

EXECUTIVE SUMMARY FINAL EVALUATION

*Central Sulawesi The Rehabilitation and
Reconstruction Project (CSRRP)*



T.A 2024

FOREWORD



The series of earthquakes, tsunamis, and liquefaction disasters that occurred in Central Sulawesi on September 28, 2018, have impacted community activities with damaged housing and infrastructure supporting social and economic activities. Data collection conducted by the National Disaster Management Agency (NDMA) showed that the total damage reached more than 18 trillion Rupiah. The settlement sector and basic infrastructure including roads and bridges, irrigation systems, drinking water, wastewater, electricity and communication networks, and public facilities were the most affected.

Rebuilding better, safer, and more sustainable is the vision of restoring life in affected districts. The Central Sulawesi Rehabilitation and Reconstruction Project (CSRRP) is present to support this vision through (i) provision of permanent housing units and settlement infrastructure; (ii) rehabilitation and reconstruction of public facilities; and (iii) activity implementation support. In its implementation, CSRRP prioritizes the principles of earthquake-resistant buildings, universal design, risk mitigation for Gender-Based Violence, waste and debris management, and the application of green buildings. CSRRP as part of the Indonesia *Disaster Resilience and Reconstruction* (IDRAR) program also targets improving the preparedness and resilience of disaster-affected, high-risk, and center of economic development areas.

This Final Evaluation CSRRP Report is one of six reports on evaluation activities and studies conducted by the ESC CSRRP in 2024. Based on the evaluation results presented in this report, it appears that the implementation of CSRRP has been able to achieve the targets until October 2024 and even some key performance indicators have been exceeded. This achievement is certainly encouraging for us as program implementers. It is hoped that the results of this Final Evaluation can provide lessons learned and input for the development of appropriate implementation strategies in our efforts to achieve better program outcomes than the planned targets.

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EXECUTIVE SUMMARY

1. Background



On September 28, 2018, Central Sulawesi Province in Indonesia was hit by devastating natural disasters, including earthquakes, tsunamis, and liquefaction. These events not only claimed thousands of lives but also resulted in massive damage to infrastructure and settlements. The impacts caused by these disasters were significant, encompassing widespread damage to public and social facilities and causing severe disruptions to people's social and economic activities. In response to this emergency situation, the Government of Indonesia, with support from various international organizations, launched the Central Sulawesi Rehabilitation and Reconstruction Project (CSRRP) to restore and strengthen infrastructure and provide safer and more sustainable shelter for affected communities.

2. Project Aims and Objectives

 The CSRRP project addresses the urgent need to rehabilitate and reconstruct destroyed infrastructure and rebuild community life more resiliently and securely. The project is divided into three main components:

1. **Provision of permanent housing and settlement infrastructure:** The main focus is rebuilding earthquake-resistant shelters and settlement infrastructure that meet higher safety standards to reduce the risk of future disasters.
2. **Rehabilitation and Reconstruction of Public Facilities:** Including schools, health centers, and other public infrastructure vital to communities' social and economic recovery.

3. **Activity Implementation Support:** Coordinate and monitor project implementation to ensure all activities go according to plan and achieve expected targets.

3. Evaluation Methodology

The final evaluation of CSRRP involved data collection through surveys, interviews, and field observations to measure the achievement of project targets. *Stratified random sampling* resulted in a sample of 578 respondents with a *margin of error of 3.7%*. This approach was complemented by in-depth quantitative and qualitative analysis to assess the effectiveness of the interventions undertaken as well as the identification of lessons learned for future learning.

4. Evaluation Results

4.1 Respondent Profile

In this section, the demographic profile of the respondents involved in the final evaluation of CSRRP is presented. This data is important to understand who benefited from the project and in what context the CSRRP interventions were carried out.

- **Demographics:** Most respondents were homeowners whose homes were affected by the disaster. Most respondents were male, and many women also provided feedback on services received. 70% of respondents were male and 30% were female
- **Age and Occupation:** Respondents covered various age groups and occupational backgrounds, which helped gauge the project's effects on diverse demographics. The age range was 18-65 years, with 40% working in the agricultural sector and the other 60% spread across different sectors.
- **Occupant Status:** Shows that 71.8% of residents are owners according to the Decree (SK) of occupancy, while 28.2% are family members outside the Decree of Occupancy. No tenants or contract occupants are reported in this sample.
- **Length of Residence:** Indicates that most residents (68.5%) have lived in their premises for 4-7 months, followed by 19.4% who have lived 0-3 months. Residents who stayed for more than 8 months in a row decreased with a longer duration.
- **Waiting Time Against Waiting Reasons:** Waiting reasons to occupy based on the duration of time. Most residents who wait from 0 to 3 months do so because they are waiting for a good day or waiting for the completeness of basic facilities. For a period of 7-9 months, the reason for waiting has more to do with waiting for the completeness of social and public facilities, reflecting the priority for more complete infrastructure before occupancy.
- **Waiting Time for Residents' Income:** Describes the relationship between residents' income and the length of time they wait to occupy a residence. Residents with lower incomes (< Rp. 2,000,000) tend to delay placement longer compared to those with higher incomes (> Rp. 2,000,000 to Rp. 3,000,000), who are more likely to occupy their residence sooner.

4.2 Benefits

In an effort to improve the quality of life and safety of residents, permanent housing development has provided various significant benefits in the housing sector. Most residents (93%) are aware that the homes they occupy are designed to be earthquake-resistant, providing a high sense of security with 90% feeling confident in the safety offered. Protection against severe weather was also a priority with 99.2% of homes being built to protect residents from extreme weather conditions, while the general comfort of homes was praised by 91.2% of respondents.

In addition, public facilities built in a fixed residential environment also show a great contribution. Sanitation facilities, including toilets and grey water, were appreciated for improving household and environmental hygiene with more than 85% satisfaction. Green and public open spaces are appreciated by 97.1% of residents because they provide communal spaces that enrich social interaction and environmental aesthetics, as well as save costs in the management of community social events.



Supporting infrastructure such as the integrated domestic wastewater management system (SPAL DT) received full recognition from all respondents (100%) for its effectiveness in keeping the environment healthy and clean. Efficient drainage was praised by 98.77% of residents for successfully reducing the potential for inundation and flooding. Public street lighting, which was well received by 97.6% of respondents, not only improved safety but also environmental aesthetics. The roads built facilitate access to essential facilities such as workplaces (71.3%), markets (60.1%), and healthcare facilities (50%), with this increase in accessibility marking a substantial improvement in the quality of daily life.



This development emphasizes the importance of resilient and integrated infrastructure in supporting residents' daily lives in a sustainable and safe way, reflecting a commitment to development that is not only durable but also inclusive and sustainable.

4.3 Project Efficiency and Economic Analysis

In general, the project has achieved a fairly good level of efficiency, although there is significant variation among the different types of infrastructure and units built. This efficiency is important for evaluating the use of funds and the returns obtained from those investments.

- **Overall Project Investment Efficiency:**

- Project Efficiency Analysis (US\$150 million), conducted against actual cost US\$ 135,837,791.24 (91%) from allocated costs), projected 17 Years, Discount Rate 10%:
 - Component-1 Investment: US\$ 83,405,080.42
 - Component-2 Investment: US\$ 37,137,986.95
 - Component 3: US\$ 15,294,723.86
 - Total Investment + OM: US\$ 2,240,760,997

- Total Benefit: US\$ 6,848,283,525
- Total Net Benefit: US\$ 4,607,522,528
- Leverage capacity of project assistance funds of 11% *)
- o Overall evaluation of the investments that have been made in various project components. For a period of 17 years with a discount rate of 10%, the NPV (Net Present Value) for component 1 reached US\$ 100,679,022 with an EIRR of **19%**, while **component 2 NPV reached US\$ 56,183,306 with an EIRR value of 34% while for the entire project the total NPV reached US\$ 747,017,330 and the internal rate of return (EIRR) was 28%**. So that the project can be said to be efficient and provide great benefits. Investments for specific components such as housing and infrastructure, health facilities, education, and other public facilities are also assessed, with a percentage that shows how much of the total funds are used for each component.
- **Efficiency Based on Type of Infrastructure:** Cost Efficiency is the difference in construction costs based on the calculation of Engineering Estimate (EE) with Construction Costs according to the contract, which can be classified based on:
 - o **Efficiency of shelter and settlement infrastructure** ; For housing units only, efficiency reaches 24%, houses with PSU pers 21%, houses + PSU pers + other infrastructure 22%, and for residential infrastructure the efficiency is 22%
 - o **Efficiency for public facilities;** overall reached 24%, assessment of Tadulako University 21%, State High Prosecutor's Office 34%, Undata Hospital 14%, and Fasdiksar 10%

4.4 Achievement of End-of-Program Targets

This subchapter describes the extent to which CSRRP achieved the end goals set at the start of the project.

- From the achievement of the target until October 31, 2024, the final target has not been fully achieved, of the 21 indicators, 10 (47%) have been achieved, namely in 1 PDO indicator and 9 Intermediate Result indicators, while 2 PDO indicators and 9 Intermediate result indicators have not been achieved, the KPI has not been achieved because there are several activities that have not been completed, including the Poboya IPA, the Palu and Sigi pipeline networks and several public facility buildings (BNN & the Sigi Regent office) and have not been fully functional SITABA. Overall, PDO is projected to be achieved in early December 2024, along with the completion of all physical works and activities.
- Key Factors for Achieving Targets include:
 - o For PDO 1 and Component 1:
 - Presidential Instruction Number 10 of 2018 and Number 8 of 2022, especially related to data collection
 - Governor's Decree on Welfare and also Regent/Mayor Decree on WTB and occupancy
 - The readiness of the Housing PMU and PMU Cipta Karya which is supported by BPPW, BP2P and also all related Satker and PPK

- Capacity and Readiness of the Regional Government in determining the WTB Decree and the Occupancy Decree and also in the issuance of PBG and SLF
- Land acquisition
- Assistance from TMC 2, TMC 1, OSP coordinated by PMC
- Capacity and speed of the Contractor in building facilities and infrastructure
- For PDO 2 and Component 2:
 - The readiness of PMU Cipta Karya is supported by BPPW and related Satker and PPK
 - Readiness and support of the Administrator/final recipient from Planning, Implementation and Maintenance
 - TMC Assistance 1 is coordinated by PMC
- For PDO 3, the key factors are:
 - WTB who need a house immediately
 - Readiness of shelters equipped with basic facilities and infrastructure
 - Assistance from TMC 2, TMC 1, OSP coordinated by PMC
- For Component 3:
 - PMU Cipta Karya Support
 - Software and Hardware Readiness for SITABA
 - Readiness, capacity, and speed of PMC in managing MIS and SITABA Websiste, in managing the complaint system, in compiling and socializing guidelines for inclusive and resilient building standards
- In terms of Construction Effectiveness and Quality:
 - ESC conducted its own assessment with different methods and parameters, the assessment was carried out only on a sample of 226 shelters with complete and occupied facility status, while KPI calculations were carried out on 3880 shelters whether they were complete and occupied.
 - Based on the results of the Observation of the Quality and Functionality of Infrastructure on a sample of 226 Huntaps that have been completed and declared complete, that overall the Quality of Huntap Infrastructure is 95% considered good, 89% of Huntap is also considered to have functioned well. So it can be assumed that if the physical work of all shelters has been completed, completed and occupied, has the potential for KPIs to be achieved
 - Based on the results of the quality obervation of pubic facilities in 9 public facilities, 97.95% are considered to be of high quality, 93.76% are considered to be functional.

4.5 Effectiveness of Institutional Arrangements for Achieving End Targets

Evaluation of institutional effectiveness in supporting the achievement of program targets. **In general, Institutional Structuring in achieving CSRRP targets:**

- Not Effective for the achievement of KPI targets, especially PDO 1 and 2, KPIs 1.1,1.1.1,1.3,1.4, 1.8, 2.1,2.2,2.3.2.4 and 3.1
- Effective in terms of WTB Identification, Land Acquisition, Social and Environmental Safeguards, PBG & SLF, Complaint Handling and Asset Management, Institutional Arrangement in general is shown by:

- The existence of institutions such as guidelines/regulations such as Presidential Instruction 10 years 2018, and no 8 of 2022, as well as implementation guidelines and technical instructions such as POM, ESMF, etc.
- The existence of an organizational structure and the division of tasks and functions between fields both in SEP and in POM as well as good implementation.

4.6 Key Factors for Collaboration and Sustainability

On factors that support effective collaboration among stakeholders and ensure sustainability of project outcomes.

a. **Institutions:**

- b. Presidential Instruction related to Presidential Instruction Number 10 of 2018 and Number 8 of 2022.
 - c. Decree of the Governor of Central Sulawesi Number: 360/034/BPBD/- G.ST/2019 concerning the Determination of Criteria for the Rights of Victims of Earthquake, Stunami and Liquefaction Disasters in Central Sulawesi Province in 2018.
 - d. The development of guidelines/rules related to the implementation of CSRRP such as POM, ESMF, POS, Modules for each stage of work implementation helps ensure smooth and compliance with operational standards, which is very important to support the success and sustainability of the program.
2. **Organizational Structure;** The existence of a CSRRP organizational structure that is under one CPMU command, combining 2 directors general of Housing and Cipta Karya of the Ministry of PUPR along with the division of their roles as stated in the SEP and POM.
 3. **Like-minded understanding and need** among stakeholders in Disaster Management.
 4. **Mechanism of Regular Communication and Coordination** between stakeholders by CPMU and PMU.
 5. **Formal and interpersonal assistance from the Ministry of PUPR to Regional Governments** through PMC, TMC, and OSP Assistance Consultants.
 6. **Readiness and capacity of the Regional Government** in providing support for the implementation of CSRRP and in managing assets.
 7. **Community Involvement and Capacity in activities and also management of infrastructure assets.**

4.7 Compliance and Appropriateness of Program Implementation Principles

Analyze the level of compliance with the principles established for project implementation and the extent to which these principles have been followed during implementation.

Based on the results of this evaluation, the CSRRP Project has complied with the Environmental and Social Commitment Plan (ESCP) as per the Loan Agreement, integrated GBV and VAW mitigation in the environmental and social management documents (ESMP and CSEMP), and implemented construction strategies to reduce gender-based violence. Universal design has been implemented in public infrastructure to improve accessibility for disabilities, and green building is reinforced by the use of non-hazardous materials and the

application of technologies such as solar panels. Earthquake-resistant building structures using reinforced concrete and steel frames are applied to various public buildings and infrastructure types. In addition, water-sensitive urban design is implemented through the use of permeable pavement materials and stormwater management infrastructure to control flooding.

5. Conclusions and Recommendations

5.1 Conclusion

1. The CSRRP project is generally efficient and effective, but there are shortcomings in the achievement of KPI because some activities have not been completed, so the final performance of the project cannot be shown.
2. WTB's profile is dominated by women (57%), the highest education of 48.5% is high school, the average income < from Rp 2,000,000,-
3. In general, this project provides significant benefits for beneficiaries of shelters, settlement infrastructure, and public facilities. These benefits are reflected in the increase in public accessibility to safe shelter services and public facilities. Almost 100% of respondents stated that earthquake-resistant buildings in the shelter provide a sense of security and comfort, and are equipped with basic and inclusive facilities.
4. Overall, CSRRP investments have proven to be efficient, feasible, and beneficial. The project efficiency analysis, which involved an actual cost of **US\$ 135,837,791.24** (91% of the allocated budget), showed positive results with a projection of 17 years and a discount rate of 10%. The details of the investment include **Component-1** of **US\$ 83,405,080.42**, **Component-2** of **US\$ 37,137,986.95**, and **Component-3** of **US\$ 15,294,723.86**, with a total investment and OM of **US\$ 2,240,760,997**. This program resulted in a total benefit of **US\$ 6,848,283,525**, and a net benefit of **US\$ 4,607,522,528**. In addition, the leverage capacity of the project assistance fund reached **11%**, signaling the positive impact and significant financial sustainability of this investment.
5. Project NPV US\$ 747,017,330 with EIRR 28%, NPV component 1 US\$ 100,679,022 with EIRR 19%, NPV Component 2 US\$ 656,183,306 with EIRR 34%, For Housing and Residential Infrastructure the NPV is US\$ 92,321,058 with EIRR 18%, for Health Facilities the NPV is US\$ 322,056,632 and EIRR 67% while the NPV education facilities are US\$ 305,577,258 with EIRR 32%.
6. The efficiency of the unity of infrastructure types is measured based on the difference in construction costs between the calculation of the Engineering Estimate (EE) and the construction cost according to the contract. For house units, efficiency reaches **24%**, while for houses with PSU persil the efficiency is **21%**, and houses + PSU pers + other infrastructure reach **22%**. As for the infrastructure of shelter settlements, the efficiency is **22%**. The efficiency for public facilities as a whole reached **24%**, with details: Tadulako University **21%**, State High Prosecutor's Office **34%**, Undata **Hospital 14%**, and Fasdiksar **10%**.

7. Until October 31, 2024, the final target of the program has not been fully achieved. Of the 21 indicators set, **10 indicators (47%)** have been achieved, consisting of **1 PDO indicator** and **9 Intermediate Result indicators**. Meanwhile, **2 PDO indicators** and **9 Intermediate Result indicators** have still not been achieved. Overall, PDO achievements are projected to be realized in early December 2024, along with the completion of all physical work. The delay in achieving KPI is caused by several unfinished activities, including the Poboya IPA, the pipeline network in Palu and Sigi, as well as several public facility buildings such as BNN and the Sigi Regent office, as well as the full functioning of SITABA.
8. The key factors in achieving the program's targets involve several important elements. First, **Presidential Instruction Number 10 of 2018 and Number 8 of 2022**, especially related to data collection, provides a strong basis for smooth implementation. In addition, **the Governor's Decree** on the Governor's Decree and **the Regent/Mayor's Decree** on WTB and occupancy are legal references in this program. The readiness of **PMU Housing and PMU Cipta Karya**, which is supported by BPPW, BP2P, as well as all related Satkers and PPKs, also plays a big role in the implementation of the program. Then, **the readiness of the Regional Government** in determining the WTB Decree and the Occupancy Decree as well as the issuance of PBG and SLF greatly supports the smooth administration. **Land acquisition** is an important step in the development of facilities and infrastructure, while **assistance from TMC 2 and TMC 1**, coordinated by PMC, ensures that the process runs as planned. Finally, **the capacity and speed of contractors** in building facilities and infrastructure support the achievement of targets within the specified time. All of these factors are intertwined to ensure the overall success of the program.
9. ESC conducted its own assessment using different methods and parameters, focusing on a sample of **226 shelters** that have completed facilities and have been occupied. Meanwhile, KPI calculations were carried out on **3,880 shelters**, both complete and inhabited and uninhabited. Based on the results of observations on the quality and functionality of infrastructure in a sample of **226 shelters** that have been declared complete, **95%** of the infrastructure is considered good, and **89% of** shelters are also considered to be functioning properly. From these findings, it can be assumed that if all physical work on all shelters is completed, complete, and occupied, then the program's KPIs have the potential to be achieved.
10. Based on observations on **9 public facilities**, **97.95%** were considered quality and **93.76%** functioned well. ESC assesses the effectiveness of facilities using KPI indicators with different methods, and all facilities observed (**100%**) meet KPI parameters.
11. Key factors in achieving the target of construction effectiveness and quality include planning that involves coordination between stakeholders, starting from land provision, design, to changes that occur, even though there are problems such as the utility infrastructure that has not been completed even though the occupancy has been carried out. In implementation, the availability of skilled labor on time, a safe working

environment, and unstable land management, such as what happened in Huntap Tondo due to land shifting, are important factors. In addition, good material quality and material testing as well as effective construction control and monitoring are also very influential. For maintenance, the process of handing over public infrastructure is constrained, while the maintenance of residential infrastructure is hampered by the legality of O&P and limited financing.

12. In general, institutional structuring in achieving CSRRP targets has not been fully effective, especially for the achievement of KPI targets such as PDO 1 and 2, as well as KPIs 1.1, 1.3, 1.4, 1.8, 2.1, 2.2, 2.3, 2.4, and 3.1. However, institutional structuring has proven to be effective in several aspects, such as WTB identification, land acquisition, social and environmental safeguards, PBG & SLF, complaint handling, and asset management. This effectiveness is reflected in the existence of clear institutional institutions, such as guidelines and regulations (Presidential Instruction 10/2018 and 8/2022), as well as POM, ESMF, and others. In addition, there is a clear organizational structure with a division of duties and functions between fields, both in SEP and POM, as well as good implementation in its operations.
13. Key factors for the collaboration and sustainability of the CSRRP program include several important elements, namely the existence of **Presidential Instructions** (Number 10/2018 and 8/2021) as well as the development of implementation guidelines and rules such as POM, ESMF, POS, and implementation stage modules that ensure smooth and compliance with operational standards. The program also has **a coordinated organizational structure** within one CPMU command, combining two Directors General (Housing and Cipta Karya) from the Ministry of PUPR with a clear division of roles in SEP and POM. In addition, there is a **common need between stakeholders** in providing land for disaster management, as well as a **regular communication and coordination mechanism** carried out by CPMU and PMU. **Assistance from the Ministry of PUPR**, both formally and interpersonally through PMC, TMC, and OSP Assistance Consultants, also plays an important role. Finally, the **readiness and capacity of the Regional Government** in supporting the implementation of CSRRP and managing assets is a crucial factor in ensuring the sustainability of this program.
14. In terms of compliance with social and environmental safeguards management and the implementation of the five principles of project implementation, CSRRP has complied with the Environmental and Social Commitment Plan (ESCP) contained in the Loan Agreement for Loan 8979-ID. Mitigation of Gender-Based Violence (KBG) and Violence Against Children (KTA) has been implemented at the sub-project level, with mitigation plans integrated in environmental and social management documents (ESMP and CSEMP). The implementation of SEA/GBV management is also carried out in infrastructure design planning, including the involvement of women in safe planning and design. Universal design has been implemented in many types of infrastructure, especially public facilities, by providing access for people with disabilities, such as disability-only toilets, access ramps, and sidewalks with guiding blocks. In addition,

environmentally friendly buildings are implemented by using hazard-free materials (such as asbestos or lead paint), as well as the application of PJU solar panels and residential wastewater management systems. Earthquake-resistant buildings are a major aspect of the design of construction structures, with the use of reinforced concrete and steel frames. The application of water-sensitive urban design is also applied to several constructions, such as the use of permeable pavement materials, the construction of infiltration wells, and retention ponds to control rainwater runoff and floods.

5.2. Recommendation

1. Program Benefits Aspects;

- a. In order to get better satisfaction for beneficiaries and public facilities, in the future it is necessary to improve the quality of services during construction and post-occupancy as well as the quality of infrastructure built by conducting two-way and intense communication with beneficiaries, as well as more intensive project control in terms of time and quality.
- b. To maintain satisfaction and at the same time increase the benefits of the Program, what must be done is to maintain the infrastructure that has been built by immediately handing over both to the community and to the Regional Government and other final recipients, so that it can be immediately utilized and maintained as well as possible.

2. Program Efficiency Aspects; Based on the results of economic analysis, this program was declared efficient and useful. The value of efficiency and the value of benefits that have been achieved are carried out with certain assumptions. In the future, the value of the efficiency of rehabilitation and reconstruction programs can be further developed, especially in terms of calculating the direct benefit value of earthquake-resistant buildings.

3. Program Effectiveness Aspect: Accelerating the completion of delayed activities to meet all KPI targets in accordance with Presidential Instruction No. 8 of 2022, through more intensive coordination and communication between all relevant parties.

4. Aspects of the effectiveness of institutional structuring; The implementation of the Rehabilitation and Reconstruction program does involve multi-actors and multi-stakeholders, on the one hand this is part of collaboration, but on the other hand it can hinder the effectiveness in terms of time in the implementation of activities. This is shown by the slow achievement of program KPIs. Therefore, it is necessary to prepare an institution that is much more effective and efficient and also improve coordination and communication in rehabilitation and reconstruction.

5. Aspects of Institutional Collaboration and Sustainability Assurance;

- a. Institutional collaboration can only occur if each party fully understands the division of duties, therefore documents such as the SEP (Stakeholder Engagement Plan) and also the POM become documents that effectively bind actors to carry out their responsibilities

- b. **Sustainability of Asset Management:** The readiness to receive assets by the Palu City Government and Sigi Regency is considered not fully ready. Adjustment of regulations regarding capital participation for the management of SPAM by Perumdam Avo Palu City as well as regulations on the management and determination of waste service tariffs for TPS3R Sigi. Meanwhile, the Donggala Regency Government has been considered more ready to receive assets, especially for the infrastructure of the Huntap Tompe settlement. However, the Tompe Village KPP is not fully ready to manage assets, considering the unavailability of budget for operation and maintenance and the lack of strengthening the capacity of human resources for community-level managers. (readjusted to No. 4 above).
6. **Compliance Aspects of Social and Environmental Security Management;**
- a. **Social and Environmental Security:** Improve the implementation of social and environmental security to not only meet administrative requirements but also ensure the safety and sustainability of the project for all parties.
 - b. **Application of 5 principles of activity implementation;** It is very good to apply in relation to the inclusivity of the infrastructure built and also ensure sustainability in environmental aspects. For future programs, it can be applied by setting it as a separate project document.
7. **Development Model:** Adopt a CSRRP approach that focuses on resilience, resilience, and inclusivity as a model for similar projects in the future, with improvements to institutional structuring for better effectiveness.