



**IEO** | INDEPENDENT  
Evaluation Office  
United Nations Development Programme

# ANNEXES

## INDEPENDENT COUNTRY PROGRAMME EVALUATION: INDONESIA

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## Annex 1. PROGRESS TOWARDS OUTCOMES AND OUTPUTS IN RESULTS AND RESOURCES FRAMEWORK

<b>Outcome 1.</b>	<b>BY 2020, MORE VULNERABLE, LOW-INCOME AND FOOD-INSECURE PEOPLE HAVE AN ADEQUATE STANDARD OF LIVING AND EQUITABLE ACCESS TO DECENT WORK, SUSTAINABLE LIVELIHOODS, ECONOMIC DEVELOPMENT AND INCOME-EARNING OPPORTUNITIES.</b>							
<b>Outcome indicators</b>	<b>Indicator-1.1:</b> Papua Province poverty rate <b>Indicator-1.2:</b> West Papua Province Poverty Rate <b>Indicator-1.3:</b> Papua Province Gini Index <b>Indicator-1.4:</b> West Papua Province Gini Index				<b>Outcome resources (\$m)</b>	<b>Estimated in CPD:</b> \$6.1 [\$1.1 (regular), \$5.0 (other)]  <b>Expenditure to date:</b> \$1.5 [\$0.7 (regular), \$0.8 (other)]  <b>Estimated outcome:</b> Significant shortfall on estimate		
<b>Level of influence on outcome indicators</b>	Marginal, cannot attribute.							
<b>CPD Output</b>	<b>CPD Output Indicators</b>	<b>IEO Assessment of UNDP influence on output indicators</b>	<b>IEO Progress rating</b>	<b>Other significant contributions</b>	<b>Key challenges/risks</b>	<b>Focus and impact on gender equality</b>	<b>Key interventions including estimated value and implementation period.</b>	<b>Expenditure 2016–19 (\$m)</b>
<b>Output 1.1:</b> Local governments and communities have enhanced capacity to design and implement	# of people with improved incomes through sustainable productive	Insufficient evidence/low level of influence.	Off track  Cannot assess UNDP performance against	UNDP plays a strategic, important and valued role as Chair of the Papua Platform,	Heavy reliance on core funding for programming, combined with	GEN0: 0% GEN1: 0% GEN2: 61% GEN3: 39%	- Tanah Papua Platform (TPP), 2015-2018, [\$0.6; \$0.2 (Regular) \$0.4 (Other)] - PIP - Support Papua and West Papua	\$1.5  \$0.7 (regular), \$0.8 (other)

<p>sustainable livelihood programmes (Papua and West Papua).</p>	<p>activities, disaggregated by sex and small landholders.  # local governments in targeted regions that have established local economic development agencies or programmes to foster growth, increase access to credit and support farmers/small entrepreneurs.</p>		<p>agreed output.</p>	<p>which sits under the Papua Desk in the National Planning Agency (BAPPENAS), and is expected to facilitate coordination and communication among development actors and programmes in Papua and West Papua. UNDP provides technical assistance to the Papua Desk in BAPPENAs and to the Indonesia Regional Development Planning Agency (BAPPEDA) and to the province of West Papua.</p>	<p>declining donor support.  CO should revise output description and indicators so they better capture value created by UNDP's work in Papua and West Papua Provinces.</p>	<p><b>Justification for Gender marker ratings.</b>  - Appears exaggerated. Not justified by available performance reports.  <b>Evidence of gender equality outcomes.</b>  - Modest: Supported launch of a local government gender-based violence prevention programme in Papua, but level of attribution to project is not clearly established.</p>	<p>through LED, 2016-2019, [\$0.46; \$0.45(Regular) \$0.01(Other)] - PIP- Papua Platform for Acceleration of Sustainable Development, 2018-2019, [\$0.44; \$0 (Regular) \$0.44(Other)]</p>	
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Supporting evidence	<ul style="list-style-type: none"> <li>-Indonesian Government and donors provided positive feedback on UNDP support.</li> <li>-Performance reports outline a range of activities that are relevant to the needs of Papua and West Papua.</li> <li>-The CO initially had a local economic development (LED) initiative pipeline in Papua to be funded by the provincial/district government financing agreement, which did not materialise due to restrictions in government rules and regulation on subnational government financing to international organizations.</li> </ul>							
Self-assessed performance data	Not available							
Adequacy of supporting evidence	<ul style="list-style-type: none"> <li>-Not adequate.</li> <li>-Limited supporting evidence provided. Three project documents covering work in this area do not provide a clear framework for UNDP programming or strategy in Papua, and only one performance report has been provided.</li> <li>-No evaluations were available covering work under this output.</li> </ul>							
<b>Outcome 2.</b>	<b>BY 2020, THE POOR AND MOST VULNERABLE HAVE BETTER AND MORE EQUITABLE ACCESS TO QUALITY BASIC SOCIAL SERVICES, INCLUDING HEALTH AND EDUCATION, AND TO COMPREHENSIVE SOCIAL PROTECTION AND BETTER ACCESS TO WATER SUPPLY AND SANITATION.</b>							
<b>Outcome indicators</b>	<b>Indicator-2.1:</b> Human Development Index, <b>Indicator-2.2:</b> Gender Development Index <b>Indicator-2.3:</b> National poverty rate <b>Indicator-2.4:</b> % of the population registered in the Social Health Insurance scheme, disaggregated by sex <b>Indicator-2.5:</b> Percentage of provincial governments that have scored B (= good, 65%-75%) or above in the Government Institution Performance Accountability Report ('LAKIP')				<b>Outcome resources (\$m)</b>	<b>Estimated in CPD:</b> \$2.7 [1.4\$ (regular), 1.3\$ (other)]  <b>Expenditure to date:</b> \$11.2 [\$0.8 (regular), \$10.4 (other)]  <b>Estimated outcome:</b> Significant excess on estimate.		
<b>Level of influence on outcome indicators</b>	Marginal, cannot attribute.							
<b>OUTPUT</b>	<b>OUTPUT INDICATORS</b>	<b>LEVEL OF INFLUENCE ON STATED</b>	<b>IEO Progress rating</b>	<b>Other significant contributions</b>	<b>Key challenges/risks</b>	<b>Focus and impact on gender equality</b>	<b>Key interventions, including estimated value and</b>	<b>Expenditure 2016–19 (\$m)</b>

		OUTPUT INDICATORS					implementation period.	
<b>Output 2.1.</b> Subnational authorities have improved financing, implementation/monitoring of Millennium Development Goals/sustainable development goal acceleration programmes and delivery of basic services	<b>Output Indicators:</b> % of subnational budget in targeted regions allocated for basic health and education services. Baseline(2014): 4% Target: 30%  Percentage of sustainable development goal action plans and goal-related acceleration frameworks that are at least 70% funded	Insufficient evidence/low level of influence	Off track  Cannot assess UNDP performance against agreed output.	Successfully promoted recognition of the importance of the SDGs as a universal objective, and one through which policy development and debate in Indonesia can be usefully framed.  Supported local planning in three provinces, with micro projects at the district level focused on waste management and agriculture.	Frameworks for implementation of projects supporting achievement of this output are short term and future funding is uncertain. Funding capacity does not match stated CPD aspirations. Challenge to assess extent to which support is resulting in more effective policies or programmes. Scalability of micro-projects is not clear, and documentatio	GEN0: 1% GEN1: 43% GEN2: 56% GEN3: 0%  <b>Justification for Gender marker ratings.</b>  - Mixed evidence, but from available designs and project reporting, attribution of expenditure exaggerates gender focus of the output.  <b>Evidence of gender equality outcomes.</b>  -2018: None reported -2017: Women's representation in SDG secretariat structure in one province cited as only achievement. -2016: Cites SDGs inclusion principle applied by SDG	-PIP - SDGs Localization Programme in Indonesia, 2018-2019, [\$0.8; \$0(Regular) \$0.8(Other)] -PIP - Tech. Assistance SDGs Implementation in Indonesia, 2017-2019, [\$0.75; \$0.15(Regular) \$0.6 (Other)] -RBAP Pipeline Development Fund, 2016-2019, [\$0.6; \$0.4 (Regular) \$0.2 (Other)] -Achieving 2030 Agenda for Sustainable Development in AP, 2018-2021, [\$0.6; \$0 (Regular) \$0.6 (Other)] -PIP - SDG Support Programme, 2016-2019, [\$0.4; \$0	\$3.2  \$0.6 (regular), \$2.6 (other)

	Baseline(2014): 0% Target: 80%				n of results is probably not of sufficient quality to support scaling up. CO should revise output description and indicators so they better capture value created by UNDP's work on SDG mainstreaming.	national secretariat as sole result.	(Regular) \$0.4 (Other)]	
Supporting evidence	<p>-Support for the SDG's secretariat in Bappenas towards:</p> <ul style="list-style-type: none"> <li>○ Development and launching of National Action Plan</li> <li>○ Development of Indonesia SDG Roadmap towards 2030</li> <li>○ Development of SDG Monitoring and Evaluation Framework targeting Non-state Actors, and</li> <li>○ Development of SDG Communication Strategy.</li> <li>○ Delivery of second Voluntary National Review at the July 2019 High Level Political Forum.</li> </ul> <p>-Support for local planning in three provinces, including implementation of micro projects at the district level focused on waste management and agriculture.</p> <p>-Exploration of potential to encourage innovative financing instruments to underpin SDG achievement</p> <ul style="list-style-type: none"> <li>○ Establishment of a small grant funded partnership with BAZNAS (the national zakat board of Indonesia) to harness zakat, and Bank Jambi to implement a micro hydro power plant benefitting over 5,000 people from 800 families in four poor villages.</li> <li>○ Support through secretariat to implementation of SDG at sub national level and directly with one province through funding from the Tanoto foundation.</li> <li>○ Micro project, jointly with ILO and UNESCO to explore potential to mobilise innovative financing for SDGs, specifically to promote equal access to quality education and skills development.</li> </ul>							

Self-assessed performance data	None available							
Adequacy of supporting evidence	<p>-Not adequate.</p> <p>-Limited project progress reporting available. The number of frameworks and agreements through which support has been provided makes it difficult to understand UNDP's long-term strategy and objectives for its SDG support and innovative financing work.</p> <p>-No evaluations available covering work under this output.</p>							
<b>Output 2.2.</b> Policy/legal frameworks strengthened, and systems established nationally and in targeted regions, to improve access to social services and medicines by excluded groups	<b>Output Indicators:</b> Number of national regulations derived from the universal health coverage (UHC) that are explicitly inclusive of minority groups.  Indicator: # of people benefitting from basic social services in piloted service point	Insufficient evidence/low level of influence	Off track  Cannot assess UNDP performance against agreed output.	Improved management and accountability for global fund grants.	Work is currently undertaken under a short-term (2 year) funding window which is not ideal, although global fund has committed to a continuation of the arrangement. UNDP's long-term strategy and comparative advantage vis a vis other actors in health governance is not clear, beyond the	GEN0: 0% GEN1: 0% GEN2: 100% GEN3: 0%  <b>Justification for Gender marker ratings.</b> Reporting does not address gender commitments made in project document, suggesting attribution of project to GEN2 is exaggerated.  <b>Evidence of gender equality outcomes.</b> 2018: UNDP ensures that women's organization and/or gender stakeholders are involved during consultations and	PIP Health Governance Initiative, 2017-2019 [\$1.1; \$0.2 (Regular) \$0.9 (Other)	\$1.1 \$0.2 (regular), \$0.9 (other)



	(disaggregated by sex, people living with HIV/AIDS and people with disabilities).				current focus on financial management strengthening. A broad \$5.9m three-year proposal has been developed but only a small fraction of this amount is likely to be funded.	advocacy health services. 2017: None cited.		
Supporting evidence	<p>-A 2015 Audit Report highlighted wide variations in the quality of programmatic, financial and supply chain management across Indonesia, assigning the second lowest rating to two of the four areas assessed. At the same time, low budget absorption of funds was being reflected in underperformance in target achievements.<sup>1</sup></p> <p>-Technical assistance provided to improve the implementation of Global Fund grants and support the Government of Indonesia (GoI) to address the management bottlenecks in the implementation of these programmes, including issues in the procurement and supply chain management.</p> <p>-UNDP, in cooperation with the National Team for the Acceleration of Poverty Reduction (TNP2K), conducted an HIV Drug pricing analysis to improve the Government's planning and public budgeting arrangement by having analytical background and information available on health/medicines for HIV/AIDS treatments.</p> <p>-A small pilot of a system developed in India to improve supply chain management has some potential.</p>							
Self-assessed performance data	Not available							
Adequacy of supporting evidence	Adequate given the small scale of the initiative and the implementation time-frame. No evaluations were available covering work under this output.							

<sup>1</sup> Global Fund Office of Inspector General (2015), Audit Report: Global Fund Grants to the Republic of Indonesia.

<p><b>Output 2.3.</b> Institutional/financing capacity of subnational-level institutions enhanced to deliver improved basic services and respond to priorities voiced by the public</p>	<p><b>Output Indicators:</b></p> <p>Indicator: Number of targeted provincial and district governments that achieved minimum service standards, as stipulated in Local Governance Law No.23/2014</p> <p>Indicator: % of public complaints that has been completely addressed according to the complainant.</p>	<p>Insufficient evidence/low level of influence</p>	<p>Off track Cannot assess UNDP performance against agreed output.</p>	<p>UNDP has supported local planning in three provinces, and implemented a small number of micro projects with subnational authorities (see 2.1).</p>	<p>Insufficient resources to provide substantive support for building the service delivery capacity of subnational authorities.  Lack of evidence of impact of subnational support on quality of service delivery.</p>	<p>GEN0: 0% GEN1: 37% GEN2: 63% GEN3: 0%</p> <p><b>Justification for Gender marker ratings.</b> Project reporting for Pulse Lab includes references to some discrete projects that have the potential to improve gender equality, but does not justify current gender marker attribution. Project document includes no reference to gender.</p> <p><b>Evidence of gender equality outcomes.</b> Access to electricity provided through grant funded micro hydro systems likely to contribute to improved gender equality.</p>	<p>-Global Pulse - Data Innovation for Development (PLI), 2015-2023, [\$6.4; \$0 (Regular), \$6.4 (Other)]</p>	<p>\$6.9  \$0.0 (regular), \$6.9 (other)</p>
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Supporting evidence	<p>-The CO planned to develop the next phase of the Provincial Governance Strengthening Programme (PGSP) project to promote innovative solution for the targeted provincial and district governments to the implementation of minimum service standards and civil service reform. The initiative did not materialise due to lack of donor interest.</p> <p>-UNDP has provided small scale support for local planning in three provinces, including implementation of micro projects at the district level focused on waste management and agriculture.</p> <p>Not directly related to the objective of improved subnational service delivery, but attributed to this output:</p> <p>-Pulse Lab has established a portfolio of data innovation projects with line ministries, city administrations and other partners across Indonesia over the past four years some of which appear to have had a good level of success. These include Haze Gazer, a crisis analysis and visualisation tool to track and manage the impact of fire and haze events and VAMPIRE, an integrated map-based visualisation tool to track the impact of drought for vulnerable populations.</p> <ul style="list-style-type: none"> <li>○ The Executive Office of the President adopted both of these platforms as key building blocks in developing the architecture for its Early Warning System.<sup>2</sup></li> <li>○ Pulse Lab projects are diverse, and experimental, which means a relatively high failure rate is to be expected and creates a challenge in assessing impact and value for money. If the project moves into a second phase, the project should invest in increasing the sophistication of its monitoring and evaluation systems, building on positive recent work to develop a results measurement framework for tracking progress and identifying significant results.</li> </ul> <p>-UNDP has had some good success in mobilizing small grants from a private foundation (Tanoto), a Private Bank (Bank Jambi), and the Indonesia Government’s Islamic Finance Institution, the National Zakat Board, or “BAZNAS” for SDG related work. Given the scale, past and projected growth of finance that will be administered by Baznas in particular, and the success of the partnership to date, there are good prospects for this to grow.</p> <p>-An Innovative Financing lab has been established, funded by core funding through the country office’s engagement facility, but this is at a very early stage and suffers from a lack of funding.</p>
Self-assessed performance data	Not available.
Adequacy of supporting evidence	<p>Not adequate.</p> <p>-Project reporting for Pulse has improved but lacks financial reporting, assessment of risks. There has been some positive investment in developing a system to measure impact, including some good quality documentation of the impacts of some subprojects.<sup>3</sup></p>

<sup>2</sup> Pulse Lab Jakarta (2018), Stories of Change: Haze Gazer & Vampire.

<sup>3</sup> Ibid.

	<p>-Innovative financing lab is funded through an engagement facility, and there is no clear explanation of results expected from it or reporting.</p> <p>-No evaluations were available covering work under this output.</p>	
<b>Outcome 3.</b>	<b>BY 2020, INDONESIA IS SUSTAINABLY MANAGING ITS NATURAL RESOURCES, ON LAND AND AT SEA, WITH AN INCREASED RESILIENCE TO THE EFFECTS OF CLIMATE CHANGE, DISASTERS AND OTHER SHOCKS.</b>	
<b>Outcome indicators</b>	<p><b>Indicator-3.1:</b> Number of hectares of land managed under an in-situ conservation regime</p> <p><b>Indicator-3.2:</b> Number of hectares of marine protected areas</p> <p><b>Indicator-3.3:</b> % of renewable energy in the national primary energy mix</p> <p><b>Indicator-3.4:</b> National electrification ratio</p> <p><b>Indicator-3.5:</b> % reduction in greenhouse gas emissions against 'Business as Usual' trajectory in 2020</p> <p><b>Indicator-3.6:</b> Index of Environmental Quality</p> <p><b>Indicator-3.7:</b> # of violent conflicts related to access to natural resources</p> <p><b>Indicator-3.8:</b> # of districts classified as high disaster risk</p>	<p><b>Estimated in CPD:</b> \$172.3 [\$0.5 (regular), \$171.8 (other)]</p> <p><b>Expenditure to date:</b> \$65.5 [\$2.5 (regular), \$63 (other)]</p> <p><b>Estimated outcome:</b> Considerable shortfall on estimate</p>
<b>Level of influence on outcome indicators</b>	<p>- <b>Land managed under conservation regime (Outcome indicator 3.1.):</b> Moderate level of contribution.<sup>4</sup></p> <p><b>Extent of marine protected area (Outcome indicator 3.2.):</b> Insufficient evidence/low level of contribution.</p> <p><b>National electrification ratio (Outcome indicator 3.4.):</b> Insufficient evidence/low level of contribution.</p> <p><b>Index of environmental quality (Outcome indicator 3.6):</b> Insufficient evidence/low level of contribution.</p> <p><b>Reduction in natural resources related conflicts (Outcome indicator .7):</b> Insufficient evidence/low level of contribution.</p> <p><b>Climate change mitigation (outcome indicator 3.3 &amp; 3.5:</b> Insufficient evidence/low level of contribution.</p>	

<sup>4</sup> There is a lack of consolidated data across the programme to assess quantitatively the exact contribution to the outcome indicator.

	<p><b>Climate change adaptation (Outcome Indicator 3.8):</b> Insufficient evidence/low level of contribution.</p> <p><b>Disaster risk reduction (Outcome Indicator 3.8):</b> Moderate level of contribution.</p> <p><b>Disaster recovery (Outcome Indicator 3.8)::</b> High level of contribution.</p>							
OUTPUT	OUTPUT INDICATORS	Level of influence on stated output indicators	IEO Progress rating	Other significant contributions	Key challenges/risks	Focus and impact on gender equality	Key interventions, including estimated value and implementation period.	Expenditure 2016–19 (\$m)
Output 3.1. Policy/institutional framework and extension services strengthened at national/subnational level for sustainable production of commodities by small landholders including palm oil.	% of smallholders (estimated 100,000 in targeted areas) in compliance with the Indonesia Sustainable Palm Oil standard <b>Baseline:</b> 0% <b>Target:</b> 50%	Insufficient evidence/low level of influence	Off track	UNDP has provided support for Indonesia Sustainable Palm Oil of small-holders, but this is only on a very small scale.	\$14.9 m of the 15.5 m SPOI project budget is unfunded.	GEN0: 0% GEN1: 0% GEN2: 100% GEN3: 0%  <b>Justification for Gender marker ratings.</b> SPOI design and result reporting has a limited focus on gender mainstreaming, which suggests that the gender marker may be exaggerated. <sup>5</sup>	-Sustainable palm oil initiative (SPOI), 2014-2019, [\$0.16; \$0(Regular), \$0.16(Other)] <sup>6</sup>	\$0.2  \$0 (regular), \$0.2 (other)

<sup>5</sup> Tanoto Foundation; Kementerian Pertanian, UNDP (2017) The progress report of implementation of the project cooperation between Yayasan Bhakti Tanoto (YBT) and Sustainable Palm Oil Initiative (SPOI) Project; and UNDP (2018) Project Document – Sustainable Palm Oil initiative.

<sup>6</sup> Project started during the past UNDP planning cycle ( 2011-2015).

												Evidence of gender equality outcomes.		
Supporting evidence	<p>-Production of Indonesia Sustainable Palm Oil (ISPO) Certification Implementation Guidelines.<sup>7</sup></p> <p>-Establishment of the Sustainable Palm Oil Forum, which was adopted by Pelalawan Bupati Decree in 2017.<sup>8</sup></p> <p>-567 farmers Pelalawan District have obtained the Indonesia Sustainable Palm Oil (ISPO) Certification certificate.<sup>9</sup></p> <p>-The sustainable palm oil initiative is a micro-project that has been implemented for five years with a major funding gap. Our assessment is that the project is not at scale, and there are no plans currently to scale up the project in the future. As such it should be closed when the current extension elapses.</p>													
Self-assessed performance data	<b>PROJECT Title</b>	<b>Year</b>	<b>Cost Efficiency</b>	<b>Efficient Delivery and Cost Recovery</b>	<b>Gender</b>	<b>Knowledge &amp; Lessons Learned</b>	<b>National Capacity Strengthening</b>	<b>National Ownership</b>	<b>Project Governance</b>	<b>Results Framework and M&amp;E Plan</b>	<b>Risk Management</b>			
	<b>Sustainable Palm Oil Initiative (SPOI)</b>	2016	2	2	2	2		2	2	2	1			
		2017	3	3	3	2	3	2	3	3	3			
		2018	2	2	2	2	2		2	2	2	1		
Adequacy of supporting evidence	Adequate given the small size of the project.													

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

<sup>9</sup> UNDP (2017c). "The Progress Report of Implementation of The Project Cooperation between Yayasan Bhakti Tanoto (YBT) and Sustainable Palm Oil Initiative (SPOI) Project UNDP on The Partnership on Empowerment of Oil Palm Smallholders Towards a Center of Excellence.

OUTPUT	OUTPUT INDICATORS	Level of influence on stated output indicators	IEO Progress rating	Other significant contributions	Key challenges/risks	Focus and impact on gender equality	-Key interventions, including estimated value and implementation period.	Expenditure 2016–19 (\$m)
<b>Output 3.2.</b> National/subnational government capacities enhanced to adopt Green Economy/Low Carbon models and approaches and to protect forests	Number of provinces that adopt green economy model in development planning.  <b>Baseline:</b> 1 <b>Target:</b> 5	High level of influence	On track	- Other provinces are exercising on implementing green economy model through national and provincial government. - Low carbon development concept is mentioned in the draft of Indonesia Mid-Term Development Plan year 2020-2024.	<b>REDD+:</b> - Significant delay in the establishment of the MRV system and the design of REDD+ funding instruments. This due to the change of government in 2014 and the overly ambitious implementation on time-frame.	GEN0: 1% GEN1: 79% GEN2: 20% GEN3: 0%  <b>Justification for Gender marker ratings.</b> Justified as REDD+ and RDCP project reflects gender mainstreaming in project design and performance reporting.  <b>Evidence of gender equality outcomes.</b> Not reported. integrations of the perspectives of women representatives of customary groups from Sumatra, Java,	- GEF-Reducing Deforestation from Commodity Production (RDCP), 2017-2021; [\$3.2; \$0(Regular), \$3.2(Other)]  - Low Emission Capacity Building in Indonesia (LECB), 2013-2017, [\$0.2; \$0(Regular) \$0.2(Other)]  - Support to the Establishment of Indonesia REDD+ Infrastructure and Capacity: Interim Phase, 2013-2017, [\$11.0; \$0(Regular), \$11.0(Other)] <sup>12</sup>	\$15.5  \$0.04 (regular), \$15.47 (other)

<sup>12</sup> The REDD+ interim phase does not contribute directly to output 3.2.'s indicator but is aligned with the output formulation. Output 3.2. indicator as stated in the CPD is "Number of provinces that adopt green economy model in development planning"

						Kalimantan, Sulawesi and East Indonesia into the draft of presidential decree to recognize and protect the rights of customary law. <sup>1011</sup>		
Supporting evidence	<p>RDCP:</p> <ul style="list-style-type: none"> <li>-Three provincial action plans on sustainable palm oil (North Sumatra, Riau and West Kalimantan) and three district strategies were drafted, but not yet finalized and adopted in 2018.<sup>13</sup></li> <li>-In 2017, first part of gender study completed (survey and need assessment) and design of an action plan to address gender gaps in the palm oil industry due to be completed in 2019; Lack of performance reporting on targeting of women beneficiaries.</li> </ul> <p>LECB:</p> <ul style="list-style-type: none"> <li>-Central Kalimantan Province adopts green economy model (green GDP, GDP of the poor, and green jobs).<sup>14</sup></li> <li>-East Kalimantan Province develops master plan on green economy.<sup>15</sup></li> </ul> <p>REDD+:</p> <ul style="list-style-type: none"> <li>-11 targeted provinces completed their Provincial Strategy and Action Plan (PSAP) documents, which are aligned to the national REDD+ strategy.<sup>16</sup></li> <li>-Improvement of REDD+ institutional capacity at sub-national level through MoUs signed between the REDD+ Agency and 8 out of 11 provinces (Central Kalimantan, East Kalimantan, Jambi, West Sumatra, South Sumatra, Central Sulawesi, Riau and Aceh). This is leading to the establishment of sub-national institutional set-up which could be leveraged for mainstreaming the broader climate change programmes implementations.</li> </ul>							

<sup>10</sup> REDD+ Indonesia (2016) UNDP REDD+ Transition Phase - Quarterly Progress Report

<sup>11</sup> This was not verified in the project terminal evaluation report.

<sup>13</sup> Ibid.

<sup>14</sup> UNDP (2015). "Green Economy Model in Central Kalimantan Province (KT-GEM)", Low Emission Capacity Building Programme. See: [https://www.undp.org/content/dam/indonesia/2015/lecb/doc/august2015/3\\_KTGEMfinalreport\\_webqualityprint.pdf](https://www.undp.org/content/dam/indonesia/2015/lecb/doc/august2015/3_KTGEMfinalreport_webqualityprint.pdf)

<sup>15</sup> See: <http://greengrowth.bappenas.go.id/investasi-hijau/>. Accessed on 14 August 2019.

<sup>16</sup> Gapare and Perdinan (2017) Support to the eStabliShment of indoneSia redd+ infraStructure and capacity : interim phaSe project terminal evaluation



- Implementation of community-based REDD+ programmes in Central Kalimantan, Jambi, Riau and West Kalimantan to demonstrate the benefits of REDD+. Among these pilot activities, peatlands fire management has proven to be successful and has been replicated in several government programmes.
- Completion of a web-based information system called SIP (Sistem Informasi Perijinan – Concession Information System), containing the results of the license review completed in Central Kalimantan.
- National Reference Emission Level (REL) prepared and submitted to the UNFCCC;
- MoUs signed by six institutions (Police, the General Attorney Ministry of Finance, Ministry of Forestry, Ministry of Environment, and Transaction Analysis and Reporting Centre) on Improvement of law enforcement cooperation to support sustainable natural resource management in the framework of REDD+ implementation.
- Establishment of a Moratorium prohibiting the issuance of forest use licenses in peatlands and primary forests.
- Contribution to the signing of the government regulation (71/2014) on protection and ecosystem management of peatlands. This regulation restricts the drainage of peatlands to 40 centimeter’s below the surface to prevent peatlands fire, related to over drainage by the rubber and palm oil plantation.
- Eleven of the 12 workshops for exchange of knowledge, experiences and best practices have been conducted since 2018.<sup>17</sup>

Self-assessed performance data	PROJECT Title	Year	Cost Efficiency	Efficient Delivery and Cost Recovery	Gender	Knowledge & Lessons Learned	National Capacity Strengthening	National Ownership	Project Governance	Results Framework and M&E Plan	Risk Management
	Low Emission Capacity Building in Indonesia	2016	1	2	1	2		2	2	2	2
		2017	1	2	1		2	2	2	2	1
	REDD+ Interim Phase	2016	2	3	2	2	2	2	3	3	2

Adequacy of supporting evidence

Adequate

- **RDCP:** Reasonable given stage of implementation. There has been regular progress reporting through implementation. Mid-term and terminal evaluation are planned as per project design but not listed the CO evaluation plan. These should be included in the CO evaluation plan.

<sup>17</sup> Ibid.

	<p>- <b>LECB:</b> No progress report, final project report and terminal evaluation, despite being mentioned as key deliverable in the project design monitoring and evaluation framework.</p> <p>- <b>REDD+:</b> Good, as performance reports and decentralized evaluations available.</p>							
OUTPUT	OUTPUT INDICATORS	Level of influence on stated output indicators	IEO Progress rating	Other significant contributions	Key challenges/risks	Focus and impact on gender equality	-Key interventions, including estimated value and implementation period.	Expenditure 2016–19 (\$m)
<b>Output 3.3.</b> National/local governments have improved policies, systems, and partnerships with nonstate actors to protect biodiversity and endangered species	Extent to which progress is made on the development and implementation of a) the law on conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, and b)	<b>High level of influence</b> for interventions related to peat-land restoration, Sulawesi protected area system and the conservation of the Sumatran tiger habitat.	On track <sup>18</sup>		<b>Peatland restoration:</b> -Delay in adoption of key regulations drafted leading to a lack of legal framework and policy that enables peatland restoration work to be mainstreamed in the provincial government's priority programs.	GEN0: 0% GEN1: 19% GEN2: 81% GEN3: 0%  <b>Justification for Gender marker ratings.</b>  The design and performance reporting of the peatland restoration and the conservation of the Sumatran tiger habitat conservation do not reflect a significant focus on gender mainstreaming. The gender marker rating	Support Facility for the  - Institutional Setup of the Peat Restoration Agency (BRG); 2016-2019, [\$10.7; \$0(Regular), \$10.7(Other)]  - GEF - Enhance Protected Area System in Sulawesi (EPASS), 2015-2020, [ \$3.8; \$0(Regular), \$3.8(Other)]  - GEF - Transforming effectiveness of biodiversity conservation in priority Sumatran landscapes (TIGER),	\$28.7  \$0.8 (regular), \$27.9 (other)

<sup>18</sup> CCCD (partially achieved); and KALFOR (Not verified)

	<p>guideline on IUU Fishing and illegal wildlife trade.</p> <p><b>Baseline:</b> 2(Very Partially).</p> <p><b>Target:</b> 4(Largely).</p>				<p><b>Sulawesi protected area system:</b></p> <ul style="list-style-type: none"> <li>-Difficulty in identifying a viable and sustainable financing model</li> <li>-No disbursement of planned micro-grants fund to communities affecting their effective engagement in conservation activities.</li> <li>-Risk of granting communities the right to implement agricultural activities in 105,000 ha of the 215,000 ha of the Lore Lindy NP</li> </ul>	<p>may be exaggerated for these two interventions.</p> <p>The design and performance reporting of the Sulawesi protected areas system, the illegal wildlife trade and the Multi-Door approach projects, reflect a significant focus on gender mainstreaming. Their gender marker rating is justified.</p> <p><b>Evidence of gender equality outcomes.</b></p> <p><b>6<sup>th</sup> OP SGP (GEN2):</b> 47.5 percent of women participated in planning and management of SGP Indonesia; closing gender gaps in access to and control over resources. Reported achievement include:</p>	<p>2015-2020, [ \$3.4; \$0(Regular), \$3.4(Other)]</p> <ul style="list-style-type: none"> <li>- GEF - Sixth operational phase of the GEF Small Grants Programme (SGP) in Indonesia (6th SGP), 2017-2021, [\$1.9; \$0(Regular), \$1.9(Other)]</li> <li>- GEF - Combatting illegal and unsustainable trade in endangered species in Indonesia (IWT), 2017-2023, [\$2.2; \$0(Regular), \$2.2(Other)]</li> <li>- GEF - Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanism for Sustainable</li> </ul>	
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					<p>through a potential Ancestral Land Rights Registration Act.<sup>19</sup> The Ministry of Environment and Forestry is yet to implement the key project recommendations.</p> <p><b>Sumatran Tiger Habitat:</b></p> <ul style="list-style-type: none"> <li>-No sustainable financing for biodiversity management in priority landscape.</li> </ul>	<ul style="list-style-type: none"> <li>- Increasing women participation and decision making in organic farming in SImau and in agro-forestry in Gorontalo, including improvement of women decision making on the management of their lands.</li> <li>- 55 energy-efficient stoves developed by a women group and distributed among them, reducing 50 percent of firewood consumption in Wakatobi Isle.</li> </ul>	<p>Watershed/Land Management (CCCD), 2017-2021, [\$1.1; \$0(Regular), \$1.1(Other)]</p> <ul style="list-style-type: none"> <li>- Multi-Door Approach to Counter Environment Related Crime, 2018-2020, [\$1.4; \$0(Regular), \$1.4(Other)]</li> <li>- GEF - Strengthening Forest Area Planning and Management in Kalimantan (KALFOR), 2017-2024, [\$1.8; \$0(Regular), \$1.8(Other)]</li> </ul>	
Supporting evidence	<p><b>Support Facility for the Institutional Setup of the Peat Restoration Agency (BRG):</b></p> <ul style="list-style-type: none"> <li>o Supported development of BRG institution from an initial organization of six staff to a fully functioning agency that is capable of managing a significant government budget and achieving credible outcomes on peatland restoration.<sup>20</sup></li> </ul>							

<sup>19</sup> This major risk to the project identified by the Mid-term review is not explicitly addressed in the PIR 2018 and 2019.

<sup>20</sup> UNDP (2018) Strengthening BRG Institution Through Office Support and Capacity Building (OSCB) Project Final Evaluation Report.

- Supported revision of the Government Regulations to put in place a moratorium on any land clearing in peatlands until the government stipulates protection and cultivation zones in peat ecosystems for certain plants.<sup>21</sup>
- Supported BRG contribution to develop a regulation that allows for peatland restoration tasks of the Central Government to be delegated to the Governors of Riau, Jambi, South Sumatera, West Kalimantan, Central Kalimantan, South Kalimantan, and Papua. This has facilitated implementation of peatland restoration in targeted sites.<sup>22</sup>
- Developed peat ecosystem restoration plan in all seven targeted provinces and its strategic plan for 2016-2020 and six guidelines to support implementation of the plan.<sup>23</sup>

**Enhance Protected Area System in Sulawesi (EPASS):**

- Delivered 90 percent of the planned outputs to enhance capacity for planning and management of Sulawesi PA system. Notable achievements are the institutional support and the gazettal of the new Gandang Dewata national park in West Sulawesi (214,186 ha) and the establishment of a biodiversity database information system.<sup>24</sup>
- Contributed to enhancing the management of three critical protected areas to defend biodiversity and endangered species, namely Lore Lindy National Park (Central Sulawesi), Bogani Nani Wartabone National Park (Gorontalo) and Greater Tangkoko Conservation Area (North Sulawesi).<sup>25</sup> Actions included: (i) establishing baseline and identifying methodologies to address encroachment and poaching; (ii) communicating the need to conserve the PA and the link between PA conservation and the future of the communities; and (iii) drafting and signing 23 out of 45 joint community conservation agreements (CCAs) through which communities can be engaged into the PA conservation activities in return for having access to micro-grant funds that allow income generating activities that are not destructive to the forest.<sup>26</sup>
- Key gender mainstreaming outputs are: (i) gender analysis and design of a gender strategy; (ii) prioritization of the inclusion of income generating activities for women in joint community conservation agreements (CCAs); (iii) gender parity in project management unit and field coordination units; and (iv) 40 percent of project trainee and envisioned direct beneficiaries are female.

<sup>21</sup> Ibid.

<sup>22</sup> Ibid.

<sup>23</sup> Ibid.

<sup>24</sup> Larrabure, J., and Adipratomo, A., (2018) Report of the Mid-term Review of the “Enhancing the Protected Area Network in Sulawesi for Biodiversity Conservation (EPASS)”.

<sup>25</sup> Ibid.

<sup>26</sup> Ibid.

**Transforming effectiveness of biodiversity conservation in priority Sumatran landscapes (TIGER):**

- Increase in number of adult individual tigers per 100km<sup>2</sup> from 1.06 in 2013 to 1.28 in 2019 surpassing end of project target of 1.17.<sup>27</sup>
- Improved management capacity of five target national parks (Gunung Leuser; Kerinci Seblat ; Bukit Selatan Selatan; Berbak and Sembilang) covering an area of 3,185,359 ha.<sup>28</sup>
- Improved partnership between relevant agencies concerned with illegal wildlife trade, innovative forest and wildlife management interventions, and management of human tiger conflicts. This include improved skills of 230 MoEF's personnel, partners as well as civil investigators on environmental crime handling.<sup>29</sup>
- Improved monitoring and reporting system through the development of a SMART-RBM Web Dashboard Information System in 2018, to bridge SMART-RBM data nationally and allow for swift assessment of site level data to supply decision making. The SMART-RBM web-database is institutionalized by MoEF and managed by a task force called "POKJA SMART".<sup>30</sup>
- Awareness raising of national stakeholders on the contribution of tiger conservation to sustainable ecosystem that could yield social and economic values for communities by posting three advertorials within National Geographic Indonesia magazine.<sup>31</sup>

**Sixth operational phase of the GEF Small Grants Programme (SGP) in Indonesia (6th SGP):**

- 88,594.53 hectares (18,711.53 ha of forested and 69,833 ha of coastal area) currently under resilient production landscape and seascape management, exceeding end of project target of 47,000 ha. In forested landscape this include 7,2283.3 hectares of area covered by reforestation or farmer-managed natural regeneration activities; 640.06 ha under plantation of tree/bushes in reforestation campaigns; agro-ecological practices and systems covering 9,932.63 ha; and five demonstration scales silvo-pastoral Systems over 855 hectares. Marine Community conservation Areas cover 69,833 ha achieved through Biorock, beach cleaning, and plastic waste reduction (135 ha); fish bank activities (52,276) ; and revitalization of coastal marine habitats, protecting biodiversity and bosting fisheries livelihoods (17,000

<sup>27</sup> UNDP and GEF (2019) Sumatra Tiger Landscape, "2019 Project Implementation Review (PIR)"

<sup>28</sup> Ibid.

<sup>29</sup> Ibid.

<sup>30</sup> Ibid.

<sup>31</sup> UNDP (2018) Result Oriented Report.

ha); and Seaweed farming activities (472 ha). These activities were implemented by communities independently or in partnership with their local government units or by 62 CBO/NGO grantee partners, in collaboration with communities.<sup>32</sup>

- A total number of 6,133 producers (women: 2,912 producers; and men: 3,221 producers) are participating in community-based landscape planning and management. (EoP target is 2500 producers)<sup>33</sup>

- A total of 2,468 producers have been trained in agro-ecological practices and systems (including 55,5% women producers). (Target is 1,000 producers);<sup>34</sup>

- A total of 199 livestock producers have been trained in silvo-pastoral systems (Target revised based on MTR from 500 to 100);

- A total of 98 CSO representatives have participated in trainings to improve the financial and administrative sustainability of their community organizations; Target been 3000 CSO.

**Combatting illegal and unsustainable trade in endangered species in Indonesia (IWT):**

- IWT is at early stage of implementation (1.5 years). Consequently contribution to output indicator is not verified but progress is on track as per project PIR. Key outputs delivered are:
- Initiation of the development of derivative regulation of Law No 5/1990 particularly on penalties and fines for illegal wildlife trade crime.<sup>35</sup>
- Initiation of the development of national strategy to combat illegal wildlife trade.<sup>36</sup>
- Initiation of Inter-agency cooperation in law enforcement within the two demonstration sites of the project. An inter-agency task force between law enforcement agencies and the operation of investigative networks in northern Sulawesi has been established and institutionalized by the government.<sup>37</sup>

**Multi-door Approach (MDA) to Counter Environment Related Crime:**

- MDA is at early-stage of implementation (1 year), hence contribution to output indicator is not verified. Key milestones in the area of environmental law enforcement are:

<sup>32</sup> UNDP & GEF (2019) Project Implementation Review- Sixth Operational Phase of the GEF SGP in Indonesia.

<sup>33</sup> Ibid.

<sup>34</sup> Ibid.

<sup>35</sup> UNDP and GEF (2019) Illegal Wildlife Trade project. Project, 2019 Implementation Review (PIR)

<sup>36</sup> Ibid.

<sup>37</sup> Ibid.

- Completion of the Multi-Door Database on criminal cases for monitoring and evaluating the performance of the Directorate General of Law Enforcement.<sup>38</sup>
- Endorsement and implementation of the Multi-Door Approach through case handling and capacity building exercises by the Directorate General of Law Enforcement.<sup>39</sup>
- Agreement amongst investigators of Directorate of Criminal Law Enforcement, Ministry of Agriculture, Ministry of Marine Affairs and Fisheries, Ministry of Energy and Mineral Resources and Ministry of Agrarian and Spatial Planning to handle Natural Resources and Environment Related Crimes (NRERCs) cases.<sup>40</sup>
- Drafting and adoption of the Circular of the Deputy Attorney General for General Crimes on procedures, particularly the criminal liability approach for handling natural resources and forest criminal cases related to corporations.<sup>41</sup>
- Provided expertise to assist the Directorate of Criminal Law Enforcement on the handling of illegal mining in forest areas in West Kalimantan, using non-conventional instruments to track illegal money flows, identify fraud and the involvement of the owners.<sup>42</sup>
- Supported the Directorate General of Law Enforcement (KLHK) in the development of a study on mapping the implementation of gender mainstreaming within the KLHK. Which was an input for the development of KLHK five years gender mainstreaming roadmap and its first year milestones for the.<sup>43</sup>

**Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanism for Sustainable Watershed/Land Management (CCCD)**

- Strengthened policy, legislative, and economic instruments: drafting and review of # thematic regional plans and reports; in-depth analysis of Indonesia's environmental governance; Drafted a feasibility study on financial and economic instruments at the provincial and local levels which identifies challenges and barriers to Rio Conventions implementation; Developed a support strategy in resource mobilization for the Rio-Convention. Contribution to date a limited to the policy spheres with two notable outputs being: Micro Watershed Management Plan 2019 – 2023 at Lampung and East Java are finalized by local governments and currently under implementation.
- Guidelines for Watershed Monitoring and Evaluation in Micro Watershed Way Khilau and Sumberbulu has been developed

<sup>38</sup> UNDP (2018) Annual report – Multi-Door Support Facility.

<sup>39</sup> Ibid.

<sup>40</sup> Ibid.

<sup>41</sup> Ibid.

<sup>42</sup> Ibid.

<sup>43</sup> Ibid.



- Strengthened institutional and individual capacities to mainstream sustainable land/watershed management

**KALFOR:**  
 Early stage of implementation as project began implementation in April 2018. PMU establishment delayed considerably and established in August 2018. The main objective of the project is to maintain forest areas, including the biodiversity and ecosystem functions, of Kalimantan's lowland and montane areas in the face of growth and development of the estate crop sector. (Note that this project is not related as such to output 3.4.).<sup>44</sup>

Self-assessed performance data	PROJECT Title	Year	Cost Efficiency	Efficient Delivery and Cost Recovery	Gender	Knowledge & Lessons Learned	National Capacity Strengthening	National Ownership	Project Governance	Results Framework and M&E Plan	Risk Management
	Support Facility for the Institutional Setup of the Peat Restoration Agency.	2016	3	3	2	3	2.5	3	3	3	2
		2017	2	2	2	3		2	3	3	3
		2018	2	2	2	2		2	2	2	2
	GEF - Enhance Protected Area System in Sulawesi.	2016	1	2	2	2	1	2	2	2	2
		2017	3	2	2	3	2	2	2	3	2
		2018	3	2	2	3	2	2	2	3	2
	GEF - Transforming effectiveness of biodiversity conservation in priority Sumatran landscapes.	2016	2	2	2	1	1	2	1	2	1
		2017	3	3	3	2	1	2	2	2	2
		2018	3	2	3	3	2	3	3	3	3
	GEF - Combatting illegal and unsustainable trade	2016	3	2	2	3	2.5	3	2	2	3
		2017	2	2	2	2	2	2	3	2	3
2018		2	2	2	3	2	2	2	2	2	

<sup>44</sup> UNDP & GEF (2019) Project Implementation Review - SFPMK Strengthening Forest Area Planning

	in endangered species in Indonesia.											
	Multi-Door Approach to Counter Environment Related Crime.	2017	3	3	3	3	3	2	3	3	3	
		2018	2	2	3	2	2	3	2	2	2	
	GEF - Forest Area Planning & Mgmt in Kalimantan (KALFOR)	2017	3	2	2	3	2	3	2	2	2	
		2018	3	3	2	2	2	3	2	2	3	
GEF - Sixth OP of the GEF SGP in Indonesia (6th SGP)	2017	3	2	2	3	2.5	3	3	2	2		
Adequacy of supporting evidence	Adequate given stage of implementation of key interventions. Terminal evaluation was completed of BRG but quality of evaluation was assessed as moderately unsatisfactory by IEO quality assurance. MTRs are planned for KALFOR in 2021, SGP in 2019 and CCCD in 2018. MTR for SGP was implemented in 2019 but did not have access to that document and CCCD MTR was not implemented as planned.											
<b>OUTPUT</b>	<b>OUTPUT INDICATORS</b>	<b>Level of influence on stated output indicators</b>	<b>IEO Progress rating</b>	<b>Other significant contributions</b>	<b>Key challenges/risks</b>	<b>Focus and impact on gender equality</b>	<b>-Key interventions, including estimated value and implementation period.</b>	<b>Expenditure 2016–19 (\$m)</b>				
<b>Output 3.4.</b> Solutions developed for sustainable and conflict-sensitive management of land and natural resources.	Extent to which the Government is able to address emerging and/or recurring conflicts in land tenure and	Not verified	Not verified	Not applicable	Not applicable	-None	-None	\$0  \$0 (regular), \$0 (other)				

	natural resource management <b>Baseline:</b> 2(Very Partially) <b>Target:</b> 4(Largely)							
<b>OUTPUT</b>	<b>OUTPUT INDICATORS</b>	<b>Level of influence on stated output indicators</b>	<b>IEO Progress rating</b>	<b>Other significant contributions</b>	<b>Key challenges/risks</b>	<b>Focus and impact on gender equality</b>	<b>Key interventions, including estimated value and implementation period.</b>	<b>Expenditure 2016–19 (\$m)</b>
<b>Output 3.5.</b> Systems strengthened to properly manage, dispose and phase out hazardous chemicals.	Extent to which policy framework is in place and enforced for the control of polybromodiphenyl ethers and mercury.  <b>Baseline:</b> 2(Very Partially) <b>Target:</b> 4(Largely)	Moderate level of influence	At risk		-Standard, regulations and guidelines developed have not yet adopted by the government; -Risk of weak post project sustainability unless the following challenges are addressed: sensitization and awareness campaign;	GEN0: 3% GEN1: 32% GEN2: 65% GEN3: 0%  <b>Justification for Gender marker ratings.</b> Justified by design and performance report of PBDEs project;  <b>Evidence of gender equality outcomes.</b> Outcome level results could not be identified. But key outputs in term	GEF - Reducing Releases of Polybromodiphenyl Ethers (PBDEs) And Unintentional Persistent Organic Pollutants (UPOPs) Originating from Unsound Waste Management and Recycling Practices and the Manufacturing of Plastics in Indonesia., 2016-2020, [\$3.2; \$0(Regular), \$3.2(Other)]	\$5.9  \$0.5 (regular), \$5.4 (other)

					<p>removal of financial barriers; improved capacity for enforcement and compliance by the private sector and government partners.</p> <p>-Limited Global Environmental Benefit (GEB) due to the unavailability of mini-depots and delays in finalizing a cost-effective agreement with a cement facility to use their high temperature kilns for safe disposal hampered implementation of best</p>	<p>of gender mainstreaming are reported below.</p>		
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					<p>recycling practices;  -Technological limitations: X-ray fluorescence (XRF) and infrared necessary for plastic sample analysis and sorting activities are underutilized hampering the establishment of a baseline on the extent of PBDE concentration in plastics and articles. XRFs are extremely expensive presenting a risk for scalability.</p>			
Supporting evidence	<p><b>Good progress in strengthening the National Policy and Regulatory Framework:</b> all planned Indonesian National Standards (SNIs) for multiple categories of plastic PBDE Management have been prepared and communicated with stakeholders. Notable achievement are:</p> <ul style="list-style-type: none"> <li>- standard for Plasticized Polyvinyl Chloride (UPVC) products;</li> <li>- technical guidelines on PBDE handling and management for plastic manufacturers and recycling industries;</li> </ul>							

- Trainings were provided to manufactures and recyclers, but with limited impact on the adoption of best environmental practices and the generation of global environmental benefit.
- Submission of a set of recommendations of potential economic instruments and incentives to Ministry of Finance as an attempt to remove barriers to BAT/BEP'
- Collaborative development of an Extended Producer Responsibility (EPR) scheme for Electronic and Electrical Waste (EEW).

**Gender mainstreaming:**

- Collected gender disaggregated data and conducted an analysis on the gender aspects of workers and livelihoods on the plastics recycling sectors both at home and small to medium scale industries, formal and informal, which was used to develop a gender workplan. (PIR 2017)
- Nearly achieved gender balance by involving 726 women over 1561 project beneficiaries participating in the development of relevant PBDEs and UPOPs regulations/technical by laws and standards and participated in awareness campaigns which included the promotion of gender equal access and control over information and knowledge about PBDEs and its adverse impact on human health and the environment; gender sensitive health and safety protection.
- Additionally, the project developed a financial literacy training module for women and ensured a 50 percent share of researchers from relevant laboratories to establish the Laboratory Information System for tracking used chemical substances at industries.

Self-assessed performance data	PROJECT Title	Year	Cost Efficiency	Efficient Delivery and Cost Recovery	Gender	Knowledge & Lessons Learned	National Capacity Strengthening	National Ownership	Project Governance	Results Framework and M&E Plan	Risk Management
	GEF - Reducing PBDE and UPOPs	2016	3	3	2	2	3	2	2	2	2
		2017	3	2	3	3	3	3	3	3	3
		2018	2	2	2	2	2	3	2	2	2

Adequacy of supporting evidence: Adequate - Good regular performance reporting. MTR conducted in 2019 was not available to the evaluation team but key assessments and recommendations were reported in the project 2019 PIR.

OUTPUT INDICATORS	Level of influence on stated	IEO Progress rating	Other significant contributions	Key challenges/risks	Focus and impact on gender equality	-Key interventions, including estimated value and implementation period.	Expenditure 2016–19 (\$m)
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		<b>output indicators</b>						
<b>Output 3.6.</b> Inclusive and sustainable solutions adopted to increase energy efficiency and universal modern energy access	Number of people with improved access to clean energy <b>Baseline (2014):</b> 20,000 <b>Target:</b> 50,000	Insufficient evidence/low level of influence	At risk	Not reported	Not reported	GEN0: 0% GEN1: 100% GEN2: 0% GEN3: 0%  <b>Justification for Gender marker ratings.</b> Justified  <b>Evidence of gender equality outcomes.</b> Reduction in gender gap for household with access to renewable energy.	-GEF - Wind Hybrid Power Generation Market Development Initiative (WHyPGen), 2012-2017, [\$0.3; \$0(Regular), \$0.3(Other)]	\$0.4  \$0 (regular), \$0.4 (other)
Supporting evidence	<ul style="list-style-type: none"> <li>- There has been no major ongoing initiative focussed on promoting energy efficiency and access in the current CPD period</li> <li>- In collaboration with private sector and philanthropic organization, UNDP mobilized a total of 350,000 USD in grant funding from the Islamic Finance Institution Badan Amil Zakat Nasional (BAZNAS) and 281,394 USD from Bank Jambi for construction of one micro hydro power plant and revitalization of three micro hydro power plants in four villages in Jambi Province. 806 households (4,448 people) have clean electricity access through micro-hydro power plants developed in Jambi Province.<sup>45</sup></li> <li>- The CO has reported achieving this target. However, this is based on work completed in the past CPD and not related to ongoing work.</li> </ul>							

<sup>45</sup> UNDP (2018b). "Project Implementation Review (PIR): Market Transformation through Design and Implementation of Appropriate Mitigation Actions in Energy Sector".

Self-assessed performance data	<b>PROJECT Title</b>	<b>Year</b>	<b>Cost Efficiency</b>	<b>Efficient Delivery and Cost Recovery</b>	<b>Gender</b>	<b>Knowledge &amp; Lessons Learned</b>	<b>National Capacity Strengthening</b>	<b>National Ownership</b>	<b>Project Governance</b>	<b>Results Framework and M&amp;E Plan</b>	<b>Risk Management</b>
	GEF - Wind Hybrid Power Generation Market Development Initiative.	2016	3	3	1			3	3	3	3
Adequacy of supporting evidence	Adequate - Good, including regular project implementation reviews and terminal evaluation of the WHYPGen project. The terminal evaluation of the WHYPGen project was rated as moderately satisfactory.										
<b>OUTPUT</b>	<b>OUTPUT INDICATORS</b>	<b>Level of influence on stated output indicators</b>	<b>IEO Progress rating</b>	<b>Other significant contributions</b>	<b>Key challenges/risks</b>	<b>Focus and impact on gender equality</b>	<b>-Key interventions, including estimated value and implementation period.</b>	<b>Expenditure 2016–19 (\$m)</b>			
<b>Output 3.7.</b> Policies and regulations issued/adjusted and systems established to increase private sector investments in clean energy	Extent of progress made in passing feed-in tariff and incentive to attract private investment in renewable energy. <b>Baseline (2014):</b> 2 (Very Partially) <b>Target:</b> 4 (Largely)	Moderate level of influence.	<b>At risk.</b>	-UNDP assisted the ministry of finance (MoF) to develop the framework for issuance of USD 1.25 billion green sukuk bond to fund national projects on climate change mitigation and adaptation.	<b>MTR3:</b> - Incentives do not target small producers of renewable energy; - Delay in adoption of key regulations drafted; - Lack of national mechanism to	GEN0: 0% GEN1: 49% GEN2: 51% GEN3: 0%  <b>Justification for Gender marker ratings.</b> MTR3 reporting does not explain how the project is making a significant and consistent contribution to gender	-GEF - Market Transformation, Design and Implementation of Appropriate Mitigation Actions in Energy Sector (MTRE3); 2014-2021, [\$3.2; \$0 (Regular) \$3.2 (Other)] - - Partnership for Market Readiness (PMR), 2017-2020,	\$6.3  \$0.0 (regular), \$6.3 (other)			



				<p>The fund provides financing for sustainable transportation, renewable energy, energy efficiency, resilience to climate change, and waste to energy and waste management.</p>	<p>provide financing of renewable energy projects with the right combination of loans, guarantees and possibly partial grants.</p> <p><b>PMR:</b> Risk of financial sustainability as the development of a market-based instrument framework is still at a very early stage of implementation (the initial background study is still not implemented).</p>	<p>equality. Reporting of gender of project staffing suggests there is attention to gender dynamic within the project team, although not clear whether or how this is having and impact. The GEN2 rating of MTR3 appears to be exaggerated.</p> <p><b>Evidence of gender equality outcomes.</b></p>	<p>[\$3.06; \$0(Regular), \$3.06(Other)]</p>	
Supporting evidence	<b>MTRE3:</b>							

- Technical guidance on local energy plans and long-range energy alternative planning system, training for the four (4) pilot provinces (Jambi, Riau, West Sulawesi and East Nusa Tenggara) were implemented in cooperation with the Planning Bureau of Ministry of Energy and Mineral Resources (MoEMR). Regional Energy General Draft documents were also produced in the 4 provinces.<sup>46</sup>
- Preparation and setting up of Integrated Market Service Centres (IMSCs) which once established, will support the establishment of sustainable renewable energy and energy efficiency project investments. Riau Province is selected as a pioneer to be the first province to have the IMSC supported by MTRE3 project.<sup>47</sup>
- Draft of Minister of Industry (MoI) Regulation on “Activity Data Reporting on GHG Emission Sources in Industry Sector” is prepared and submitted to the MoI Legal Bureau for further review.<sup>48</sup>
- Supported by UNDP, MoEF is introducing and developing national carbon market. In order to stimulate the market, the government needs to provide incentives for companies which reduce emission. However, up the Ministry of Finance has not yet agreed to proposed financial incentives.<sup>49</sup>
- Along with the design of measurement reporting and verification (MRV) system, UNDP supports MoEMR in developing the online reporting system for GHG Emission for power generations, called APPLE-GATRIK (Aplikasi Penghitungan dan Pelaporan Emisi Ketenaga-listrikan). It was officially launched on August 2018.
- For big companies producing more than 500 MWh, market incentives are already established in the form of reduced tariffs fee on imported tools and tax incentives. At present, there are no incentives for small scale producers.<sup>50</sup>
- Issuance of Government Regulations on Environmental Economic Instruments and a Presidential Regulation on Management of Environmental Sustainable Energy Fund (SEF) established to support development of green projects are increasing the portfolio of renewable energy in the electricity sub-sector.<sup>51</sup>
- 36 percent of people involved in project management and 30 percent of those involved in MTR3 project planning and implementation are female.

<sup>46</sup> UNDP (2018b). “Project Implementation Review (PIR): Market Transformation through Design and Implementation of Appropriate Mitigation Actions in Energy Sector”.

<sup>47</sup> UNDP (2018b). “Project Implementation Review (PIR): Market Transformation through Design and Implementation of Appropriate Mitigation Actions in Energy Sector”.

<sup>48</sup> UNDP (2018b). “Project Implementation Review (PIR): Market Transformation through Design and Implementation of Appropriate Mitigation Actions in Energy Sector”.

<sup>49</sup> Interview with Director of Climate Change Mitigation, Ministry of Environment and Forestry, July 2019.

<sup>50</sup> Interview with Director of Renewable Energy, Ministry of Energy and Natural Resource, July 2019.

<sup>51</sup> Ibid.

	<b>Partnership for Market Readiness<sup>52</sup> Only one of the four main components is achieved:</b> Completion of the GHG emission profiles in power sector and energy intensive industry sector and completion of the design of the MRV system, and guidelines for the power sector as a contribution to the Design of governance aspects of an MRV system; MRV guideline for power sector. <sup>53</sup>										
Self-assessed performance data	<b>PROJECT Title</b>	<b>Year</b>	<b>Cost Efficiency</b>	<b>Efficient Delivery and Cost Recovery</b>	<b>Gender</b>	<b>Knowledge &amp; Lessons Learned</b>	<b>National Capacity Strengthening</b>	<b>National Ownership</b>	<b>Project Governance</b>	<b>Results Framework and M&amp;E Plan</b>	<b>Risk Management</b>
	<b>GEF - Market Transformation in the Energy Sector (MTRE3)</b>	2017	3	2	1	3	2.5	2	2	1	2
		2018	2	3	2	2	2	2	2	2	3
	<b>Partnership for Market Readiness (PMR)</b>	2017	3	3	1	3	3	3	3	1	2
		2018	3	3	1	3			3	3	2
Adequacy of supporting evidence	Adequate - Good quality progress reports. MTRE3 plans to conduct a decentralised mid-term and terminal evaluation in 2019 and 2020 respectively. No decentralised evaluations were required for PMR project, but quality of progress reporting is satisfactory.										
<b>OUTPUT</b>	<b>OUTPUT INDICATORS</b>	<b>Level of influence on stated output indicators</b>	<b>IEO Progress rating</b>	<b>Other significant contributions</b>	<b>Key challenges/risks</b>	<b>Focus and impact on gender equality</b>	<b>-Key interventions, including estimated value and implementation period.</b>		<b>Expenditure 2016–19 (\$m)</b>		
<b>Output 3.8.</b> Policy and technical guidance are in place for integrating climate change	Extent to which CCA and DRR are integrated into spatial and local	Insufficient evidence/low level of influence.	<b>At risk - UNDP successful in supporting integrating CCA into</b>	UNDP supported an initiative by the University of Nusa Cendana (UNDANA) on	Inability to mobilize resources to provide more substantive support in the	GEN0: 0% GEN1: 42% GEN2: 58% GEN3: 0%	-GEF - Strategic Planning and Action to Strengthen Climate Resilience of Rural Communities (SPARC) in Nusa		\$3.7  \$0.2 (regular),		

<sup>52</sup> Available evidence cover the first two years of implementation at mid-term.

<sup>53</sup> UNDP (2018) PMR INDONESIA PROJECT IMPLEMENTATION STATUS REPORT (ISR)

<p>adaptation (CCA) and DRR into spatial and local development planning.</p>	<p>development planning in targeted area.</p> <p><b>Baseline (2014):</b> 1(Inadequately)</p> <p><b>Target:</b> 4(Largely)</p>		<p>development plan in NTT Province plan through SPARC project and the TNC project.</p> <p>Integration of CCA and DRR into spatial planning has been more challenging.</p>	<p>the establishment of a post-graduate level elective program titled “Climate and Development” within the Environmental Science Department.</p> <p>- UNDP contributed to the development of a draft Minimum Service Standard (MSS) in which has been taken-up by MoHA as a Ministry Regulation.</p>	<p>area of CCA and DRR.No major inputs since closure of phase 2 of Safer Communities through Disaster Risk Reduction in 2016.</p> <p>- Limitation in replicating and scaling lessons from work in NTT to Indonesia’s other 34 provinces.<sup>54</sup></p> <p>- Lack of buy in for CCA at local level.</p> <p>- Lack of sustainable market for alternative livelihoods strategies proposed by the project.<sup>55</sup></p>	<p><b>Justification for Gender marker ratings.</b> Justified by design and performance reporting of the SPARC and TNC project.</p> <p><b>Evidence of gender equality outcomes.</b></p> <p><b>SPARC project:</b></p> <ul style="list-style-type: none"> <li>- Gender parity achieved for participants in decision-making and planning processes that developed community proposals for adaptation actions;</li> <li>- Gender parity achieved for family member groups that benefited directly from SPARC (20,607 female members out of a total of 40,972 direct beneficiaries);</li> </ul>	<p>Tenggara Timur (NTT) Province (2013-2018), 2013-2018, [\$1.9; \$0(Regular), \$1.9(Other)]</p> <p>-GEF - Third National Communication to the UNFCCC (TNC), 2014-2017, [\$1.4; \$0(Regular), \$1.4(Other)]</p>	<p>\$3.5 (other)</p>
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<sup>54</sup> This is due to weaker participation of national stakeholder and the lack of institutionalization of the CCA in development planning.

<sup>55</sup> Brent Tegler (2019) Terminal Evaluation of the SPARC project

				<p>This MSS will start in 2020 and as a result DRR will be integrated into many local government plans.</p> <p>TNC: - Provision of Training and support required to allow the GoI to draft a Third National Communication document.</p> <p>Improved government and academia understanding and commitment to GHG emissions diminishment.</p>	<p>Delay in enactment of key DRR guidelines<sup>56</sup> developed in phase 1 of SC-DRR leading to no effective implementation of these guidelines.</p> <p><b>TNC:</b> - Need for In-depth consultations and involvement of Civil Society stakeholders</p>	<p>Women empowered through income generating activities, training, improved access to resources (land, finance and water); and access to district and provincial government resources;</p> <p>Gender parity not achieved in institutional capacity development component as on average women make 28 percent of the government staff, extension workers, scholars, and local NGOs representative that were targeted for capacity building in CCA and DRR.<sup>57</sup></p> <p>TNC project: 10 detailed studies conducted on</p>		
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<sup>56</sup> These guidelines are related to the (integration of DRR into spatial and development planning, and framework on DRR and CCA convergence

<sup>57</sup> Brent Tegler (2019) Terminal Evaluation of the SPARC project

						vulnerability, climate change impact and adaptation at local level included gender wise disaggregated results. <sup>58</sup>		
Supporting evidence	<p><b>CCA:</b></p> <ul style="list-style-type: none"> <li>- Through SPARC project, CCA is integrated into NTT Province Mid-Term Development Plan (RPJMD) year 2013-2018 and into 3 districts development plans (Manggarai district, Sabu Raijua district, and Sumba Timur district)<sup>59</sup></li> <li>- UNDP facilitated the development of local action plan on CCA in NTT Province, but it is not finished.<sup>60</sup></li> <li>- Multi-stakeholder planning committees are established at province and district levels. They help on integrating CCA into Mid-Term Development Plans at NTT Province, 3 districts, and 21 villages.<sup>61</sup></li> <li>- Guideline for conducting Climate Change Vulnerability Assessment (CCVA) at urban level and a guideline for Urban Risk Management Plan. The guideline on CCVA was implemented in Kupang and Makassar Cities. Later, in collaboration with another UNDP's project called SPARC, the guideline on CCVA was also used to assess climate change vulnerability in 3 project areas in NTT Province (Manggarai District, Sumba Timur District and Sabu Raijua District).</li> </ul> <p><b>DRR:</b></p> <ul style="list-style-type: none"> <li>- The document on Convergence of Climate Change Adaptation and Disaster Risk Reduction is produced and submitted to MoEF, BAPPENAS (Ministry of National Development Planning), and BNPB (National Disaster Management Agency), but it has not been enacted hampering its use by government offices in their programmes.<sup>62</sup></li> </ul>							

<sup>58</sup> Juan Luis Larrabure and Ari Wijanarko Adipratomo (2018) Third National Communication to the United Nations Framework Convention on Climate Change Project - Report of the Terminal Evaluation Mission  
January 2018

<sup>59</sup> Ministry of Environment and Forestry, UNDP, GEF, and NTT Province Government (2019). "Terminal Evaluation of the SPARC Project: Strategic Planning and Action to Strengthen Climate Resilience of Rural Communities in Nusa Tenggara Timur Province".

<sup>60</sup> Ibid.

<sup>61</sup> Ibid.

<sup>62</sup> Saut Sagala (2018). "Safer Communities through Disaster Risk Reduction (SC-DRR) Phase II Project Evaluation Report".

- SC-DRR II support the production of a guideline for conducting Climate Change Vulnerability Assessment (CCVA) at urban level and a guideline for Urban Risk Management Planning. The guideline on CCVA was implemented in Kupang City, Makassar City, Manggarai District, Sumba Timur District and Sabu Raijua District. However, the Urban Disaster Risk Management Plans in Kupang and Makassar have not been adopted as local regulations, so those are not officially referred to by local governments.<sup>63</sup>
  - UNDP, BNPB, and Ministry of Home Affair (MoHA) produced the Guideline on Integrating and Mainstreaming Disaster Risk Reduction into Planning and Budgeting of Local Government. It provides explanation on integrating DRR into Mid-Term development plan, strategic plan of government office, and annual plan.<sup>64</sup> It has been submitted to BNPB and MoHA, but it is not enacted yet.
  - UNDP assisted BNPB to develop the Disaster Management Plan year 2015-2019 which include two main programs related to DRR and climate change, namely building community resilience and mainstreaming DRR and CCA into development planning. Unfortunately, up to 2019, the Plan is not enacted by the government.
  - Disaster resilient village initiated by UNDP through SCDRR project has been implemented by BNPB since 2013. The number of villages received program has increased from 266 villages in 2015 to 526 villages in 2017.<sup>65</sup>
  - UNDP assisted BAPPENAS on providing background study for the making of National Mid-Term Development Plan (RPJMN) year 2015-2019 and DRR is included in the seventh national priority agenda in RPJMN 2015-2019.
  - UNDP facilitated the development of draft of minimum service standard (MSS) on disaster management that was proposed to MoHA. Through the national Law number 23 year 2014, MoHA included disaster management as one of basic services that have to be implemented by local governments. Therefore, MoHA followed it up by developing MSS, and it is now becoming the MoHA regulation number 101 year 2018. Disaster risk assessment, contingency plan, and disaster management plan are parts of the MSS.<sup>66</sup>
- CCA & DRR into spatial planning:**
- UNDP developed a draft of guideline on Spatial Planning based on Disaster Risk Reduction (DRR). It focuses on integrating DRR into spatial planning, spatial utilization and controlling spatial utilization and on how to technically integrate DRR into spatial management. This draft

<sup>63</sup> Ibid.

<sup>64</sup> BNPB, Ministry of Home Affair, and UNDP (no year). "The Guideline on Integrating and Mainstreaming Disaster Risk Reduction Into Planning and Budgeting of Local Government".

<sup>65</sup> UNPDF Report 2018.

<sup>66</sup> Ministry of Home Affair (2018). "Minister of Home Affair Regulation Number 101 Year 2018 on Technical Standard on Basic Service of Minimum Service Standard on Disaster at District/Municipality".

guideline submitted to BNPB and BAPPENAS in 2015 is not yet enacted, hampering its use by local governments on integrating DRR and CCA into spatial planning.<sup>67</sup>

**Third national communication to the UNFCCC**

- TNC project aimed at enabling the Government of Indonesia to design public policies and measures for mitigation of and adaptation to climate change. 35 expected outputs have been produced and all the 11 expected outcomes have been achieved as planned<sup>68</sup> including;

- 3 sub national mid-term development plans incorporate climate mitigation and adaptation measures
- 2016 a Biennial Update Report (BUR) submitted;
- Developed the first BUR and submitted to UNFCCC in March 2016.
- Submission of the Third National Communication in February 2018

Self-assessed performance data	PROJECT Title	Year	Cost Efficiency	Efficient Delivery and Cost Recovery	Gender	Knowledge & Lessons Learned	National Capacity Strengthening	National Ownership	Project Governance	Results Framework and M&E Plan	Risk Management
	GEF - Strategic Plan. & Act. Climate Resilience (SPARC)		2016	2	2	2	2	2	2	2	2
2017			2	3	2	3	3	2	3	3	3
2018			2	2	3	3	2	2	2	3	2
Safer Communities through DRR Phase II (SCDRR 2)		2016	2	2	2	3		2	2	2	1
		2017	2	2	2	3		2	2	2	1
GEF - Third National		2016	3	3	2	3	2	2	3	3	3
		2017	3	3	2	2	2	3	2	3	2

<sup>67</sup> BNPB, BAPPENAS, and UNDP (no year). Draft of Guideline on Spatial Planning based on Disaster Risk Reduction

<sup>68</sup> Juan Luis Larrabure and Ari Wijanarko Adipratomo (2018) Third National Communication to the United Nations Framework Convention on Climate Change Project - Report of the Terminal Evaluation Mission



	<b>Communication to the UNFCCC (TNC)</b>										
Adequacy of supporting evidence	Adequate - Good, including regular performance reporting and evaluations for all major activities.										
<b>OUTPUT</b>	<b>OUTPUT INDICATORS</b>	<b>Level of influence on stated output indicators</b>	<b>IEO Progress rating</b>	<b>Other significant contributions</b>	<b>Key challenges/risks</b>	<b>Focus and impact on gender equality</b>	<b>Key interventions, including estimated value and implementation period.</b>	<b>Expenditure 2016–19 (\$m)</b>			
<b>Output 3.9.</b> Recovery preparedness is strengthened particularly in the areas of methodology, financing schemes and institutional arrangements	Extent to which planning and management capacities in recovery are improved in targeted areas.  <b>Baseline (2014):</b> 2(Partially) <b>Target:</b> 4(Largely)	High level of influence - Influence substantially related to interventions starting at the end of the last planning cycle(2011-15) and ending at the beginning of the current one (2016-20).	On track	- Increasing capacity of regional disaster management agency (BPBD) officials in coordination, planning and implementing recovery measures (Mount Kelud and Sinabung) - UNDP support provincial BPBD to monitor, visit and deliver technical assistance to	•Limited capacity of BPBDs at local level in coordinating government and non-governmental agencies to ensure effectiveness and efficiency for disaster response and recovery activities. Implementation shortfall in PETRA project including misleading	GEN0: 0% GEN1: 0% GEN2: 100% GEN3: 0%  <b>Justification for Gender marker ratings.</b> Justified through PETRA project design which shows gender mainstreaming in the its two outputs.  <b>Evidence of gender equality outcomes.</b> -PETRA: No evidence as project is in early stage of implementation.	- PIP – Palu-Lombok Earthquake and Tsunami Recovery Assistance (PETRA_I) 2018-2020, [\$2.0; \$0.9(Regular), \$1.1 (Other)]  Sulawesi/Lombok Programme for Earthquake and Tsunami Infrastructure Reconstruction Assistance (PETRA_II) project (2018-2022), [\$0.5; \$0(Regular), \$0.5 (Other)]	\$2.9  \$1 (regular), \$1.9 (other)			

				District/Municipality level BPBDs.	results of the PDNA post-disaster needs assessment (PDNA) in central Sulawesi <sup>69</sup> ; and delay in provision of personal safety equipment that caused delay on several early recovery activities in Central Sulawesi.	-UNDP's debris management programmes and cash-for work schemes benefited directly to 1,355 women and 2,145 men from affected communities. <sup>70</sup>	Disaster Risk Reduction based Rehabilitation and Reconstruction (DR4), 2008-2018, [\$0.3; \$0.1(Regular), \$0.2 (Other)]	
Supporting evidence	<p>-In the current planning cycle, UNDP is going to implement disaster recovery project in Central Sulawesi and NTB provinces through PETRA project that focuses more on public infrastructures and promoting more resilient livelihoods.<sup>71</sup></p> <p>-UNDP developed post disaster need assessment (PDNA) methodology that it is now being used by national disaster management agency (BNPB) and local disaster management agency (BPBD). In addition, UNDP assisted BNPB to implement PDNA in several disaster events, including in the eruption on Mount Kelud, Mount Sinabung, and recently in Nusa Tenggara Barat and Central Sulawesi earthquakes.<sup>72</sup></p>							

<sup>69</sup> PDNA result show higher amount of economic loss than the damage and loss assessment (DALA) while usually PDNA is 60-079% of DALA

<sup>70</sup> The "UNDP's debris management programmes and cash-for work schemes". See: <http://www.id.undp.org/content/indonesia/en/home/presscenter/articles/2018/cashfor-work-provides-trauma-healing-forwomen-quake-survivors-.html>

<sup>71</sup> UNDP (2019d). "Sulawesi I Lombok Programme for Earthquake and Tsunami Infrastructure Reconstructive Assistance (PETRA)"

<sup>72</sup> Interview with Deputy of Rehabilitation and Reconstruction, BNPB, July 2019

-Following up PDNA, UNDP has assisted BNPB and BPBD on developing action plans for recovery in several disaster events, including those in Mount Sinabung, Mount Kelud, Nusa Tenggara Barat (NTB) and Central Sulawesi earthquakes.<sup>73</sup>

-UNDP implemented early recovery activities (debris clearing) that was implemented in Central Sulawesi earthquake.<sup>74</sup> Previously, UNDP implemented disaster recovery project in several areas, such as Merapi, Kelud, Mentawai. In those areas, UNDP developed capacities of local governments on planning and managing disaster recovery.<sup>75</sup>

-UNDP supported Indonesia Disaster Fund (IDF) secretariat on carrying out its role as a facilitator for policy advisory, by assigning the documenting and reporting tasks to the secretariat personnel and by producing recommendations for the recovery governance and funding scheme. IDF has had monitoring, reporting and evaluation framework. It has the structure and flow in monitoring and evaluation processes, division of functions within internal IDF and external parties engaged with IDF funding, and reporting mechanism.<sup>76</sup>

-UNDP also enhanced capacity of local civil society organization (CSO) such as through SEKBER SINABUNG (Joint Secretariat for Sinabung responses). This joint secretariat has function as articulation interest for civil society in the government response for emergency, relocation and reconstruction phases.<sup>77</sup>

-Working on debris clearing in Central Sulawesi the early recovery project has helped strengthen social cohesion and survivors response to trauma due to earthquake and tsunami. This project also helps communities to increase their confidence and courage to rebuild their houses after abandoning those during evacuation. At present, their value of gotong-royong (helping each other) becomes stronger.

Self-assessed performance data	PROJECT Title	Year	Cost Efficiency	Efficient Delivery and Cost Recovery	Gender	Knowledge & Lessons Learned	National Capacity Strengthening	National Ownership	Project Governance	Results Framework and M&E Plan	Risk Management
	Disaster Risk Reduction based		2016	2	1	2	2		2	2	2
		2017	2	2	2	3		2	2	2	2

<sup>73</sup> Ibid.

<sup>74</sup> Interview with local NGOs as UNDP’s partners in Central Sulawesi, July 2019.

<sup>75</sup>These are three joint programme with other UN agencies namely: [Enhancing the National Recovery Framework: Strengthening Recovery Governance \(2015-2016\)-US\\$ 75000.](#); [Support to Mount Kelud Programme \(2015-2016\)-US\\$ 650,000](#); and [Mount Sinabung Recovery Support Programme \(SIRESUP\) \(2015-2017\). US\\$ 1m.](#)

<sup>76</sup> UNDP (2016). “Enhancing the National Recovery Framework: Strengthening Recovery Governance. Final Programme Narrative Report. Reporting Period: From April 2015 to August 2016”.

<sup>77</sup> FAO, ILO, and UNDP (2017). “Support To Kelud And Sinabung Post–Eruption Recovery Final Programme Narrative Report. Reporting Period: 1 December 2014 – 31 December 2016”.

	<b>Rehab. &amp; Reconst. (DR4)</b>	2018	2	2	2	3		2	2	2	2	
Adequacy of supporting evidence	Adequate - given overall level of expenditure.											
<b>Output 3.10.</b> Improved local forest management capacity through establishment of conservation forest management units (CFMU) and legal auditing system to monitor and identify violations in issuance of forest licenses	Number of CFMUs established and operational in targeted areas. <b>Baseline (2014):</b> 40 <b>Target:</b> 49 Indicator: # of districts where forest licenses are audited for compliance with law. <b>Baseline (2014):</b> 9 <b>Target:</b> 24	Not verified <sup>78</sup>	Not verified	Not applicable	Not applicable	Not applicable	None					\$0 \$0 (regular), \$0 (other)
<b>Outcome 4.</b>	<b>BY 2020, DISADVANTAGED POPULATIONS BENEFIT FROM ENHANCED ACCESS TO JUSTICE AND MORE RESPONSIVE, INCLUSIVE AND ACCOUNTABLE PUBLIC INSTITUTIONS THAT ENJOY PUBLIC TRUST.</b>											
<b>Outcome Indicators:</b>	<b>Indicator-4.1: Number of poor justice seekers accessing National Law Development Agency (BPHN)-funded legal aid services, disaggregated by sex Baseline(2014): 2,011 (524 women, 1,487 men); Target: 31,801 (11,466 women, 20,335 men)</b>						<b>Estimated in CPD:</b> \$12.3 [1.6\$ (regular), 10.7\$ (other)] <b>Expenditure to date:</b> \$19.1 [\$0.4 (regular), \$18.7 (other)]					

	<b>Indicator-4.2: Indonesia Democracy Index (IDI): Baseline(2013): 63.72 Target: 75</b> <b>Indicator-4.3: Percentage of women in national Parliament: Baseline(2014): 17.3% Target: 20%</b> <b>Indicator-4.4: # of violent social conflicts Baseline(2014): 7,335 Target: 6,600</b>		<b>Estimated outcome:</b> Exceeded CPD Estimate					
<b>Level of influence on outcome indicators</b>	Marginal, cannot attribute.							
<b>Output 4.1:</b> Capacity of targeted justice service providers increased to deliver quality legal services.	<b>Output Indicators:</b> Number of poor justice seekers accessing BPHN-funded legal aid services in targeted regions, disaggregated by sex  % of juveniles in target courts receiving alternative sentencing versus incarceration	Insufficient evidence/low level of influence.	Not verified -Insufficient evidence to assess.	UNDP has made a substantial contribution to improving the capacity of the Supreme Court. It is highly likely, though this cannot be verified that this has improved the quality of legal services, compared to if no external assistance had been provided.	Availability of clear and compelling and evidence about the impact of the project is lacking. An evaluation is currently being completed by the European Commission which may address this gap. Evaluation is not part of CO evaluation plan. When this is completed, it should be uploaded to	GEN0: 0% GEN1: 3% GEN2: 97% GEN3: 0%  <b>Justification for Gender marker ratings.</b> Ambitious targets were established for increasing women’s representation in the justice sector, but these were largely outside of the control of the project and have not been reported against. Recent reporting highlights some discrete activities focused on improving gender equality by improving	Support to Justice Sector Reform in Indonesia (SUSTAIN), 2014-2019, [\$8.7; \$0.1 (Regular), \$8.6(Other)] PIP - Improving Restorative Justice Integration (IRJI), 2017-2019, [\$0.5; \$0(Regular), \$0.5(Other)]  <b>Old</b> Strengthening Access to Justice in Indonesia (SAJI), 2012 – 2017, \$3.4 million	\$9.6  \$0.1 (regular), \$9.5 (other)

	<p>for petty crimes</p> <p>Level of satisfaction of users with services of UNDP-supported courts</p>				<p>the evaluation resources center.</p>	<p>court understanding of existing regulations that provide protections to women with legal issues. Such efforts have the potential to increase judicial officers' awareness of the special needs of women, children and other vulnerable groups. However, the extent to which these programs have contributed to empowering these groups to access the enhanced services is unclear. Attribution of close to %100 of project expenditure to GEN2 significantly exaggerates the actual gender focus of the output.</p> <p><b>Evidence of gender equality outcomes.</b> None reported in 2016 &amp; 2018. 2017 ROAR</p>		
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													cites gender equality in project staffing as the sole result achieved.		
Supporting evidence	<p>- While the impact on quality of legal services provided cannot be assessed due to a lack of data, self-assessments by UNDP, combined with key informant interviews and final project evaluation suggest SUSTAIN made a significant contribution to strengthening the capacity of the Indonesian Supreme Court, including through:</p> <ul style="list-style-type: none"> <li>○ Delivery of training programmes for judges, as a means of improving the capacity of the supreme court to train candidate judges;</li> <li>○ Development of improved systems and rules for the handling of public complaints, and to control corruption and conflict of interest in its ranks;</li> <li>○ Establishment of an electronic case management system allowing public access to case records;</li> <li>○ Development of human resources management systems.</li> </ul> <p>- Informants from the major donor for the project, the European Commission, reported “significant and lasting impacts” from the project and that they were proud to be associated with it.</p> <p>- Small, one-year project (IRJI) focused on improving restorative justice contributed to the strengthened coordination and increased capacity of legal enforcers and government officials in implementing restorative justice for juvenile cases. This was essentially an add on to SUSTAIN.</p>														
Self-assessed performance data	<b>PROJECT Title</b>	<b>Year</b>	<b>Cost Efficiency</b>	<b>Efficient Delivery and Cost Recovery</b>	<b>Gender</b>	<b>Knowledge &amp; Lessons Learned</b>	<b>National Capacity Strengthening</b>	<b>National Ownership</b>	<b>Project Governance</b>	<b>Results Framework and M&amp;E Plan</b>	<b>Risk Management</b>				
	<b>Support to Justice Sector Reform in Indonesia (SUSTAIN)</b>	2016	2	3	2	2	1	2	2	1	1				
		2017	2	3	2	2		2	2	1	2				
		2018	2	3	3	2	2	2	2	3	1	3			
Adequacy of supporting evidence	Adequate - with completion of independent evaluation in 2019: “EU-UNDP Support to Justice Sector Reform in Indonesia (SUSTAIN)” Project, May - July 2019.														

<p><b>Output</b>  <b>4.2.</b>Supported subnational governments are better able to address democratic deficits and engage with non-state actors to improve performance.</p>	<p><b>Indicator:</b>  Extent to which underperforming IDI indicators improve in targeted subnational regions, Baseline (2014): 1 (Inadequately); Target: 4 (Largely)  Source: BPS-IDI report</p>	<p>Insufficient evidence/low level of influence.</p>	<p>Off track</p>	<p>Past UNDP support, in the development of a national index to track the health of Indonesia’s democracy has become institutionalized and is well regarded by the Indonesian Government.</p>	<p>Output does not adequately capture the focus or substance of UNDP’s past or ongoing programme of work. The output description should be revised and more appropriate indicators established.</p>	<p>GEN0: 0%  GEN1: 74%  GEN2: 24%  GEN3: 2%</p> <p><b>Justification for Gender marker ratings.</b></p> <p>GEN2 marker for the Deepening Democracy in Indonesia appears appropriate given that five of the indicators of Indonesian Democracy Index address gender inequality issues within the aspects of civil liberties, political rights, and institutions of democracy.</p> <p><b>Evidence of gender equality outcomes.</b></p> <p>2018: None reported.</p>	<p>-Engagement Facility, 2011-2019, [\$0.9; \$0.3 (Regular), \$0.6 (Other)], 74%  -Deepening Democracy in Indonesia (IDI), 2006-2017, [\$0.1; \$0 (Regular), \$0.1 (Other)], 13%  -Anti-Corruption for Peaceful and Inclusive Societies, 2016-2020, [\$0.1; \$0 (Regular), \$0.1 (Other)], 6%  -Integrated Nat'l Complaint Handling System (SP4N-LAPOR), 2019-2022, [\$0.1; \$0 (Regular), \$0.1 (Other)], 5%</p> <p><b>Closed:</b></p> <p>-Strength. Women's Participation &amp; Representation (SWARGA), 2012-2016, [\$0.02; \$0 (Regular), \$0.02 (Other)], 2%</p>	<p>\$1.2    \$0.3 (regular), \$0.9 (other)</p>
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Supporting evidence	<ul style="list-style-type: none"> <li>- UNDP is providing valued support for the expansion of Indonesia's national complaint handling system, although it is too early to assess the outcomes of this work.</li> <li>- The democracy index developed with UNDP's support has been maintained even though UNDP support closed in 2016.</li> <li>- UNDP has supported SDG localization in four provinces (see assessment of output 2.1).</li> <li>- UNDP has supported the development of an electronic platform for complaints handling in the supreme court (see assessment of output 4.1).</li> <li>-</li> </ul>										
Self-assessed performance data	<b>PROJECT Title</b>	<b>Year</b>	<b>Cost Efficiency</b>	<b>Efficient Delivery and Cost Recovery</b>	<b>Gender</b>	<b>Knowledge &amp; Lessons Learned</b>	<b>National Capacity Strengthening</b>	<b>National Ownership</b>	<b>Project Governance</b>	<b>Results Framework and M&amp;E Plan</b>	<b>Risk Management</b>
	<b>Strength. Women's Participation &amp; Representation(SWARGA)</b>	2016	2	1	3	3	3	3	1	2	2
Adequacy of supporting evidence	Adequate - Given limited activity under this output in CPD period.										
<b>Output 4.3.</b> National policy frameworks and institutional mechanisms enhanced for peaceful management of conflicts.	Indicator: Extent to which targeted national/subnational governments and CSOs/community-based organizations have the technical capacities to	Insufficient evidence/low level of influence.	Off track	UNDP has made an important contribution to informing the national debate and response to the growing phenomenon of intolerant, radical, and violent extremist interpretation of			GEN0: 0% GEN1: 0% GEN2: 89% GEN3: 11%	<b>Justification for Gender marker ratings.</b>  CONVEY has addressed gender dimensions of religious radicalism and	-Enhance the Role of Religious Education in CVE (CONVEY), 2017-2018, [\$6.9; \$0 (Regular), \$6.9 (Other)] -The Path to Peaceful and Prosperous Indonesia in 2045, 2018-2019, [\$0.8; \$0 (Regular), \$0.8 (Other)]	\$7.8 \$0 (regular), \$7.8 (other)	

	<p>address conflict. Baseline(2014): 2(Very Partially) Target: 4(Largely) Source: Project evaluation</p>			<p>religious teachings which has been observed in Indonesia.</p>		<p>violent extremism, and has monitored and strongly promoted participation of women in research and advocacy activities, with varying degrees of success.</p> <p><b>Evidence of gender equality outcomes.</b> To the extent that CONVEY has increased women’s participation in project activities, it is plausible that this will contribute to improved gender equality, although the impact is likely to be modest.</p>		
<p>Supporting evidence</p>	<p>-Since 2017, with funding from Japan, UNDP has supported work by the Center for Islamic and Society Studies (<i>Pusat Pengkajian Islam dan Masyarakat</i>, PPIM) at the Syarif Hidayatullah State Islamic University, a public university in Indonesia; -CONVEY has produced comprehensive knowledge and information on radicalism and violent extremism in Indonesia including in schools and universities, along with various instruments that support its growth such as literature and the internet. -CONVEY has had a significant and successful advocacy component. Research produced by CONVEY has been distributed widely, and has received significant media coverage, contributing to increased public awareness and understanding and debate about religious radicalism and violent extremism in Indonesia. -Policy engagement has also been strong, with a regular forum for engaging with key Government stakeholders, and provision of policy briefs to influence policy makers.</p>							

	-Participating donors were extremely complementary about the impact of the project. From this, EU has commenced funding a complementary project focussed on CVE.										
Self-assessed performance data	<b>PROJECT Title</b>	<b>Year</b>	<b>Cost Efficiency</b>	<b>Efficient Delivery and Cost Recovery</b>	<b>Gender</b>	<b>Knowledge &amp; Lessons Learned</b>	<b>National Capacity Strengthening</b>	<b>National Ownership</b>	<b>Project Governance</b>	<b>Results Framework and M&amp;E Plan</b>	<b>Risk Management</b>
	<b>Enhance the Role of Religious Education in CVE (CONVEY)</b>	2017	3	3	2	3	2	3	3	2	3
		2018	2	3	2	3	2		3	2	3
	<b>The Path to Peaceful and Prosperous Indonesia in 2045</b>	2018	3	3	2	2	2.5	2	3	3	3
Adequacy of supporting evidence	Adequate - Good quality supporting evidence including regular progress reporting, quality assurance assessments, and a final project evaluation for CONVEY. Quality assurance ratings for CONVEY are in-line with the IEO's assessment.										
<b>Output 4.4:</b> South-South and triangular cooperation partnerships established and/or strengthened for development solutions.	<b>Output Indicators:</b> Indicator: Number of partnerships that deliver measurable and sustainable development benefits for participants.  Mechanism for a One Gate	High level of influence.	On track  The One Gate Policy has been realized by the establishment of the Indonesian Agency for International Development	UNDP has provided valuable contributions to the policy development and practice in south south and triangular cooperation.	Important to properly document the experience of the cross-border south-south cooperation project if it is to serve as a model for similar initiatives in the future.	GEN0: 0% GEN1: 0% GEN2: 100% GEN3: 0%  <b>Justification for Gender marker ratings.</b>  Project document and project reporting suggests attribution of %100 of project expenditure to GEN2	Partnership Initiative for Indonesia's SSTC Inst. Dev, 2017-2019, [\$0.5; \$0 (Regular), \$0.5 (Other)]	\$0.5 \$0 (regular), \$0.5 (other)			

	Policy established for South-South and triangular cooperation.		(Indonesian AID) in 2019 to further promote the South-South Cooperation. Target for number of partnerships has not been reported on, but is not included in the project document for the south south cooperation work. However, there has been good progress against commitments made in the project document.			exaggerates actual focus of the project.  <b>Evidence of gender equality outcomes.</b>  2018: Cross border component targeted at least 35% of the participants of the capacity building activities in agricultural and production training are women. 2017: None.		
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Supporting evidence	<p>-As an emerging Middle-Income Country and member of the Group of Twenty (G-20), Indonesia has much to share with and learn from other countries and is striving to become a significant partner in providing SSC and in shaping SSC policies globally;</p> <p>-Responding to this, UNDP has been consistently supporting GOI by:</p> <ul style="list-style-type: none"> <li>○ Providing inputs and recommendations into the development of Indonesia’s international development cooperation and south south and triangular cooperation policies;</li> <li>○ Piloted a cross border local economic development project between Indonesia, and the enclave of Oecusse in Timor-Leste.</li> </ul> <p>-UNDP achieved an important milestone in mid-2019, signing a financing agreement for UNDP to support Indonesia’s initiative to establish “The Archipelagic and Island States Forum” (AIS) as a platform for international cooperation between archipelagic and island States.</p> <p>-UNDP has supported the successful establishment of the Indonesian Agency for International Development (Indonesian AID) in 2019 to further promote the South-South Cooperation.</p>																																										
Self-assessed performance data	<table border="1"> <thead> <tr> <th data-bbox="317 704 604 841">PROJECT Title</th> <th data-bbox="617 704 709 841">Year</th> <th data-bbox="716 704 852 841">Cost Efficiency</th> <th data-bbox="858 704 1052 841">Efficient Delivery and Cost Recovery</th> <th data-bbox="1058 704 1129 841">Gender</th> <th data-bbox="1136 704 1272 841">Knowledge &amp; Lessons Learned</th> <th data-bbox="1278 704 1451 841">National Capacity Strengthening</th> <th data-bbox="1457 704 1556 841">National Ownership</th> <th data-bbox="1562 704 1661 841">Project Governance</th> <th data-bbox="1667 704 1824 841">Results Framework and M&amp;E Plan</th> <th data-bbox="1831 704 1950 841">Risk Management</th> </tr> </thead> <tbody> <tr> <td data-bbox="317 846 604 945" rowspan="2">Partnership Initiative for Indonesia's SSTC Inst. Dev.</td> <td data-bbox="617 846 709 878">2017</td> <td data-bbox="716 846 852 878">3</td> <td data-bbox="858 846 1052 878">3</td> <td data-bbox="1058 846 1129 878">2</td> <td data-bbox="1136 846 1272 878">3</td> <td data-bbox="1278 846 1451 878">3</td> <td data-bbox="1457 846 1556 878">3</td> <td data-bbox="1562 846 1661 878">3</td> <td data-bbox="1667 846 1824 878">2</td> <td data-bbox="1831 846 1950 878">3</td> </tr> <tr> <td data-bbox="617 883 709 915">2018</td> <td data-bbox="716 883 852 915">2</td> <td data-bbox="858 883 1052 915">2</td> <td data-bbox="1058 883 1129 915">2</td> <td data-bbox="1136 883 1272 915">2</td> <td data-bbox="1278 883 1451 915"></td> <td data-bbox="1457 883 1556 915">2</td> <td data-bbox="1562 883 1661 915">2</td> <td data-bbox="1667 883 1824 915">2</td> <td data-bbox="1831 883 1950 915">2</td> </tr> </tbody> </table>	PROJECT Title	Year	Cost Efficiency	Efficient Delivery and Cost Recovery	Gender	Knowledge & Lessons Learned	National Capacity Strengthening	National Ownership	Project Governance	Results Framework and M&E Plan	Risk Management	Partnership Initiative for Indonesia's SSTC Inst. Dev.	2017	3	3	2	3	3	3	3	2	3	2018	2	2	2	2		2	2	2	2										
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	2018	2	2	2	2		2	2	2	2																																	
Adequacy of supporting evidence	Adequate - Given scale of the work undertaken in this output. No evaluations undertaken of work under this output.																																										

Legend:

1	Needs Improvement
2	Satisfactory
3	Highly Satisfactory
	No data

# Annex 2. TERMS OF REFERENCE

## 1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Indonesia has been selected for an ICPE since its country programme will end in 2020. The ICPE will be conducted in 2019 to feed into the development of the new country programme. The ICPE will be conducted in close collaboration with the Indonesian Government, UNDP Indonesia country office, and UNDP Regional Bureau for Asia and the Pacific.

## 2. National context

Indonesia, an emerging middle-income country, member of the G20, is a vast archipelago and the largest economy in Southeast Asia and the fourth most populous country in the world.<sup>79</sup> It has overcome the Asian financial crisis of the late 1990s and recorded steady economic growth over the past two decades.<sup>80</sup> Indonesia’s Gross Domestic Product (GDP) per capita increased in constant 2010 US\$ from \$2,143 to \$4,131 between 2000 and 2017.<sup>81</sup> Strong domestic demand, combined with robust investment, stable inflation, and a strong job market, underpins a resilient and positive economic outlook. Estimates suggest that Indonesia’s economy will grow at a rate of 5.1% in the next four years.<sup>82</sup>

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<sup>79</sup>[World Bank Overview – Indonesia](#) Ibid

<sup>80</sup> Ibid

<sup>81</sup> [World Bank Data \(2019\)](#)

<sup>82</sup> [Indonesia briefing sheet, The economist – Intelligence Unit \(2019\)](#)

Indonesia's economic prosperity and political stability have translated into improved welfare. Poverty, as measured by people earning less than \$1.90 a day more than halved between 1998 and 2017.<sup>83</sup> Indonesia's Human Development Index (HDI) score grew from 0.53 in 1990 to 0.69 in 2017, and it was ranked 116<sup>th</sup> out of 189 countries and territories in 2017.<sup>84</sup> This improvement reflects progress in all the dimension of the HDI. Life expectancy at birth increased by 6.1 years. Mean years of schooling increased by 4.7 years and expected years if education grew by 2.7 years. Incomes also increased noticeably, as shown above.<sup>85</sup>

Indonesia still faces some significant challenges to improve welfare. Out of 260 million Indonesians, 25.9 million are still considered poor, and around twice that number are considered vulnerable to poverty in 2017.<sup>86</sup> There is a need for improvement of the quality of essential public services provided by health clinics and schools especially in poorer eastern regions of Indonesia where health and education indicators are low.<sup>87</sup> According to the world bank, approximately 1 in 3 children younger than five years old suffer from stunting.<sup>88</sup>

The condition of women has improved during the past two decades, but much remains to be done. The HDI for women increased by 26% between 1995 to 2017 and now represents 93% of the HDI enjoyed by men.<sup>89</sup> The Gender Development Index (GDI) and the Gender Inequality Index (GII), showed a positive trend over the same period.<sup>90</sup> Maternal mortality decreased from 446 deaths per 100,000 live births to 126. Despite progress, the female share of employment in senior and middle management is still low at 21.5% in 2015 and women are more likely to be unemployed than men in 2017. The political participation of women is also low although it did increase from 11.4% in 1990 to 19.8% in 2017.

Indonesia has a low global ranking for environmental performance (133 out of 180 countries).<sup>91</sup> Performance is lower in the area of air pollution (due to significant household use of solid fuels), water and sanitation and environmental health (particularly lead exposure). In the area of ecosystem vitality, the most critical issues are the high rate of loss of forest cover and wastewater treatment.<sup>92</sup>

Indonesia faces high risks from natural hazards, risks that are amplified by climate change. It was ranked 36 out of 172 countries included in the World Risk Index.<sup>93</sup> The country is particularly vulnerable to sea level rise given its 81,000 km coastline and more than 42 million people living in areas less than 10 meters above sea level and the high urbanization combined with unplanned settlement in coastal areas.<sup>94</sup> USAID has suggested that that by mid-century, the rising seas will submerge 2000 of the country small islands, and that 5.9 million people will be affected by coastal flooding annually by the end of the century.<sup>95</sup>

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<sup>83</sup> Decreasing from 66.7 percent in 1998 to 5.7% in 2018. [World Bank Data 2019: Poverty headcount ratio at \\$1.90 a day \(2011 PPP\) \(% of population\)](#)

<sup>84</sup> [Human Development Data \(1990-2017\)](#)

<sup>85</sup> [Human Development Indices and Indicators: 2018 Statistical Update](#)

<sup>86</sup> [World Bank Overview – Indonesia](#)

<sup>87</sup> Ibid

<sup>88</sup> [World Bank Overview – Indonesia](#)

<sup>89</sup> [Human Development Data \(1990-2017\)](#)

<sup>90</sup> Ibid.

<sup>91</sup> [Environmental Performance Index 2018.](#)

<sup>92</sup> [Environmental Performance Index – Indonesia](#)

<sup>93</sup> [World Risk Report 2018: Focus Child Protection and Children's Rights](#)

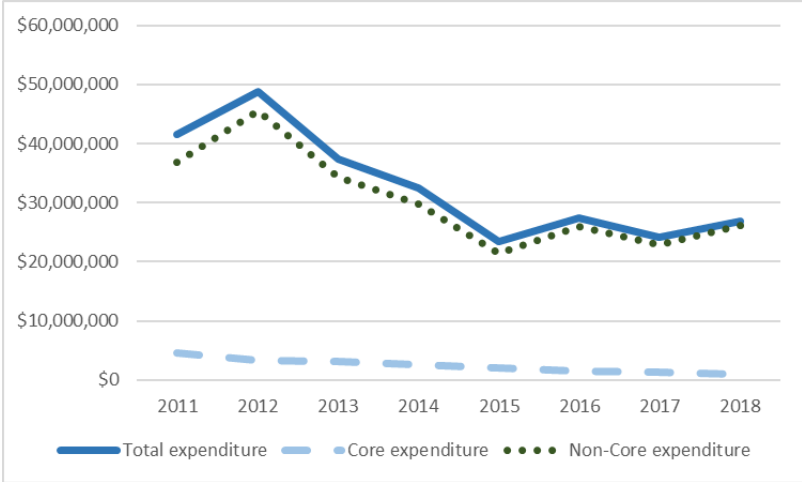
<sup>94</sup> [Climate risk profile Indonesia - USAID \(2017\)](#)

<sup>95</sup> Ibid.

### 3. UNDP programme strategy in Indonesia

UNDP’s program in Indonesia has decreased substantially in size over the last eight years, from over \$40 million in 2011 and 2012 to less than \$30 million in 2017 and 2018. Cumulative expenditure in the first three years of this planning cycle (2016-2020) represents about two thirds of expenditure in the first three years of the previous planning cycle (2011-2015) (Figure 2).

**Figure 2. UNDP total, core & non-core expenditure, 2011-18, current prices, US\$**



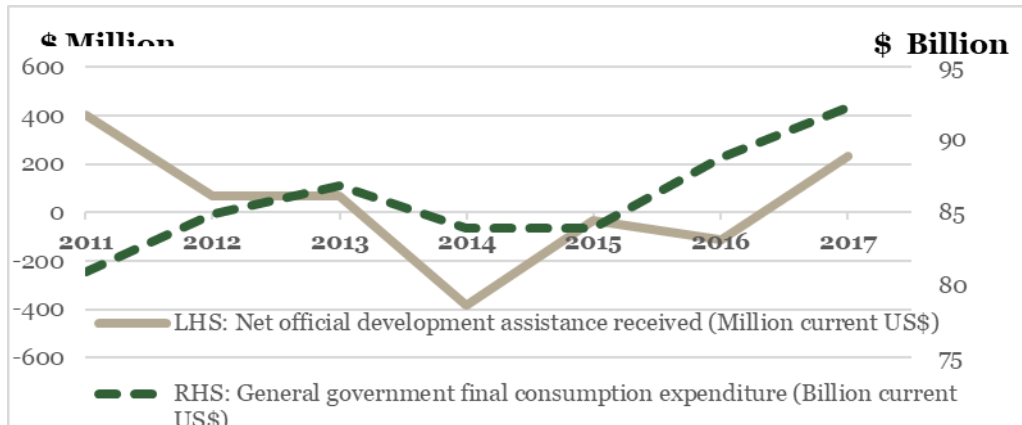
Source: Atlas 2019

While non-core funding followed the same pattern as total expenditure, core funding is low and on a steady decline since 2011. Core expenditure decreased from 11% of total spending in 2011 to 3% in 2018.

Net official development assistance to Indonesia has fluctuated over time, based on the pattern and timing of repayments of the large component of ODA Indonesia receives as concessional loans, from a record high of \$2.5 billion in 2005 and a record low of \$-384 million in 2014 (figure 3). Indonesia also receives over \$1.1 billion ODA as grants, of which the component managed by UNDP accounts for less than five per cent. When compared to Indonesia government resources, UNDP’s aid contribution is very small, accounting for just 0.04% of Indonesia’s average general government expenditure between 2011 and 2017.



**Figure 3. Net ODA received by Indonesia, 2011–17, Current prices, \$US**



Source: [World-Bank Data \(2019\)](#)

UNDP’s country program document for Indonesia identified four outcomes for the period (2016–2020) covered by the plan:

- (a) Sustainable employment and income generation;
- (b) Equitable access to quality basic social services and social protection;
- (c) Sustainable natural resource management and increased resilience; and
- (d) Enhance access to justice and more responsive and accountable public institutions.

The CPD identified an indicative budget of just over \$193 million. Spending as of December 2019, more than halfway through the CPD period, is at 41% of the expected Budget. This suggests actual resourcing will fall short of this estimate, and will come to roughly two-thirds of what was expected in the CPD.

<b>Table 1: Country Programme outcomes and indicative resources (2016-2020)</b>			
<b>Country Programme Outcome</b>		<b>Indicative resources (US\$ million)</b>	<b>Expenditure as at May 2019 (US\$ million)</b>
Outcome 1	By 2020, more vulnerable, low-income and food-insecure people have an adequate standard of living and equitable access to decent work, sustainable livelihoods, economic development and income-earning opportunities.	Regular: 1.1 million Other: 5.0 million	3.1
Outcome 2	By 2020, the poor and most vulnerable have better and more equitable access to quality basic social services, including health and education, and to comprehensive social protection and better access to water supply and sanitation.	Regular: 1.4 million Other: 1.3 million	5.8
Outcome 3	By 2020, Indonesia is sustainably managing its natural resources, on land and at sea, with an increased resilience to the effects of climate change, disasters and other shocks.	Regular: 0.5 million Other: 171.8 million	46.1
Outcome 4	By 2020, disadvantaged populations benefit from enhanced access to justice and more responsive, inclusive and accountable public institutions that enjoy public trust.	Regular: 1.6 million Other: 10.7 million	16.1
Total		\$193.3	\$78.5*

\*Note: Total expenditure includes \$7.2 million of expenditure not related to any outcome and \$0.07 million related to “EUR\_OUTCOME\_01”. (To discuss with country office).

Table 1 shows that the environment and resilience outcome ( outcome 3) dominates the country programme’s in terms financial resources. Outcome 3 represents almost 90% of the CPD’s indicative budget and about 59% of the total expenditure from 2016 to 2018. However, when compared to major environmental and climate change-related financial inflows in the county, UNDP environmental related expenditure is relatively small. UNDP’s environment spending in Indonesia represents a fraction of overall GEF funding channeled to Indonesia which is now about \$4.7 billion.<sup>96</sup> UNDP’s environment programmes are about a quarter the size of the Green Climate Fund’s (GCF) \$200 million climate and energy engagement in Indonesia.<sup>97</sup> UNDP hasn’t been successful in mobilizing GCF resources for Indonesia.

<sup>96</sup> [Indonesia: Country at a glance, GEF \(2019\)](#)

<sup>97</sup> [A world bank project focused on geothermal energy and a multi country renewable energy support project sponsored by FMO – entrepreneurial development bank \(Netherlands\).](#)

While the environment program has garnered less resource than expected resource mobilization for the access to social services and social protection outcome (outcome 2) and the access to justice and public institution outcome (outcome 4) has exceeded expectations.

Key donors, contributing to 92% of total expenditure are in decreasing order of importance: the Government of Norway (\$22.3 m); the GEF (\$20.6m); the European Commission (\$7.4m); the Government of Japan (\$6.4m); Australia (\$5.2m); UNDP (\$3.5m); The International Bank for Recovery and Development (\$2.7m); RTI International (\$2m); the Montreal Protocol (\$1.2m) and; the State Secretariat for Economic Affairs (\$0.7 m).

#### 4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to feed into the development of new country programmes.

The IEO previously conducted an evaluation of the Indonesia country programme in 2010.<sup>98</sup> The ICPE will consider the recommendations of this evaluation to the extent that they remain relevant given the length of time that has elapsed since it was completed.

ICPEs focus on the UNDP country programmes approved by the Executive Board. The country programmes are defined – depending on the programme cycle and the country – in the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP). The scope of the ICPE includes the entirety of UNDP’s activities in the country and therefore covers interventions funded by all sources, including core UNDP resources, donor funds, government funds. There will also be initiatives from the regional and global programmes that are included in the scope of the ICPE. It is important to note, however, that a UNDP country office may be involved in several activities that may not be included in a specific project. Some of these ‘non-project’ activities may be crucial for the political and social agenda of a country.

The scope of the evaluation, especially the short time available for fieldwork, will not allow the systematic collection of beneficiary views and unintended consequences of the project on non-target groups. Where this information is not available it will be identified as a limitation. The extent to which the evaluation will be able to assess outcomes from different aspects of UNDP’s work will also depend on the stage of completion of different components of the work. Where projects are in their early stages, the focus of the evaluation will be on whether there is evidence that their design reflects learning or builds on outcomes achieved from previous projects. The projects that are proposed as being in the scope of the evaluation are set out in the table 1 in Annex 1 (TBD). These have been identified on the basis that:

- A) they are or have been active in the current CPD period, or they are precursors to currently active projects;
- B) they are evaluable, in the sense that they are doing work in their area that has been a focus for UNDP over a long enough period to be able to say something meaningful about their progress, likely or actual outcomes;
- C) they are large enough to warrant specific attention.

The Indonesia program consists of around 140 active projects, although many of these are very small and some have not been established. The evaluation will focus on 35 active projects that are the largest in

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<sup>98</sup> [Assessment of development result: Indonesia](#)

each sub-thematic areas identified in the country program.<sup>99</sup> Together, these account for around 93 per cent of UNDP's program expenditure over the past three years and encompass the diversity in UNDP's work in Indonesia.

## 5. Methodology

The ICPE will address the three evaluation questions.<sup>100</sup> These questions will also guide the presentation of the evaluation findings in the report.

- i. What did the UNDP country programme intend to achieve during the period under review?
- ii. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
- iii. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the program's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. Where data gaps are apparent, a qualitative approach will be taken to fill those gaps to aid in the evaluation process. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the achieved outcomes and the extent to which these outcomes have contributed to the intended CPD objectives. Both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced—both positively or negatively—UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan, as well as the utilization of resources to deliver results and how managerial practices affected achievement of programme goals. Qualitative rating scales will be used to assess (i) the degree to which a factor was a significant constraint on effectiveness of program implementation and achievement of outcomes; and (ii) the degree to which the UNDP was successful in addressing/managing the constraint.

Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker and assess the extent to which the gender marker provides a reasonable indication of the effectiveness of the program in promoting gender equality.

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<sup>99</sup> These sub-thematic areas are: Natural ecosystems management and protection; industrial pollutant management; Disaster risk reduction; climate change; access to justice and fight against corruption; public sector governance; democracy and women political participation; peace building; development policies programs and frameworks; access to market; Green economy; infrastructure energy and road; health and ; regional development programs.

<sup>100</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

## 6. Data collection

**Assessment of data collection constraints and existing data.** Beyond information collected in stakeholder interviews, the evaluation will not involve primary data collection. The rigor of the evaluation's outcome assessments will depend on the quality of the available documentation about the objectives and outcomes of UNDP's work, with interviews used to identify data sources and explore lines of inquiry. The evaluation will seek to tap into a diversity of data sources, including government data and documentation, project documentation reporting, media reporting and independent reviews and evaluations. The evaluation will assess whether there is valid and reliable information about the views of intended beneficiaries about UNDP projects and where this is available, will include this in reporting. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Effort will be made to tap into a diversity of views about UNDP's work, to develop a fuller understanding of the political context.

**Data collection methods.** Specific evaluation questions and the data collection method will be further detailed and outlined in the outcome analysis, following consultation with program staff. The IEO and the country office will identify an initial list of background and programme-related documents which is posted on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports. All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well substantiated conclusions and recommendations.

**Stakeholder involvement:** a participatory and transparent process will be followed to engage with stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

## 6. Management arrangements

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ICPE in consultation with the UNDP Indonesia country office, the Regional Bureau for Asia and the Pacific and the Indonesia Government. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Indonesia:** The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits) and will manage the procurement and administration of the evaluation support officer contract. To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Additionally, the CO will prepare a management

response in consultation with RB and will support the use and dissemination of the final outputs of the ICPE process.

**UNDP Regional Bureau for Asia and the Pacific:** The UNDP Regional Bureau for Asia and the Pacific will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO will seek to ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debriefing, as appropriate, with the country office.
- **Assistant Lead Evaluator (ALE):** IEO staff member supporting the LE for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debriefing, as appropriate, with the country office.
- **National Consultants:** Two national consultants will be recruited. A national policy expert and an evaluation support officer, which depending on skills and experience, will help to collect data and assess the programme and/or the specific outcome areas (see ToR at Annex 2).<sup>101</sup>
- **Research Assistant (RA):** A research assistant based in the IEO will provide background research and analysis of data and documentation.

## 7. Evaluation process

The ICPE will be conducted according to the approved IEO process<sup>102</sup>. The following represents a summary of the four key phases of the process, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** The IEO prepares the TOR and evaluation design and recruits evaluation team members. The IEO collects data first internally and then fill data gaps with help from the country office, and external resources in various ways. Further data will be collected through interviews (via phone, Skype etc.) with key stakeholders, including country office staff. The evaluation team will conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

**Phase 2: Field data collection.** During this phase, the evaluation team will undertake a one to two-week missions to Bangladesh. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 6. The evaluation team will liaise with CO staff and management, key government stakeholders, other partners and beneficiaries. At the end of each mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the country office.

**Phase 3: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). It will then be circulated to the country office and the UNDP Regional Bureau for Asia and the Pacific for factual corrections. The second draft, which incorporates any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Indonesia country office will prepare a management response, under the oversight of the regional bureau.

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<sup>101</sup> National Policy Expert - [https://jobs.undp.org/cj\\_view\\_job.cfm?cur\\_job\\_id=85156](https://jobs.undp.org/cj_view_job.cfm?cur_job_id=85156); National Evaluation Support Officer - [https://jobs.undp.org/cj\\_view\\_job.cfm?cur\\_job\\_id=85157](https://jobs.undp.org/cj_view_job.cfm?cur_job_id=85157)

<sup>102</sup> The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

The report will then be shared at final debriefings where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final evaluation report will be published.

**Phase 4: Publication and dissemination.** The ICPE report and the evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of its approval of the new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Indonesia country office and the Government of Indonesia will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website<sup>103</sup> as well as in the Evaluation Resource Centre. The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>104</sup>

## 8. Timeframe for the ICPE.

The timeframe and responsibilities for the evaluation process are tentatively<sup>105</sup> as follows:

<b>Table 3: Timeframe for the ICPE process</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparatory work</b>		
TOR – approval by the Independent Evaluation Office	LE/ALE	April -May 2019
Selection of other evaluation team members	LE/ALE	June 2019
Preliminary analysis of available data and context analysis	Evaluation team	June-July 2019
<b>Phase 2: Data Collection</b>		
Data collection and preliminary findings - Mission to Bangladesh	Evaluation team	8 – 23 July 2019
<b>Phase 3: Analysis, report writing, quality review and debrief</b>		
Analysis and Synthesis and report writing	Evaluation team	July – Sept. 2019
Zero draft ICPE for clearance by IEO	LE	October 2019
First draft ICPE for CO/RB review	CO/RB	October 2019
Second draft ICPE shared with GOV	CO/GOV	November 2019
Draft management response	CO/RB	November 2019
Final debriefing with national stakeholders	CO/LE	December 2019
<b>Phase 4: Production and Follow-up</b>		
Editing and formatting	IEO	January 2020
Final report and Evaluation Brief	IEO	January 2020

<sup>103</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>104</sup> [erc.undp.org](http://erc.undp.org)

<sup>105</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

## Annex 3. PEOPLE CONSULTED

### Government of Indonesia

Bambang Sukro and Cesar, Head of Office Business Division and Head of Planning and Cooperation Division, National Park of Lore Lindu, Central Sulawesi

Bernardus Wisnu Widjaja, Deputy Chief for Prevention and Preparedness, National Disaster Management Authority, BNPB

Denny Abdi, Director of Southeast Asia Affair, Ministry of Foreign Affairs

Dida Gardera, Assistant Deputy Minister for Environment and Conservation, Coordinating Ministry for Economic Affairs

Didy Wurjanto, Head of Planning for Budgeting and Law working group, The Peatland Restoration Agency (BRG)

Emma Rachmawaty, Director of Climate Change Mitigation, Ministry of Environment and Forestry

Haris Yahya, Director of Renewable Energy, Ministry of Energy and Natural Resource

Hariyanto, Director of Energy Conservation, Ministry of Energy and Natural Resource

Harmaensyah, Deputy for Rehabilitation and Reconstruction, National Agency for Disaster Management (BNPB)

I Wayan Darmawan, Head of Tourism Office in East Nusa Tenggara Province

Indra Exploitasia Semiawan, DVM, Directorate of Biodiversity Conservation, Ministry of Environment and Forestry

Irwan Dharmawan, Head of Subdivision for Land Use Change and Forestry, Ministry of Finance

Laksmi Dhewanthi, Senior Advisor to the Minister Industry and International Trade, Ministry of Environment and Forestry

Manggiarto Dwi Sadono, Section Head of Sharia Finance and Law Document, Directorate of Sharia Financing, Ministry of Finance

Musmiyanto, Secretary of Local Disaster Management Agency (BPBD) of Sigi District

Ngakan Timur Antara, Head of Agency for Research and Development of Industry, Ministry of Industry

R. Hutomo, Head of Sub-directorate on Social Recovery, Deputy Office on Rehabilitation and Reconstruction, National Agency for Disaster Management – BNPB

Rd. Siliwanti, Director of Multilateral Foreign Funding, BAPPENAS

Sri Tantri Arundhati, Director for Climate Change Adaptation, Ministry of Environment and Forestry

Suprayoga Hadi, Senior planning official, BAPPENAS

Sutopo Capto Condro, Head of District Development Agency (BAPPEDA) Sigi, Central Sulawesi

Teddy C. Sianturi, Head of green industry center, Ministry of Industry



Yoga Wiratama, Head of DRR Division in the Directorate of Disaster Management and Fire, Ministry of Home Affairs

Yun Insiani, Director of Hazardous and Toxic Substance Management, Ministry of Environment and Forestry

Zenita Astra Paramita, Head Division of Transportation Related Sector, Fiscal Policy Agency, Ministry of Finance

### **UNDP Indonesia**

John Kimani Kirari, Renewable Energy Specialist, UNDP Indonesia Environment Unit, UNDP

Mareska Mantik, National Project Manager, Partnership Initiative for Institutional Development of Indonesia's South-South & triangular Cooperation (PIID-ISSTC), UNDP

Muhammad Didi Hardiana National Project Manager Sustainable Development Financing (SDFJ Phase 2, UNDP

Roy Rahendra, National Project Manager, Partnership for Market Readiness, UNDP

Siprianus Bate Soro, Head of Unit/Team Leader Democratic Governance & Poverty Reduction Unit (DGPRU), UNDP

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Verania Andria, Senior Adviser for Renewable Energy Strategic Programme & Policies Environment Unit, UNDP

### **Development Partners and Donors**

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Irham Ali Saifuddin, Programme Officer, ILO Country Office for Indonesia & Timor-Leste

Pahrian G. Siregar, Programme Coordinator, UNODC

Peter Holtsberg, Deputy Country Director, Indonesia Country Office, WFP

Susilo Ady Kuncoro, Advisor for Forestry and Climate Change, Norwegian Embassy

### **Civil Society, Private Sector, Research Institutes, and Think Tanks**

Andi Anwar, Director of Bone Bula, Central Sulawesi

Andriani M Hatta, Head of KPPA, Central Sulawesi

Awan Diga Aristo, Policy Engagement Officer, Pulse Lab Jakarta

Haris Otaman, Director of CIS Timor, East Nusa Tenggara

Muhammad Subarkah, Direktur of ROA, Central Sulawesi

Rizal, Director of Perkumpulan Evergreen Indonesia, Central Sulawesi

Roswitha Djaro, Program Manager in CIS Timor, East Nusa Tenggara

Shadiq, Director of Imunitas, Central Sulawesi

Vittasari Anggraeni, Partnership Officer, Pulse Lab Jakarta

Zulkifli, Director of YMKM, Central Sulawesi