key informants/ respondents are available and commit to provide data and information on project response to gender issues. ● All designated key informants/respondent actively participate in FGD	
F. Lessons learnt and Overall Project Achievements					
F.1 Inquiries/questions: 1. What are key lessons learned from project interventions? 2. What works? What doesn't? **3.** What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project so far? **F.2 Criteria to be reviewed:** Overarching assessment of the project, drawing upon the analysis made under Project performance and Progress to Impact criteria above but not an average of ratings.		● The enumerator/reviewer will dissect, examine, and analyse the two Annual Progress Reports and other official reports to determine qualitative data on project best practices, bad practices, success stories, and unsuccess stories. ● The reviewer/enumerator will insert questions on project lessons learnt in every KII, FGD, and survey to be asked to respondents and adjust to review criteria. The enumerator/reviewer will summarize and synthesize data and information on project lessons	● Document review: two annual progress reports and other official project reports. ● KII on lesson learnt: All stakeholders who participate in KII, FGD, and survey. ● Online Survey on project achievement: all stakeholders who are involved in the project implementation and received project's benefit.	● Project documents consisted of clear evidence on best practice, bad practices, success stories, and unsuccess stories. ● All key informants/ respondents are aware of project lessons learnt and project achievements/benefits. ● All designated key informants/respondents actively participate in the KII and survey.	

Key inquiries/questions	Sub-inquiries/questions	Method of data collection	Data sources/Respondents	Risk and Assumption	Tentative time of implementation
		learnt to be added into MTR report. ● The enumerator/reviewer will conduct an online survey to collect opinion and feedback on overall project achievements from all stakeholders that involve in the project implementation and received project benefit. The survey assessment will use project rating criteria in the table 1.			

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Annex 2. List of Data Sources: interviewed Stakeholders/Respondents

Name	Sex	Institution	Position
National			
Nurul Iftitah	Female	Direktorat PEPDAS	Director PEPDAS
Hadiyati Utami	Female	Direktorat PEPDAS	PPK MEWLAFOR
Dedi Haryadi	Male	PMU	NPM
Erna Irawati	Female	Direktorat PEPDAS	Head sub-division of Evaluation
Ade Febriansyah	Male	PMU	Adm. Assistant
Sigit Eko Margo	Male	Direktorat PEPDAS	Chairman of Pokja MEWLAFOR
Evid Fadliyah	Female	PMU	Finance Assistant
Christian Susan	Male	UNIDO	Program Manager
Salil Dutt	Male	UNIDO	
Syafari Usmaini	Female	UNIDO	
Province and District			
Muchtar Efendi	Male	BPDAS Brantas Sampean	Head of BPDAS
Ari Sulistyo	Male	BPDAS Brantas Sampean	PPK MEWLAFOR
Sutisna	Male	SCU MEWLAFOR	Regional Facilitator
Andung	Male	Aliansi Air di Mojokerto	Secretary of *Aliansi Air*
Suroso	Male	YLH Seloliman for agroforestry	
Ardian Budi Wahyurianto	Male	Dinas Lingkungan Hidup Kab. Mojokerto	Fungsional PEDAL Ahli Muda
Rachmad Arief Hidayat, SE, MM	Male	BAPPEDA Kab. Mojokerto	Functional Junior Expert Planner
Siti Mardjiana	Female	Dinas Pendidikan Kab. Mojokerto	Secretary of Education Agency
Teguh	Male	Dinas Lingkungan Hidup Kab. Mojokerto	Head division of PEDAL
Arif Budi Setiawan S.E., M.M.	Male	Dinas Pertanian Kab. Mojokerto	Head of Infrastructure and Facility
Fayakun	Male	Perum DAM Kab. Mojokerto	Director
Rois Arif Budiman	Male	Dinas PUPR Kab Mojokerto	Head Division or Water Resources
Kusmaji	Male	KTH Pringgodani (Bambu)	Chairman
Misyanto	Male	KTH Agro Kendalisodo (Agroforestry)	Chairman
Sujono	Male	KTH Rimba Makmur (Agroforestry)	Chairman
Slamet	Male	KTH Atlas (Agroforestry)	Chairman
Suyono	Male	KTH Jaya Lestari (Bamboo)	Chairman
Timbul S Dayad	Male	KTH Sumber Agung	Chairman
Consultant			
Dr Nugroho Christanto	Male	Faculty of Geography of UGM	Consultant of Hyidrologi
Yanti Triyulianti L	Female		Consultant of Gender

Annex 3. Instruments and tools for data collection

A. Project strategy

Introduction

Since 2024, with support from Global Environment Facility (GEF), United Nation Industrial Development Organization (UNIDO) Indonesia assisted the Government of Indonesia (Ministry of Forestry - Directorate for Planning and Evaluation of Watershed Management) to organize and to implement a four-year project called Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation (MEWLAFOR) 2024-2027. The project has four components, seven outputs, and has been implementing fourteen activities.

The project is entering mid-term implementation phase; therefore, it is necessary to identify immediate results in areas such as **project strategy**, project result, project Implementation, adaptive management, and overall project performance through a mid-term review (MTR). The mid-term review document is intended to direct future activities by providing input and recommendations to improve the formulation and strategy for remaining project implementation.

Key Informant Interview (KII) is one of MTR's data collection methods to gather data, information, and evidence related but not limited to project strategy including project design/relevance, project result framework/logframe, people participation and contribution, key challenges, and lessons learnt and recommendations.

Key inquiries/questions:

1. To what extent is the project design still relevant in light of changed circumstances?
2. What should be adjusted accordingly to be on track to achieve expected results?
3. What are major technical needs/demands from stakeholders at the country level?

Resource persons/Respondents:

No.	Name	Male/Female	Position
1.			
2.			
3.			
4.			
5.			

List of probing questions for KII:

1. Project Design/Relevance

- Overall project design
  - Was the project design adequate to address the problems at hand?
  - Is the project consistent with global priorities, in the work plan of the lead national counterpart?
  - Does it meet the needs of the target group?
  - Is it consistent with UNIDO's Inclusive and Sustainable Industrial Development?
  - Does it adequately reflect lessons learnt from past projects?
  - Is it in line with the donor's priorities and policies?
  - Is the applied project approach sound and appropriate? Is the design technically feasible and based on best practices?

- Does UNIDO have in-house technical expertise and experience for this type of intervention?
- To what extent is the project design (in terms of funding, institutional arrangement, implementation arrangements…) as foreseen in the project document still valid and relevant? please explain more why it is still valid?

M&E

- Does the project document include a M&E plan?
- Does the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place?
- Does it allocate a budget for each exercise?
- Is the M&E budget adequately allocated and consistent with the logframe (especially indicators and sources of verification) is TOC and Logframe quite good enough to capture the design and the dynamic of the program?
- Were there any changes in project design and/or expected results after the start of implementation? If yes, please explain in which area the most significant changes in project design?
- Did the project establish a baseline (initial conditions and indicators)?
- Was the evaluation able to estimate the baseline conditions so that results can be determined?
- **Risk management:**
  - Are critical risks related to financial, social-political, institutional, environmental and implementation aspects identified with specific risk ratings?
  - Are their mitigation measures identified?
  - Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&E plan?

- Relevance
  - How does the project fulfil the urgent target group needs?
  - To what extent is the project aligned with the development priorities of the country (national poverty reduction strategy, sector development strategy)?
  - How does the project reflect donor policies and priorities?
  - Is the project a technically adequate solution to the development problem?
  - Does it eliminate the cause of the problem?
  - To what extent does the project correspond to UNIDO's comparative advantages?
  - Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have they been revised? Are the revised objectives still valid in today's context?

2. Project results framework/logframe

- **Expected results:**
  - Is the expected result-chain (impact, outcomes and outputs) clear and logical?
  - Does impact describe a desired long-term benefit to a society or community (not as a mean or process)?
  - Do outcomes describe change in target group's behaviour/performance or system/institutional performance?
  - Do outputs describe deliverables that project will produce to achieve outcomes?
  - Are the expected results realistic, measurable and not a reformulation or summary of lower-level results?
  - Do outputs plus assumptions lead to outcomes, do outcomes plus assumptions lead to impact?
  - Can all outputs be delivered by the project, are outcomes outside UNIDO's control but within its influence?

- **Indicators:**
  - Do indicators describe and specify expected results (impact, outcomes and outputs) in terms of quantity, quality and time?
  - Do indicators change at each level of results and independent from indicators at higher and lower levels?
  - Do indicators not restate expected results and not cause them?
  - Are indicators necessary and sufficient and do they provide enough triangulation (cross-checking)?
  - Are they indicators sex-disaggregated, if applicable?
  - Is there any baseline indicator as a benchmark to measure the program?
- **Sources of verification:**
  - Are the sources of verification/data able to verify the status of indicators? Are they cost-effective and reliable?
  - Are the sources of verification/data able to verify status of output and outcome indicators before project completion?

3. **People involved and their contribution**
   - Who was involved in project design, project result framework development?
   - What is their contribution?
   - How were coordination and collaboration among related stakeholders in designing the project and developing the project result framework?
4. **Key challenges and corrective action**
   - What is the key challenge in designing the project and developing project result framework?
   - What is the corrective action to overcome the challenges?
5. **Lessons Learnt and recommendation**
   - What are the key lessons learnt in designing a project and developing project result framework/logframe? What work? What did not work?
   - What lessons can be drawn from the successful and unsuccessful practices in designing the project and developing the project result framework?
   - Any recommendations?

B. Progress towards Results

Introduction

Since 2024, with support from Global Environment Facility (GEF), United Nation Industrial Development Organization (UNIDO) Indonesia assisted the Government of Indonesia (Ministry of Forestry - Directorate for Planning and Evaluation of Watershed Management) to organize and to implement a four-year project called Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation (MEWLAFOR) 2024-2027. The project has four components, seven outputs, and has been implementing fourteen activities.

The project is entering mid-term implementation phase; therefore, it is necessary to identify immediate results in areas such as project strategy, **project result,** project Implementation and adaptive management, and overall project performance through a mid-term review (MTR). The mid-term review document is intended to direct future activities by providing input and recommendations to improve the formulation and strategy for remaining project implementation.

Key Informant Interview, **survey**, and **FGD** are MTR's data collection methods to gather data, information, and evidence related but not limited to project result including progress to impact, effectiveness and progress towards expected result, efficiency, sustainability, coherence, key challenges, and lessons learnt and recommendations.

Key inquiries/question:

1. To what extent have the expected outcomes and objectives of the project been achieved thus far?
2. Is it on track to achieving its objectives?
3. How successful are the new elements of the project?
4. What are the remaining barriers to achieving the objectives in the remainder of the project and how to overcome them?

Resource persons/Respondents:

No.	Name	Male/Female	Position
1.			
2.			
3.			
4.			
5.			

List of probing questions for KII:

1. Progress to impact

- What likelihood will contribute to the expected impact?
- What are positive and negative, primary and secondary long-term effects being produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process? and the extent to which conditions for trajectory change are being put into place?
- Replication: To what extent the project's specific results (e.g. methodology, technology, lessons, etc.) are reproduced or adopted?
- Mainstreaming: To what extent information, lessons or specific results of the project are incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations and project?
- Scaling-up: To what extent the project's initiatives and results are implemented at larger geographical scale?
- What difference has the project made to the beneficiaries?
- What is the change attributable to the project? To what extent?
- What are the social, economic, environmental and other effects, either short-, medium- or long-term, on a micro- or macro-level?
- What effects are intended or unintended, positive or negative?

The three UNIDO impact dimensions are:

- Safeguarding environment: To what extent the project contributes to changes in the status of environment?
- Economic performance: To what extent the project contributes to changes in the economic performance (e.g. finances, income, costs saving, expenditure) of individuals, groups and entities?
- Social inclusiveness: To what extent the project contributes to changes in capacity and capability of individuals, groups (especially people with disability groups, female head of households, and other inclusive groups), and entities in society, such as employment, education, and training.

2. Effectiveness and progress towards expected results

- What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project?
- To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)?
- What are the reasons for the achievement/non-achievement of the project objectives?
- What is the quality of the results? How do the stakeholders perceive them? What is the feedback of the beneficiaries and the stakeholders on the project effectiveness?
- To what extent is the identified progress result of the project rather than external factors?
- What can be done to make the project more effective?
- Were the right target groups reached?

3. Efficiency

- How economically are the project resources/inputs (concerning funding, expertise, time…) being used to produce results?
- To what extent were expected results achieved within the original budget? If no, please explain why.
- Are the results being achieved at an acceptable cost? Would alternative approaches accomplish the same results at less cost?
- What measures have been taken during planning and implementation to ensure that resources are efficiently used? Were the project expenditures in line with budgets?
- Could more have been achieved with the same input?
- Could the same have been achieved with less input?
- How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period.
- To what extent were the project's activities in line with the schedule of activities as defined by the Project Team and annual Work Plans?
- Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?

4. Sustainability

1. What are the risks that are likely to affect the continuation of project results?
2. Has the project put in place a mechanism to ensure sustainability after the project's completion (in terms of financial, legal, institutional, socio-economic instruments, frameworks or processes)?
3. Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future?

- Sustainability of benefits
  - Will the project results and benefits be sustained after the end of donor funding?
  - Does the project have an exit strategy?
- *Financial risks:*
  - What is the likelihood of financial and economic resources not being available once the project ends?
- *Socio-political risks:*
  - Are there any social or political risks that may jeopardize the sustainability of project outcomes?
  - What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?
  - Do the various key stakeholders see that it is in their interest that project benefits continue to flow?

- Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?

- *Institutional framework and governance risks:*
  - Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits?
  - Are requisite systems for accountability and transparency and required technical know-how in place?
- *Environmental risks:*
  - Are there any environmental risks that may jeopardize the sustainability of project outcomes?
  - Are there any project outputs or higher-level results that are likely to have adverse environmental impacts, which, in turn, might affect the sustainability of project benefits?

5. Coherence

- Does the project's result so far fully or partially align with: UN Decade on Ecosystem Restoration, GEF's role as a financial mechanism of the UNCCD, LD focal area objective, GEF corporate strategy (as well as the LD focal area strategy) in GEF-7 to identify "interventions to promote private sector engagement", GEF and Gender, GEF's Response to Covid-19?
- Does the project's result so far fully or partially align with policy and met target in: the National Mid-term Development Plan RPJMN), the Regional and District Mid-term Development Plan (RPJMD), and Strategic Plan (Renstra) of related GoI agencies in Mojokerto District?

6. Key challenges and corrective action

- What is the key challenge in achieving impact, materializing project effectiveness, efficiency, sustainability, and coherence?
- What is the corrective action to overcome the challenges?

7. Lessons Learnt and recommendation

- What are the key lessons learnt in achieving impact, materializing effectiveness, efficiency, sustainability, and coherence? What work? What did not work?
- What lessons can be drawn from the successful and unsuccessful practices in achieving impact, materializing effectiveness, efficiency, sustainability, and coherence?
- Any recommendations?

Questionnaire for Survey

The survey will measure the perception of the key stakeholders to the project result, how the stakeholders perceive the effectiveness, efficiency, sustainability, and risk management of the project.

A. Basic Information			
1.	Name	:	
2.	Male/Female	:	1. Male 2. Female
3.	Latest Education level	:	1. SMA/SMK 2. D1/D2/D3 3. S1 4. S2 5. S3
4.	Position	:	
5.	Institutions	:	
6.	Address	:	
7.	District	:	

A. Basic Information			
8.	Province	:	
9.	Stakeholder type in UNIDO Project	:	a. PEE (Project Execution Entity) b. PMU (Project Management Unit) b. SCU (Site Coordination Unit)

B. Effectiveness of the program			
1.	UNIDO team engaged the stakeholders during the planning process	:	1. Strongly Disagree 2. Disagree 3. Neither Disagree Nor Agree 4. Agree 5. Strongly Agree
2.	Our team can coordinate effectively with UNIDO team	:	1. Strongly Disagree 2. Disagree 3. Neither Disagree Nor Agree 4. Agree 5. Strongly Agree
3.	UNIDO team provides a strong support to manage the program	:	1. Strongly Disagree 2. Disagree 3. Neither Disagree Nor Agree 4. Agree 5. Strongly Agree
4.	UNIDO team regularly monitor the implementation of the program	:	1. Strongly Disagree 2. Disagree 3. Neither Disagree Nor Agree 4. Agree 5. Strongly Agree
5.	UNIDO team engaged your team to do the monitoring	:	1. Strongly Disagree 2. Disagree 3. Neither Disagree Nor Agree 4. Agree 5. Strongly Agree
6.	We conduct routine meeting to track the progress of the program	:	1. Yes 2. No
7.	In the team, we have someone who are supporting UNIDO team to track their progress activity	:	1. Yes 2. No
8.	We also track the progress of MEWLAFOR indicator	:	1. Yes 2. No
9.	Does UNIDO provide clear direction to the procurement goods and services?	:	1. Yes 2. No
10.	Does UNIDO involve in the process of selecting team member?	:	1. Yes 2. No
11.	We are using our own budget to hire someone to support us implementing this program	:	1. Yes 2. No
12.	Did the program meet your expectation	:	1. Yes

B. Effectiveness of the program			
			2. No then go to Question No. 14
13.	If Yes, please mention the main result of the program	:	
14	If No, what can be done to make the program more effective?	:	

C. Efficiency of the program			
1.	Project's activities in line with the schedule of activities as defined by the Project Team and annual Work Plans	:	1. Strongly Disagree 2. Disagree 2. Neither Disagree Nor Agree 3. Agree 4. Strongly Agree
2.	We have been provided input to UNIDO as planned	:	1. Strongly Disagree 2. Disagree 3. Neither Disagree Nor Agree 4. Agree 5. Strongly Agree
3.	There is a gap between the budget plan and the disbursement for the program	:	1. Yes 2. No, then go to question No. 5.
4.	If Yes, which activity that need more budget?	:	
5.	If No, which activity that need less budget?	:	
6.	Are you willing to allocate our own budget as the matching fund to support the implementation of the program	:	1. Yes 2. No, then go to question No. 8
7.	If Yes, please explain total amount of money that you will put as matching fund?	:	
8.	If No, why did you un-allocate the funding for this program?	:	
9a.	Total budget Year I	:	USD/IDR …….
9b.	Total budget Year II	:	USD/IDR …….
10a.	Realization expense Year I	:	USD/IDR……..
10b.	Realization expense Year II	:	USD/IDR ……..
11.	If there is any budget cut in the next phase of program, which activity will you be prioritized to be implemented?	:	
12.	Is the expected result being achieved within the original budget?	:	1. Yes 2. No
13.	If No, please explain why?	:	
14a.	Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?	:	1. Yes 2. No
14.b	If No, please explain why?	:	
15	Was the project timely in producing outputs and outcomes?	:	1. Yes 2. No

C. Efficiency of the program			
16.	If No, please explain the delay or acceleration of the project's implementation period.	:	

D. Sustainability, Risk, and Lesson Learn of the program			
1.	Did you engage this program into your institution strategy/policy?	:	1. Yes 2. No
2.	If Yes, please specify which regulations/strategic plan document mention about this project.	:	
3.	If No, how do you ensure the continuation of this program?	:	
4.	What is the challenges to engage the program to your regulation/strategic plan document?	:	
5.	If you are allowed to continue this program, which activities from this program will continue?	:	
6.	Why do you want to continue this activity?	:	
7.	During implementation of this project, is there any risks that may jeopardize the sustainability of project outcomes?	:	1. Yes 2. No
8.	If Yes, what is the major erisk that may affect the sustainability of the program?	:	
9.	How do you handle the risk?	:	
10.	What good practices from this program still need to be continued?	:	
11.	Which parts of the programme still need improvement?	:	

C. Project Implementation and Adaptive Management

Introduction

Since 2024, with support from Global Environment Facility (GEF), United Nation Industrial Development Organization (UNIDO) Indonesia assisted the Government of Indonesia (Ministry of Forestry - Directorate for Planning and Evaluation of Watershed Management) to organize and to implement a four-year project called Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation (MEWLAFOR) 2024-2027. The project has four components, seven outputs, and has been implementing fourteen activities.

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Key Informant Interview and **FGD** are MTR's data collection methods to gather data, information, and evidence related but not limited to project management (arrangement), results-based work planning, monitoring and review, reporting (Project Workplan, Project M&E: M&E design and

implementation, Reporting), financial management, stakeholder engagement and communication, key challenges, and lessons learnt and recommendations.

Key inquiries/questions:

1. Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far?
2. Why is the financial absorption below plan and how can it be improved?
3. Is Mojokerto District office allocating specific budget to support this program?
4. To what extent are project-level monitoring and Review systems, reporting, and communications supporting the project implementation?

Resource persons/Respondents:

No.	Name	Male/Female	Position
1.			
2.			
3.			
4.			
5.			

List of probing questions for KII:

1. **Project management (arrangement)**

   - Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
   - Review whether the national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)?
   - The UNIDO HQ-based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (e.g. problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)?
   - The project implemented outreach and public awareness campaigns. Outreach and public awareness materials produced are in line with the relevant UNIDO and donor advocacy guidelines?"

2. **Results-based work planning, monitoring and review, reporting**

   - M&E: ***(focus on Monitoring)***

     M&E design
     - From the baseline situation, is there any changes regarding the M&E Framework and TOC?
     - Was the monitoring plan at the point of project approval practical and sufficient?
     - Did it include baseline data and specify clear targets and appropriate indicators to track environmental, gender, and socio-economic results?

- Did it include a proper M&E methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection; is there any data quality analysis control to ensure the validity and reliability of the data?
- Did it include budget adequate funds for M&E activities?

M&E implementation

- How was the information from the M & E system used during the project implementation? Was an M&E system in place and did it facilitate timely tracking of progress toward project results by collecting information on selected indicators continually throughout the project implementation period? Did project team and manager make decisions and corrective actions based on analysis from M&E system and based on results achieved?
- How does the M&E team track the milestone progress? Are there any specific tools to track the Milestone?
- Regarding the progress of policy and Regulation, how does M&E team check the validity and reliability of the data and document?
- Are annual/progress project reports complete and accurate?
- Was the information provided by the M&E system used to improve performance and adapt to changing needs? Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions? Do the Project team and managers and PSC regularly ask for performance and results information?
- Are monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Do performance monitoring and reviews take place regularly?
- Were resources for M&E sufficient?
- How has the logframe been used for Monitoring and Evaluation purposes (developing M&E plan, setting M&E system, determining baseline and targets, annual implementation review by the Project Steering Committee…) to monitor progress towards expected outputs and outcomes?
- How well have risks outlined the project document and in the logframe been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place?

3. Financial management

- Value for money: How budget absorption address project needs that identified by project workplan?
- Budget plan vs budget spending?

4. Stakeholder engagement and communication

- Are there any stakeholder mapping and analysis prior to the program implementation?
- How does the strategy effectively support the project implementation?
- If not, what is the strategy to approach and engage the stakeholders during program design, program implementation, and program monitoring?

5. Key challenges and corrective action

- What is the key challenge in project management (arrangement), results-based work planning, monitoring and review, reporting (Project Workplan, Project M&E: M&E design and implementation, Reporting), financial management, and stakeholder engagement and communication?
- What is the corrective action to overcome the challenges?

7. Lessons Learnt and recommendation

- **What are the key lessons learnt** in project management (arrangement), results-based work planning, monitoring and review, reporting (Project Workplan, Project M&E: M&E design and implementation, Reporting), financial management, and stakeholder engagement and communication? **What work**? **What did not work**?
- What lessons can be drawn from the successful and unsuccessful practices in project management (arrangement), results-based work planning, monitoring and review, reporting (Project Workplan, Project M&E: M&E design and implementation, Reporting), financial management, and stakeholder engagement and communication?

D. Performance of Partners

Introduction

Since 2024, with support from Global Environment Facility (GEF), United Nation Industrial Development Organization (UNIDO) Indonesia assisted the Government of Indonesia (Ministry of Forestry - Directorate for Planning and Evaluation of Watershed Management) to organize and to implement a four-year project called Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation (MEWLAFOR) 2024-2027. The project has four components, seven outputs, and has been implementing fourteen activities.

The project is entering mid-term implementation phase; therefore, it is necessary to identify immediate results in areas such as project strategy, project result, project Implementation and adaptive management**, performance partner**, cross cutting performance criteria, and overall project performance through a mid-term review (MTR). The mid-term review document is intended to direct future activities by providing input and recommendations to improve the formulation and strategy for remaining project implementation.

Key Informant Interview and **on-line survey** are MTR's data collection methods to gather data, information, and evidence related but not limited to design and implementation that were organized by UNIDO, national counterparts, and donor (GEF), key challenges, and lessons learnt and recommendations.

Resource persons/Respondents:

No.	Name	Male/Female	Position
1.			
2.			
3.			
4.			
5.			

List of probing questions for KII:

- UNIDO

Design

- How adequate the technical expertise has been mobilized by UNIDO for project design?
- To what extent UNIDO make inclusive the project design (with national counterparts)?
- To what extent UNIDO use the previous evaluative evidence to sharp project design?
- How UNIDO make planning for M&E and ensuring sufficient M&E budget?

Implementation

- Does UNIDO recruit the project staff in timely manner?
- How does UNIDO ensure appropriate use of funds, procurement and contracting of goods and services?
- How does UNIDO organize project modifications following changes in context or after the Mid-Term Review?
- How does UNIDO follow-up to address implementation bottlenecks?
- What is UNIDO country presence role (if applicable) supporting the project?
- How does UNIDO engage in policy dialogue to ensure up-scaling of innovations?
- How does UNIDO conduct the coordination function?
- How does UNIDO establish exit strategy, planned together with the government?

- National counterparts

Design

- To what extent the national counterpart response to UNIDO's invitation for engagement in designing the project?

Implementation

- To what extent does the national counterpart's ownership of the project?
- To what extent does the national counterpart support to the project, based on actions and policies?
- To what extent does the national counterpart committed to provide funding?
- How does the national counterpart strengthen internal government coordination?
- How does the national counterpart establish exit strategy, planned together with UNIDO, or arrangements for continued funding of certain activities?
- To what extent the national counterpart facilitates the participation of Non-Governmental Organizations (NGOs), civil society and the private sector where appropriate?
- How does the national counterpart maintain suitable procurement procedures for timely project implementation?
- To what extent does the national counterpart engage with UNIDO in policy dialogue to promote the up-scaling or replication of innovations

- Donor
  - How does the donor organize timely disbursement of project funds?
  - How does the donor provide feedback to progress reports, including Mid-Term Evaluation?
  - To what extent does the donor's country presence (if applicable) support the project for example through engagement in policy dialogue?

E. Cross-cutting performance criteria

Introduction

Since 2024, with support from Global Environment Facility (GEF), United Nation Industrial Development Organization (UNIDO) Indonesia assisted the Government of Indonesia (Ministry of Forestry - Directorate for Planning and Evaluation of Watershed Management) to organize and to implement a four-year project called Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation (MEWLAFOR) 2024-2027. The project has four components, seven outputs, and has been implementing fourteen activities.

The project is entering mid-term implementation phase; therefore, it is necessary to identify immediate results in areas such as project strategy, project result, project Implementation and adaptive management**,** performance partner, **cross cutting performance criteria**, and overall project performance through a mid-term review (MTR). The mid-term review document is intended to direct future activities by providing input and recommendations to improve the formulation and strategy for remaining project implementation.

Focus Group Discussion (FGD) is one of MTR's data collection methods to gather data, information, and evidence related but not limited to Gender mainstreaming, key challenges, and lessons learnt and recommendations.

Resource persons/Respondents:

No.	Name	Male/Female	Position
1.			
2.			
3.			
4.			
5.			

Triger questions for Focus Group Discussion

1. **Gender mainstreaming**
   - Did the project design adequately consider the gender dimensions in its interventions? Was the gender marker assigned correctly at entry?
   - Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators?
   - Are women/gender-focused groups, associations or gender units in partner organizations consulted/ included in the project?
   - How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
   - Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)?
   - To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?
2. **Key challenges and corrective action**
   - What is the key challenge in integrating gender issue into project design and implementation?
   - What is the corrective action to overcome the challenges?
3. **Lessons Learnt and recommendation**
   - **What are the key lessons learnt** in addressing gender issue in the project design and implementation? **What work**? **What did not work**?
   - What lessons can be drawn from the successful and unsuccessful practices in addressing gender issue?
   - Any recommendations?

F. Lessons learnt and Overall Project Achievements

Introduction

Since 2024, with support from Global Environment Facility (GEF), United Nation Industrial Development Organization (UNIDO) Indonesia assisted the Government of Indonesia (Ministry of Forestry - Directorate for Planning and Evaluation of Watershed Management) to organize and to implement a four-year project called Maintaining and Enhancing Water Yield Through Land and Forest Rehabilitation (MEWLAFOR) 2024-2027. The project has four components, seven outputs, and has been implementing fourteen activities.

The project is entering mid-term implementation phase; therefore, it is necessary to identify immediate results in areas such as project strategy, project result, project Implementation and adaptive management**,** performance partner, cross cutting performance criteria, **lessons learnt and overall project performance** through a mid-term review (MTR). The mid-term review document is intended to direct future activities by providing input and recommendations to improve the formulation and strategy for remaining project implementation.

KII and **On-line survey** are MTR's data collection methods to gather data, information, and evidence related but not limited to key lessons learnt and overall project performance.

Key inquiries/questions:

Lessons learnt:

1. What are key lessons learned from project interventions?
2. What works? What doesn't?
3. What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project so far?

Overall project performance:

Overarching assessment of the project, drawing upon the analysis made under Project performance and Progress to Impact criteria above but not an average of ratings.

Questionnaire for KII

Resource pesons/Répondent:

No.	Name	Male/Female	Position
1.			
2.			
3.			
4.			
5.			

List of questions for KII

1. What are key lessons learned from project interventions?
2. What works? What doesn't?
3. What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project so far?

Questionnaire for Survey

A. Basic Information			
1.	Name	:	
2.	Male/Female	:	1. Male 2. Female
3.	Latest Education level	:	1. SMA/SMK 2. D1/D2/D3 3. S1 4. S2 5. S3

A. Basic Information			
4.	Position	:	
5.	Institutions	:	
6.	Address	:	
7.	District	:	
8.	Province	:	
9.	Stakeholder type in UNIDO Project	:	a. PEE (Project Execution Entity) b. PMU (Project Management Unit) c. SCU (Site Coordination Unit)

B. Lessons Learnt of the project intervention			
1.	What are the key lessons learnt in whole project intervention?	:	
2.	What did work well?	:	
3.	What did not work well?	:	
4.	What lessons can be drawn from the successful and unsuccessful practices in project intervention?	:	

C. Overall project performance and recommendation			
1.	In your opinion, in scale 1-6, what is the overall project performance?	:	6 Highly satisfactory
			5 Satisfactory
			4 Moderately satisfactory
			3 Moderately unsatisfactory
			2 Unsatisfactory
			1 Highly unsatisfactory
2.	What is your recommendation to improve and scale up the remained project implementation?	:	

Annex 4. Document/literature review or desk review analysis matrix



Annex 4. Document and literature review

Annex 5. Key informant interview and group Interview analysis matrix



Annex 5. Key informant interview

Annex 6. Activity Photos



Figure 1. Data collection: Group Interview at MoF - PMU, Jakarta



Figure 2. Data verification: Key Informant Interview with District Education Agency and Aliansi Air, Mojokerto



Figure 3. Data verification: KII with KTH Pringgodani, Mojokerto



Figure 4. Data verification: KII with SCU and Head of BPDAS Brantas Sampean, Sidoarjo