



Terminal Evaluation

Project Title: KOICA-UNDP Partnership for Capacity Development for an Integrated National Complaint Handling System (SP4N-LAPOR!) in Indonesia

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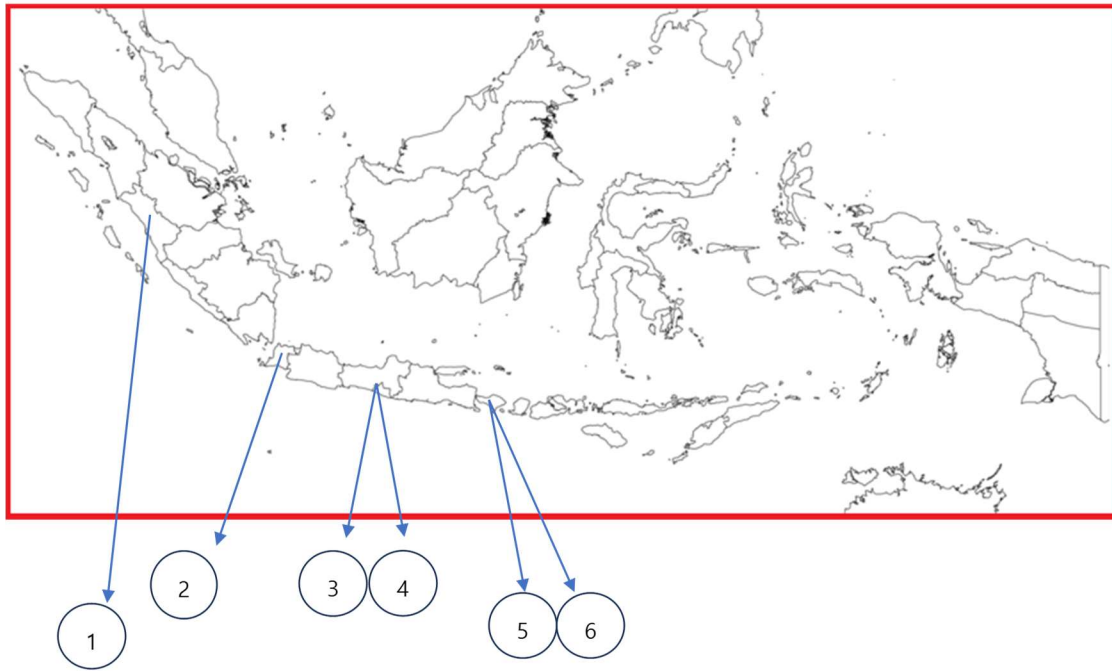
Acknowledgements

The success of the Project Evaluation in Indonesia can be attributed to the hard work and dedication of a team of experts, including the support team of the United Nations Development Programme (UNDP) led by the Programme Management Specialist, a national and international consultant. Additionally, we recognize the crucial support provided by the UNDP Country Office throughout the evaluation process. We are also grateful to all those who contributed to the evaluation by providing valuable data and time, including government informants and other key stakeholders who were interviewed.

Together, this group of professionals brought their diverse expertise, knowledge, and skills to the table to ensure that the evaluation was conducted with the utmost efficiency, accuracy, and thoroughness. Their exceptional work has left a lasting legacy that will benefit the people of Indonesia for years to come. This report is a testament to the outstanding efforts and unwavering commitment to excellence of everyone involved in the Project Evaluation.

Project Title:	KOICA-UNDP Partnership for Capacity Development for an Integrated National Complaint Handling System (SP4N-LAPOR!) in Indonesia
Implementing Partner:	UNDP CO Indonesia
Start Date:	01 04 2019
End Date:	31 12 2023
Beneficiaries:	National Level: 1. Ministry of Administrative and Bureaucratic Reform (KemenPANRB) Sub-National Level: 1. West Sumatra Province 2. Bali Province 3. Yogyakarta Special Region Province 4. Badung Regency 5. Tangerang Regency 6. Sleman Regency
Outcome	<ul style="list-style-type: none"> Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies' complaint handling systems. Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!).
Output	<ol style="list-style-type: none"> Developed roadmap for a comprehensive national complaint handling system (SP4N-LAPOR!). Enhanced institutional capacity on complaint handling of national and subnational governments through Invitational and Local Training. Increased government and public awareness on SP4N-LAPOR! and citizen participation to improve the system, with particular attention to women, youth, Persons with Disabilities (PwDs) and other marginalized groups of the population through Workshops and Promotions.
Total resources allocated	US\$ 4,600,000 (KOICA: US\$ 4,550,000 and UNDP TRAC: US\$ 50,000)

Figure 1 Six Pilot Locations of SP4N – LAPOR!



1. West Sumatera Province
2. Tangerang Regency
3. Yogyakarta Special Region Province
4. Sleman Regency
5. Bali Province
6. Sleman Regency

Acronyms and Abbreviations

Acronym	Full Form
CPD	Country Programme Document
GESI	Gender dan Inklusi Sosial (Gender Equality and Social Inclusion)
Gol	The Government of Indonesia
G2C	Government to Citizens
Kemendagri	Kementerian Dalam Negeri (Ministry of Home Affairs)
KemenPANRB	Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia)
Kominfo	Kementerian Komunikasi dan Informatika (Ministry of Communication and Information Technology)
KOICA	Korean International Cooperation Agency
KSP	Kantor Staf Presiden (Executive Office of the President of the Republic of Indonesia)
LAPOR!	Layanan Aspirasi Pengaduan Online Rakyat (Citizens Aspiration and Complaint Handling Platform)
ORI	Ombudsman Republik Indonesia (Ombudsman of the Republic of Indonesia)
PMU	Project Management Unit
PB	Project Board
PBM	Project Board Meeting
SP4N	Sistem Pengelolaan Pengaduan Pelayanan Publik Nasional (National Complaint Handling System)
UNDP	United Nations Development Programme

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Executive Summary

The Terminal Evaluation of the GOI-KOICA-UNDP Partnership (SP4N-LAPOR!) support project in Indonesia aimed to comprehensively assess project performance for results and learning purposes, document for accountability and providing valuable insights to inform future strategies and ensure sustained positive impacts. The Terminal Evaluation seeks to provide nuanced and actionable recommendations for sustaining the positive impacts of the partnership. By drawing on lessons learned, the evaluation aimed to contribute to continuous improvement and informed decision-making for future endeavors, ensuring lasting benefits for stakeholders in the country.

Scope and Key Components: The evaluation scrutinized all of the SP4N-LAPOR! project activities across three components, identifying facilitators and impediments. Key evaluation criteria focused on relevance, efficiency, effectiveness, impact, and sustainability, ensuring a holistic examination.

Methodological Approach: The evaluation methodology employed a mixed, collaborative, and participatory approach, involving UNDP county office staff and project implementing staff in the design and implementation of the evaluation across four phases: inception, data collection, analysis, and report writing.

Key stakeholders who received capacity building, technical, and knowledge facilitation support in the implementation and use of SP4N-LAPOR! at national and sub-national government levels were actively engaged (Table 3). This encompassed visits to all six project sites in three provinces of Yogyakarta Special Region, West Sumatera, Bali, and three regencies of Tangerang, Badung, Sleman. To ensure a focused and comprehensive approach, a purposive sampling method was utilized.

Interviews targeted key stakeholders involved in project activities at the national level, particularly through the steering committee, and those engaged in system implementation and use at six designated sites where capacity building and technical support were provided. The representative sampling strategy included participants from five government ministries/institutions, six local governments (three at the regency level and three at the provincial level), and relevant government staff in sectors representing the five ministerial departments at the sub-national levels. Additionally, technical stakeholders testing the complaint handling systems and users, including representatives of disadvantaged groups such as women and NGOs for the disabled, were part of the sample.

Interactions with these stakeholders occurred through focus group settings and individual sessions over a four-week data collection period from November 15, 2023, to December 17, 2024.

Beneficiary sampling (targeted users of the System SP4N-LAPOR!) involved selecting key CSOs, NGOs, and individuals for interviews based on SP4N-LAPOR! usage in each project site. The detailed list of stakeholders and groups interviewed is provided in the methodology section and Annex 5 for reference. This inclusive approach aimed to offer a holistic understanding of the initiative's impact, effectiveness, and outreach.

Data collection and analysis incorporated a balanced mix of qualitative and quantitative elements. A desk review of over 40 project documents and monitoring reports provided the foundation for understanding the project's evolution and monitoring. Field visits to all project locations by both consultants offered firsthand insights into on-ground realities.

The evaluation team comprised an independent international team leader and an independent national evaluator. This composition aimed to blend global expertise with a deep understanding of the local context and distribute the workload effectively. The Team Leader focused on assessing coherence, emerging trends related to regulatory frameworks, budget allocations, and capacity building.

i. Project Description

The Korea International Cooperation Agency (KOICA) and the United Nations Development Programme (UNDP) collaborated with the Ministry of Administrative and Bureaucratic Reform (KemenPANRB) to enhance e-Governance in Indonesia through the national complaint handling system, SP4N-LAPOR!. The project aimed to fortify SP4N-LAPOR! by developing the capacity of responsible authorities at national and subnational levels, making them more effective in handling citizen complaints and petitions. Additionally, it sought to raise public awareness of the Government to Citizens (G2C) system via strategic public outreach campaigns. The project had an approved budget of 4,550,000 USD, and UNDP took the lead in direct implementation, working closely with KOICA and KemenPANRB.

The project had three major components. Firstly, UNDP worked on developing a roadmap for an integrated national complaint handling system. Secondly, UNDP closely collaborated with national and sub-national governments to provide technical training. Thirdly, UNDP engaged with the national and sub-national governments to heighten awareness of SP4N-LAPOR! among both government officials and citizens. In doing so, the project focused on promoting the G2C system to marginalized groups in society, including women, youth, and persons with disabilities, encouraging them to use SP4N-LAPOR! as a platform to voice their concerns for increased access to public services.

Following the development of the roadmap, the project aimed to enhance citizen engagement and raise awareness on the national level, particularly among those using digital and electronic communication. To achieve this, the project focused on advocacy, policy dialogue, and technical assistance, implementing strategies such as:

- Strengthening government capacity at the national and subnational levels, particularly the Ministry of Administrative and Bureaucratic Reform (KemenPANRB) and six sub-national governments, focusing on policy makers, middle management, and operators.
- Assisting in the development of ministerial and local regulations as a legal framework for the implementation of SP4N-LAPOR!
- Enhancing the internal capacity of SP4N-LAPOR! in managing communication and outreach.

Strategic interventions included providing a local action plan, communication strategy, and e-learning module development; conducting online and offline training; developing an e-learning platform; promoting SP4N-LAPOR! online and offline; and focusing outreach efforts on engagement with political figures at the national and sub-national levels.

Additionally, the project applied main accelerators such as leaving no one behind, reaching the furthest behind first, ensuring a human-rights-based and gender-transformative approach, embracing innovation, including digitalization, and facilitating partnerships built on data, evidence, and intelligence.

ii. Concise Summary of Finding

Relevance: The project consistently aligns with the stipulated needs and regulatory frameworks aimed at enhancing public services and government accountability. Aligned with legislative instruments and guidelines, including Law No. 25/2009 on Public Services, Presidential Regulation No. 76/2013, and President Regulation No. 05/2018 on E-Governance, the project supports the objectives laid out in these regulations. Additionally, its harmony with Regulation No. 46/2020 reflects a commitment to administrative reform concerning public service delivery improvement. The Memorandum of Understanding developed by the project with five ministries demonstrates collaborative multi-sectoral engagement. Adhering to international standards, as affirmed in the Technical Guidelines produced National Communication and Marketing Strategy by UNDP (2021), the project included albeit a bit late in implementation widespread outreach. By contributing to policy recommendations, it plays a crucial role in effective management and utilization of SP4N-LAPOR. In essence, the project not only complies with laws but actively fosters an enabling environment, offering citizens an open communication platform with the government and is need based.

Although the project management demonstrated commendable adaptive management practices, particularly evident in the adaptation to Covid-19 through strong support of local coordinators and active revision of the Project Design Matrix (PDM) as well as the Project Management Units (SP4Ns) facilitating the steering committee's work, it is crucial to underscore a deficiency in the original logical framework. The initial focus on ICT system and user increase overlooked the broader targeting of the logical framework, including indicators for inclusion, project's role in knowledge facilitation, and good practice sharing.

This limitation in the original design logical framework resulted in the project underreporting its results and added value. In essence, the project's monitoring and reporting mechanisms did not fully capture the comprehensive impact and outcomes related to inclusion, knowledge facilitation, and sharing objectives beyond the narrow scope of ICT system and user metrics.

Effectiveness: The project achieved all of its planned targets – see results table (see section 3.3.3). The completion time for national-level reports was significantly reduced to 5.2 days from the initial 14 days, surpassing the 8-day target. Furthermore, the project successfully facilitated the development of local action plans with the piloted on sub-national governments, aligning seamlessly with regional development plans. A notable achievement was in reaching an impressive 18% increase in the number of connected local governments to SP4N-LAPOR!, encompassing 544 out of 552 sub-national government units and achieving a connectivity rate of approximately 98%. The successful attainment of all stated targets underscores the project's efficacy.

Efficiency: Demonstrated effective resource utilization, adherence to timelines, and streamlined operational processes. Resources were allocated on schedule, despite some minor interruptions. The implementation modalities were adjusted, placing a heightened emphasis on local coordinators for site-level execution. This shift was necessitated by the challenges posed by the Covid-19 pandemic. The increased number of active users showcased the project's success in awareness-raising and capacity development efforts. A notable increase in active users from 798,711 to 1,707,256 in 2022 showcased successful awareness and capacity development efforts. In terms of cost-saving and value for money as it is related to the expected capacity building results as well as leaving no one behind (towards integrated complaints handling system development and e-governance support), according to KemenPANRB's latest data, 119,512 complaints were received from January 1 to September 30, 2023, with a total of 930,167

complaints received from 2018 to Q3 of 2023. The increased number of active users on the platform, rising from 798,711 in the baseline year to 1,707,256 in 2022, is attributed to the success of awareness-raising and capacity development efforts, benefiting not only government stakeholders but also citizens, including women, youth, and persons with disabilities (PWDs) based on testimonials from government partners and stakeholders involved and benefiting from the project.

Impact: The project's orientation towards impact is highlighted by an 18% increase, connecting 544 out of 552 sub-national government units, achieving a 98% connectivity rate. Engaging NGOs ensured representation of vulnerable populations, fostering a synergistic relationship. Beyond its stated metrics, the project facilitated constructive debates, bridging organizational frameworks between national and local governments. It also showcased a way of working through its dynamic learning and networking platform, promoting connections, knowledge sharing, and best practices. The project's partnership with NGOs contributed to good governance, while a system integration pilot addressed technical challenges and established a roadmap. Internationally, the project showcased its model for government accountability, transparency, and public participation through insights shared in Open Government Initiative events.

Sustainability:

- **Institutional Sustainability:** Despite a monitoring framework primarily focused on technical aspects of the ICT system, the evaluation acknowledges the project's success in promoting the inclusion of vulnerable groups. Accomplishments include comprehensive training and knowledge-sharing initiatives across six pilot areas. At the national level, the project implementation unit played a crucial role, supporting steering committee efforts through 13 meetings and establishing a memorandum of understanding for cross-sectoral cooperation.
- Throughout implementation, advocacy emphasized broader citizen participation, especially among marginalized groups. However, the evaluation highlights ongoing challenges in strengthening technical ICT systems for national-to-provincial integration and completing the institutional setup to link the system to communities. The need for national leadership for quick decision-making was also emphasized. Sustained efforts are required to ensure positive outcomes are maintained.
- The project played a pivotal role in establishing institutional foundations for cross-sectoral and national-to-subnational collaboration. It facilitated the sharing and building of knowledge and capacity, shedding light on existing bottlenecks. The implications extend to institutional coordination at both national and subnational levels, underscoring the need for collaborative efforts, particularly in the development of an inclusive integrated digital complaint handling system. Additionally, the evaluation emphasized the significance of operational and technical aspects as crucial elements for achieving sustainable institutional effectiveness.
- **Environmental Sustainability:** The project's sustainability is closely linked to its potential for addressing environmental concerns. The SP4N-LAPOR! national platform's potential role in providing citizens with a channel to voice complaints on environmental matters is crucial for fostering environmental sustainability. It is also a source of evidence for policy. Actively engaging citizens through the complaint-handling system, the project has the potential to raise awareness and gather valuable data and community voice on environmental challenges faced by communities. Examples were given throughout the pilot visit of how the system is being used to express need for local action on environmental issues. This data-driven approach aids in informed decision-making for sustainable environmental practices. Additionally, the project's linkage to disaster risk reduction and early warning

alerts enhances its environmental dimension, ensuring a proactive approach to potential environmental threats.

- **Social-Political Sustainability:** Stressing the importance of fostering broader citizen participation, especially among marginalized groups like women, is crucial for social-political sustainability. The evaluation highlighted challenges related to inclusivity, underscoring the significance of addressing these challenges for sustained success. The project's potential for linkages to cross-cutting community issues, including gender needs, poverty reduction, remote public service delivery, disaster risk reduction, and early warning alerts, emphasizes its role in fostering holistic community development.
- **Economic Sustainability:** The project's potential for linkages to cross-cutting issues at the community level, such as gender needs, poverty reduction, remote public services delivery, disaster risk reduction, and early warning alerts, showcases its economic implications. Challenges related to inclusivity, awareness, and full system integration have economic implications that need to be addressed for sustained success. The acknowledgment of achievements, coupled with the recognition of challenges, forms the basis for ensuring economic sustainability. The project's showcased potential for linkages to cross-cutting economic issues at the community level underlines its significance for broader economic sustainability.
- **Overall likelihood of sustainability:** SP4N-LAPOR! project has shown substantial contribution to the national systems progress in increasing user engagement, handling rates, and local action plan development as well good governance. Continued success lies in enhancing the institutional elements for system's integration and monitoring, addressing the system's remaining technical, operational, and management challenges that have been reported and verified through the evaluation to ensure an integrated, inclusive, and resilient national complaint-handling mechanism.

iii. Evaluation Ratings

The project has received a satisfactory score overall, with the ratings and justifications provided below. A notable challenge faced by the project was its initial design, which was not corrected, which primarily concentrated on qualitative targets related to the increased in users but did not sufficiently address inclusive targeting and public outreach nor did it include target on knowledge facilitation and scaling potential. This limitation impacted the monitoring process significantly, as elaborated in the monitoring and indicators section. This table is expanded in the Annex 6 for further clarifications.

Table 1. Ratings¹

¹ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

Criteria	Rating	Summary
M&E Overall	S	Success relies on adaptability, partnerships, reporting, baseline assessments, leadership, expertise, and continuous learning. Absence of Mid-Term Review (MTR) for substantive correction in the monitoring framework was noted, suggested more emphasis on a flexible and adaptable monitoring approach but left UNDP without leverage for directing more resource on knowledge management and inclusion efforts as well as establishing targeting in the roadmap (component one). This design gap made this terminal evaluation a challenge.
M&E Design at Entry	S	The original design failed to include monitoring targets for crucial aspects such as knowledge sharing, outreach, and targeted inclusion goals both overall and in the roadmaps design and monitoring. The absence of specific targets and a well-defined roadmap in the project document for expanding access, outreach, and gender inclusion suggested a necessity for a more inclusive and knowledge-sharing-focused design. In terms of knowledge sharing, the project actively played a role in the six pilot areas, with a local coordinator and national facilitation, serving as a potential model for scaling out the national system through knowledge sharing between provinces. The ICT system focused on increasing number of users in the targets monitoring framework led to an underreporting of inclusion and knowledge, policy and facilitation results.
M&E Plan Implementation	S	Commendable adaptive management but results were hindered by the absence of a Mid-term Evaluation (MTE), limiting adjustments to the deficient logical framework. The project development matrix PDM was adjusted but only to reduce overlap in the OVI.
Overall Quality of M&E	S	Good practice lessons are highlighted on the UNDP oversight and cooperation in the Steering committee with key partners and the PMUs adaptability and comprehensive reporting. Criticism focused on the absence of a course correction in monitoring for inclusivity of system, emphasizing the necessity for strategic monitoring tools.
Implementation & Execution Overall	S	Successful execution showcased the PMUs diverse skills, its commendable financial stewardship, and a culture of continuous learning. The decision to forgo a mid-term evaluation was deemed an oversight, emphasizing the importance of strategic monitoring and not underreporting results.
Quality of UNDP Implementation Oversight	S	PIU and Steering Committee influenced decision-making. Gaps in technical explanations noted. Commendable financial stewardship, but the absence of a mid-term evaluation faced criticism.
Quality of Implementing Partner Execution	S	Satisfactory execution with continuous learning. Oversight in forgoing a mid-term evaluation or course correction covering the inclusive targeting in monitoring framework and integrating the three components in roadmap, emphasizing the need for structural adjustments to monitoring.
Impact Overall	S	Achieved a remarkable 18% increase in connected local governments, actively engaging local government and NGOs for inclusive service delivery. Beyond metrics, it fostered constructive debates, enhanced collaborative efforts, and became a model for government accountability.
Environmental Sustainability	S	Crucial role in voicing environmental complaints aids informed decision-making for sustainable practices. Potential linkages to disaster risk reduction promise to enhance its environmental dimension.
Social-Political Sustainability	S	Emphasized broader citizen participation, especially among marginalized groups. Challenges in outreach and inclusivity need addressing for sustained success.

Criteria	Rating	Summary
Economic Sustainability	S	Potential linkages to cross-cutting economic issues at the community level showcase economic implications. Challenges in inclusivity and awareness need addressing for sustained success.
Sustainability Overall	S	Acknowledged achievements, emphasizing the need for broader citizen participation, ICT integration, and sectoral –levels collaborative efforts for institutional and outcome sustainability. The evaluation stressed political, operational, and technical work for effective sustainability.

iv. Conclusions

The project evaluation of the Complaint Handling System Improvement Project in Indonesia provides critical insights into key areas such as e-governance, digital public service capacity building, and technical project implementation. The evaluation underscores the importance of comprehensive design strategies that address both technical considerations and targeted initiatives aimed at increasing awareness and accessibility in regions with low public awareness and user engagement.

An essential aspect highlighted in the evaluation is the need to strengthen institutional frameworks for monitoring the system. Additionally, fostering institutional linkages with community outreach, particularly in conjunction with other public service enhancement endeavors like the ID card systems, is identified as imperative for achieving holistic and inclusive effective public service delivery.

The evaluation emphasizes the ongoing commitment to continuous system refinement and places a policy emphasis on effective complaint resolution, especially with regard to the needs of vulnerable groups. Furthermore, the project identifies a unique opportunity to integrate Disaster Risk Reduction (DRR) functionalities into the digital complaint handling system, enhancing its overall resilience and response capabilities. This holistic approach reflects a dedication to ongoing improvement and a proactive stance towards addressing emerging challenges.

Relevance: The project's primary emphasis on implementing national laws and commitments has significantly heightened awareness and strengthened institutional linkages. This impact is particularly pronounced in areas with low public awareness, underscoring its importance in meeting the requirements of good governance and aligning with ongoing decentralization efforts in Indonesia. The refinement of the nationally integrated digital system, coupled with a policy emphasis on complaint resolution, directly contributes to the overarching goal of enhancing public service delivery and ensuring accessible complaint mechanisms for all. However, challenges arise in comprehending the design and theory of change, as well as the critical role of knowledge facilitation and management. The absence of a monitoring system for the integration of components, inclusion, and targeting has posed significant issues, becoming evident during the terminal evaluation.

Effectiveness: The project has proven highly effective, surpassing its expected targets and providing valuable insights for ongoing inclusive and integrated systems development. It facilitated inputs, including the roadmap, learning, and capacity development in six project locations, guiding the government through technical challenges for a more robust and inclusive Complaint Handling (CH) system. Continuous improvements and policy emphasis on inclusive complaint resolution significantly contribute to its effectiveness.

Knowledge Sharing and Strategic Knowledge Scaling: The project has demonstrated clear intentions of the strategy, evident throughout its implementation and the built-in component one roadmap. This highlights the significance of steering committee facilitation, knowledge sharing, and strategic scaling. Platforms for collaboration from the national to the community level were developed, promoting knowledge and best practices. However, this valuable work was underrepresented in monitoring reports, lacking clear documentation of results.

Efficiency: Financial monitoring and repurposing for Covid-19 showcased active management, with efficiency evident through adaptive management via the active steering committee, knowledge facilitation, and technical support. Emphasis on active outreach and promotion, particularly in remote areas, indicates an efficient approach. However, criticism regarding the perceived need for a stronger link between technology needs and political decision-making for integration and inclusive design suggests areas for improvement.

Orientation toward Impact: The project has made a significant intervention towards impactful results, achieving an 18% increase in connected local governments with a connectivity rate of approximately 98%. Active NGO engagement ensured representation of vulnerable populations, showcasing possibilities for scalable and inclusive service delivery. However, for Impact-level Results, work by the government remains crucial, particularly in addressing identified institutional gaps and technical challenges, institutional development, and widespread adoption for access to all, especially in remote areas. Initiatives require bridging the gap between technical considerations and political decision-making, emphasizing the need for a more permanent system and clear leadership.

Sustainability: Recognition of sustained efforts is crucial. The focus on full integration of local and national systems, alongside spreading awareness, ensuring inclusivity, and addressing institutional, operational, and technical issues, aligns with sustainability goals. Underscoring the pivotal role of the Ombudsman of the Republic of Indonesia in addressing complaints for marginalized individuals within a functional Complaint Handling System (CHS) is crucial for promoting fairness and equity in public service delivery for all and institutionally building on learning from the Bali Pilot concerning coordination oversight they might be given a special role nationally.

Looking Forward: Future efforts should prioritize spreading awareness, ensuring inclusivity, and making the system relevant, especially among remote, vulnerable, and socially marginalized groups. Addressing institutional, operational, and technical issues requires full integration for sustained citizen engagement.

Lesson Learned

What Should be Replicated:

- Collaborative Partnership Approach in Design: The project's design showcased a successful collaborative partnership between UNDP and KOICA. Replication should focus on maintaining collaborative partnerships while enhancing the design to address gaps in areas such as knowledge management, inclusive access, and gender equality.
- Adaptive Management and Continuous Improvement: Implementing adaptive management with continuous improvement throughout the project lifecycle proved essential to success. Future projects should replicate this approach, committing to continuous improvement and targeted monitoring plans, as demonstrated by the successful Complaint Handling System (CHS) implementation.
- External Partnerships for Monitoring: The involvement of external partners, like KOICA, in monitoring activities provided diverse perspectives and enhanced project success. Replication should involve

leveraging external partnerships for monitoring activities to ensure a broader and more informed perspective.

- **Effective Leadership and Oversight:** Effective leadership and oversight from the UNDP Project Assurance team played a crucial role in aligning project activities with organizational objectives. Replication should prioritize strong leadership and oversight mechanisms during project design for cohesive and goal-oriented implementation.

Lessons Not to be Replicated:

- **Deficiency in Technical Explanations for ICT System Integration:** The deficiency in providing technical explanations for the ICT system during Steering Committee discussions revealed a gap in integrating recommendations. Future projects should avoid similar deficiencies by ensuring clear technical explanations for all components to facilitate effective decision-making.
- **Absence of Mid-Term Evaluation (MTE):** The decision to forgo a mid-term evaluation hindered timely adjustments and addressing structural deficiencies. Future projects should include mid-term evaluations as a strategic tool for course corrections in response to emerging challenges during implementation.
- **Inadequate Consideration of Qualitative Aspects in Design:** Inadequate consideration of qualitative aspects, such as knowledge sharing and outreach, in the logical framework design highlighted a shortcoming. Future projects should ensure a more inclusive design from the beginning, incorporating qualitative aspects like targeted capacity building for marginalized groups and specific outreach and gender inclusion targets.
- **Lack of Digital Integration in Remote Areas:** Challenges associated with the lack of digital integration in local complaints handling systems, especially in remote areas, should be addressed in future projects. Strategic promotion of complaint handling accessibility and active efforts to address the lack of digital integration, particularly in remote and marginalized communities, is crucial.

v. Recommendations

1. Recommendation Area: Public Service Improvement

Government Responsibility:

Allocate resources strategically to complete system refinements, recognizing their direct impact on public service improvement.

- Develop a plan for institutional leadership and monitoring at the national level.
- Fortify the developing system's institutional linkages at the community level, potentially leveraging ID card systems to enhance access to local communities for public services, including improving the ease of access to the complaint system.
- Treat system future improvements iteratively and in phases. Consider policies for efficient complaint resolution, including exploring a second-phase support project to work on national integration to the province and beyond to the community level. Focus on inclusive ICT system design, rolling out first to the most remote and disaster-prone areas for exploration of complaint handling system linkages to disaster preparedness alerts.

Timeline:

- **Immediate:** Develop a plan for institutional leadership.
- **Mid Term:** Allocate resources strategically, fortify institutional linkages, and begin treating system improvements iteratively.
- **Longer Term:** Complete system refinements and explore the second-phase support project.

2. Recommendation Area: System Development Technical Challenges and Integration

Government Responsibility:

- Develop and implement a comprehensive strategy to bridge technical gaps linked to the above recommendation.
- Invest in user-friendly registration processes for improved engagement.
- Consider a unified approach to diverse channels, ensuring "no wrong doors" for complaints.
- Address challenges in capturing all complaints by enhancing institutional linkages and addressing the technical barriers outlined and showcased through the pilot's implementation.

Timeline:

- Immediate: Develop a comprehensive strategy for technical gaps.
- Mid Term: Invest in user-friendly registration processes and consider a unified approach to diverse channels.
- Longer Term: Address challenges in capturing all complaints.

3. Recommendation Area: UNDP - Project Finalization

UNDP Responsibility:

- Conclude the project by December 2023, ensuring a timely handover by Q1 of 2024.
- Consolidate project knowledge products into a user-friendly digital format for uploading to the SP4N-LAPOR! project's data portal.
- Hand over the data to the UNDP portal by the end of the project.

Timeline:

- Immediate: Start consolidating project knowledge products. Hand over the data portal.

4. Recommendation Area: UNDP - Promote Project Results

UNDP Responsibility:

- Develop a cost-effective and targeted promotional strategy about this project's good practices using UNDP communication channels.
- Utilize existing UNDP communication channels for a wider reach.

Timeline:

- Immediate: Develop a promotional strategy.
- Mid Term: Utilize existing communication channels.
- Longer Term: Leverage partnerships for broader reach.

5. Recommendation Area: Future Considerations

Joint Responsibility (Government, Korea, UNDP):

- Collaboratively assess the potential for a second phase, building on insights and scoping exercises.

Timeline:

- Longer Term: Collaboratively assess the potential for a second phase.

1. Introduction

1.1 Purpose and objective of the Terminal Evaluation

The purpose of the Terminal Evaluation was to conduct a comprehensive and objective assessment of the KOICA-UNDP Partnership for Capacity Development for an Integrated National Complaint Handling System (SP4N-LAPOR!) in Indonesia. It will provide a holistic and evidence-based understanding of the project's performance, drawing on lessons from the past to inform future strategies and ensure the sustained positive impact of the KOICA-UNDP partnership in Indonesia. The primary objective has been to empower UNDP's commissioning unit and its government and implementing partners with a comprehensive assessment. The evaluation aimed to scrutinize the project's relevance, efficiency, effectiveness, impact, and sustainability.

1.2 Scope

The Terminal Evaluation encompassed a thorough examination of the project's achievements against its defined objectives. This includes an identification of factors that have either facilitated or impeded the realization of these objectives. While retrospective analysis was crucial, the evaluation went beyond, providing a detailed overview and extracting lessons for the future. The emphasis was on generating recommendations that contribute to sustaining the project's outcomes for the benefit of stakeholders in the country.

1.3 Key Components

- **Relevance:** Assessing the alignment of the project with the evolving needs and priorities of the target region, including the regulatory frameworks and budget allocations.
- **Efficiency:** Evaluating the project's resource utilization, timelines, and the effectiveness of operational processes in achieving desired outcomes.
- **Effectiveness:** Scrutinizing the extent to which the project has met its stated objectives and contributed to the enhancement of the national complaint handling system.
- **Impact:** Measuring the broader and long-term effects of the project on public service provision, governance, and the targeted marginalized groups.
- **Sustainability:** Examining the project's capacity to maintain positive outcomes over time, considering factors such as institutional frameworks, community engagement, and stakeholder commitment.

1.4 Methodology

In crafting the methodology for this evaluation, the approach was adopted to align with UNDP evaluation guidelines and OECD DAC criteria. The aim was to ensure the assessment's thoroughness and relevance across key dimensions, including Relevance, Effectiveness, Efficiency, Sustainability, Orientation towards Impacts, and Lessons Learned. The overall approach was mixed, purposeful and gender responsive.

The sampling **strategy was purposeful**, designed to encompass key stakeholders representing the perspectives of implementing partners and users of the system at both national and sub-national levels. All government agencies that were involved in implementation were involved in Key Informant Interviews (KIIs) and focus groups. Citizens and non-governmental organizations and member of the academic community were strategically chosen for validation and feedback on user experiences through Key Informant Interviews (KIIs) or Semi-Structured Interviews (SSIs) consultations and focus groups. This strategic selection aimed to capture a diverse range of insights, ensuring a holistic understanding of the

project's implementation and outcomes. The total number of interviews conducted across all locations is 60 persons.

In data collection, a multi-faceted and mix methods approach was employed:

1. **Extensive Documentation Review:** A comprehensive scrutiny of over 40 documents provided a historical context, delving into Project Annual Reports, budget revisions, lesson learned reports, and national strategic and legal documents. This extensive review laid a robust foundation for subsequent analysis. The list of reviewed documents is provided in Annex 4.
2. **Citizen Satisfaction Survey Analysis:** The 2022 Citizen Satisfaction Survey served as a primary source of quantitative data, offering valuable insights into public perceptions. To complement this, focused group, and individual discussions during visits to the three provinces and three regencies added qualitative depth to the analysis.
3. **Primary Data Collection:**
 - **Key Informant Interviews (KIIs) and Semi-Structured Interviews (SSIs):** Structured interviews were conducted with key government officials from pivotal ministries and agencies, including the Ministry of Administrative and Bureaucratic Reform (KemenPANRB), Ministry of Home Affairs (Kemendagri), Ministry of Communication and Information Technology (Kominfo), Executive Office of the President (KSP), Ombudsman of Republic Indonesia (ORI), and the Communication and Information Office. Interviews also involved project staff, beneficiaries, subject matter experts, and civil society organizations.
 - **Field Visits:** In-person visits to six project sites, including Bali Province, Badung Regency, Yogyakarta Special Region Province, Sleman Regency, West Sumatra Province, Tangerang Regency, allowed direct engagement and observations. These visits provided valuable context, uncovering nuances that enriched the qualitative data.
 - **Beneficiary groups** were included in discussions at each site level, including disabled representation in Yogyakarta Special Region Province and Sleman Regency.

Triangulation Methods

Triangulation was a key aspect of ensuring the reliability and validity of the collected data:

1. **Cross-Verification of Information:** Information obtained through the extensive documentation review was cross-verified with data gathered from interviews and field visits, ensuring consistency and reliability.
2. **Key Informants and Semi-Structured Interviews Triangulation:** Findings from key informant interviews and semi-structured interviews were meticulously compared and analyzed. This process identified commonalities and discrepancies, enhancing the reliability of qualitative data.
3. **Snowballing Technique:** Snowballing was employed strategically to fill data gaps by drawing on informants outside the initial sample, thereby strengthening the comprehensiveness of the study.

In data analysis, recorded interviews were systematically processed, analyzed, and coded. Regular discussions between evaluators facilitated a deeper understanding of the data, ensuring a nuanced and comprehensive analysis. Refer to Annex 16 for the Sample, Mission, and Consultation Plan, and Annex 3 for the number of stakeholders interviewed.

1.5 Ethics

The measures taken to protect the rights and confidentiality of informants as per the UNEG 'Ethical Guidelines for Evaluators' have been assured². Both evaluators signed the ethical code of conduct (Annex 9.). The ethical principles of integrity, accountability, respect and beneficence are forward-looking and have been employed to help the evaluators and clients at UNEG fulfill their common mission, in support of the 2030 Agenda for Sustainable Development and for the good of the world's peoples.

1.6 Limitations to the evaluation

The most significant limitation encountered during the project was the unaltered monitoring framework, primarily emphasizing quantitative targets related to the increased usage of the system rather than ensuring comprehensive access for all. The absence of a mid-term evaluation further compounded this limitation and these challenges the evaluators in the ascertaining of results, that went beyond the targets on the increased use of the system without consideration of access. While the technical aspects of the targets were accurate and gained approval for refinement midterm from the steering committee, they failed to extend to two crucial areas that include the project's focus on knowledge sharing and strategic scaling was not adequately reflected in the targets, hindering a more holistic evaluation of the project's impact. Additionally, the project lacked specific targets aimed at reaching the most vulnerable sections of society, including targeted efforts towards women and marginalized populations, a crucial aspect for ensuring inclusivity and equitable access to the system. In essence, the limitations revolved around the monitoring framework's narrow focus on quantitative metrics, overlooking essential aspects such as knowledge sharing, scaling, and targeted outreach to vulnerable populations, ultimately impacting the project's ability to address societal needs comprehensively.

Further, the project was closing shortly after the evaluation started so there was a constrained timeframe, demanding swift implementation by the team. Despite this, the team effectively addressed various challenges. A collaborative team, comprising of an international and a national evaluator, worked harmoniously with the project manager and remaining team to collect data swiftly. By combining international expertise with a deep understanding of the local context and undertaking visit to all six pilot sites, this evaluation aimed to provide a first hand primary evince based report with a nuanced analysis, ensuring impactful lessons for future projects and sustaining positive outcomes for stakeholders in Indonesia.

Limitation encountered and strategies taken to overcome included:

Stakeholder Cooperation:

- Challenge: Ensuring active cooperation from government agencies and citizens.
- Mitigation: Fostered strong relationships through effective communication, early engagement, and emphasis on participation benefits.

² In 2020, the United Nations Evaluation Group (UNEG) updated the UNEG Ethical Guidelines for Evaluation. This document aims to support leaders of United Nations entities and governing bodies, as well as those organizing and conducting evaluations for the United Nations, to ensure that an ethical lens informs day-to-day evaluation practice. This document provides: • Four ethical principles for evaluation; • Tailored guidelines for entity leaders and governing bodies, evaluation organizers and evaluation practitioners; • A Pledge of Commitment to Ethical Conduct in Evaluation that all those involved in evaluations are required to sign.

Time Constraints:

- Challenge: Meeting the evaluation deadline within a specified timeframe.
- Mitigation: Established a well-defined timeline, implemented effective project management, and prioritized key data collection activities.

Language and Cultural Differences:

- Challenge: Managing diverse citizen and stakeholder groups, requiring sensitivity to language and cultural differences.
- Mitigation: Ensured the team comprised individuals with relevant cultural and linguistic competencies, and considered local interpreters.

1.7 Structure of the Terminal Evaluation report

This report has four sections. Section one provides a background and overview as well as a summary of the methodology and results framework. Section two is about project description including theory of change. Section three describes the project findings, including project impact. Section four is the main finding conclusion, recommendation, and lessons.

2. Project Description

2.1 Project start and duration, including milestones

The project officially commenced on April 1, 2019, with the initial planned end date set for December 31, 2022. However, recognizing the evolving nature of the project, a revision to the Project Design Matrix was signed on July 18, 2022, extending the project's original end date to December 31, 2023.

During implementation, significant regulatory milestones were achieved, including the issuance of Regulation No. 46 in 2020 outlining the roadmap for SP4N LAPOR! Additionally, a crucial Memorandum of Understanding (MOU) was signed between Five Ministries and Agencies in September 2021, solidifying collaboration and support.

The project underwent a transition in management from the previous oversight by KemenPANRB, KSP, and ORI to the current management, which includes KemenPANRB, KSP, ORI, Kemendagri, and Kominfo.

An independent assessment was successfully completed on August 25, 2023, marking a critical phase in evaluating the project's progress and outcomes.

To gauge user satisfaction and citizen feedback, two comprehensive surveys were conducted. The First Survey Report was finalized on July 29, 2021, followed by the completion of the Second Survey Report in January 2023.

Annual workshops served as key platforms for collaboration and knowledge sharing. The 1st Annual Workshop took place on April 26, 2021, followed by the 2nd Annual Workshop held from July 11 to 13, 2023 and 3rd Annual Workshop on 20 December 2023. These workshops provided opportunities for stakeholders to engage, discuss progress, and plan for the project's continued success.

Table 2. Key Events

Event Description	Date
Project Signing and Revisions	
• Project Start Date	April 1, 2019
• Project Original End Date (1st)	December 31, 2022
• Project Original End Date (2nd)	December 31, 2023
• Project Design Matrix revision signed	July 18, 2022
Regulation on Roadmap for SP4N LAPOR!	
• Regulation No. 46 Issued	2020
• MOU signed between Five Ministries and Agencies	September 2021
Previous Management	
- KemenPANRB, KSP, ORI	
Current Management	
- KemenPANRB, KSP, ORI, Kemendagri, Kominfo	
Independent Assessment Completed	August 25, 2023
• Users/Citizen Satisfaction Survey	
• First Survey Report Finalized	July 29, 2021
• Second Survey Report Finalized	January 2023
Annual Workshop	

Event Description	Date
• 1 st Annual Workshop	April 26, 2021
• 2 nd Annual Workshop	July 11-13, 2023
• 3 rd Annual Workshop	December 20, 2023

2.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

The project was contextualized within Indonesia's anti-corruption journey, starting from the issuance of Presidential Instruction 5/2004 to the ratification of the United Nations Convention Against Corruption (UNCAC) in 2006. The National Strategy on Corruption Prevention and Eradication (CPE) became a pivotal framework in 2012, focusing on various key areas, including corruption prevention, law enforcement, and international cooperation.

Phase one project in 2011, emerged against the backdrop of the National Strategy, leveraging technology and e-Governance to address corruption at all government levels. LAPOR!, it was launched in 2011 under the Open Government Partnership (OGP), became a cornerstone for citizen complaints management. Managed by KemenPANRB, **LAPOR! evolved into SP4N-LAPOR!** in 2016, expanding its scope and significance in public service complaint management. The earlier work thus showcased an effective G2C online complaints management system, connecting with numerous national and sub-national governments. The implementation, managed by KemenPANRB, KSP, and Ombudsman (ORI), was instrumental in realizing Outcome 4 of UNPDF 2016-2020 and supporting Indonesia's National Priority Agenda 2 for clean, effective, and democratic governance. Early SP4N-LAPOR! demonstrated substantial impact, with over 798,711 users by 2018. However, challenges were identified, ICT system development, government capacity, and citizen awareness. The system's effectiveness relied on the government's ability to enhance the ICT infrastructure, build capacity for report management, and effectively promote the platform to increase user participation.

2.3 Problems that the project sought to address, threats and barriers targeted

The project document identified the root causes having impeded the Government of Indonesia's (GoI) ability to develop a comprehensive and integrated national complaint handling system that can promote transparency and accountability through greater citizen participation. Overall, the problems identified were three-pronged. From an ICT perspective, the government had faced difficulties developing a comprehensive SP4N-LAPOR! system that could be expanded across all local governments and agencies. From a complaint management perspective, the government had limited capacity and technical understanding of applying global and regional best practices to develop and implement SOPs that would allow to address citizen complaints effectively and lastly, from the perspective of citizen awareness about the system, which requires that the government takes measures to promote SP4N-LAPOR! effectively among citizens to allow them to voice their concerns and complaints and channel their feedback and aspirations. Therefore, to have a comprehensive and integrated system that will function effectively, the government requested support to develop a reliable **ICT system** for SP4N-LAPOR!, to enhance the **capacity of government officials** (national and sub-national) to manage and handle reports correctly, and to promote the platform effectively to increase the number of SP4N-LAPOR! users. The project was designed **to supplement** and expand linked development partners support efforts (elaborated in relevant section below).

2.4 Immediate and development objectives of the project

The project document underscored two expected outcomes namely:

- Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies' complaints handling systems; 'and
- Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!).

2.5 Expected results

Outcome 1: Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies' complaint handling systems.

Output 1: Developed a roadmap for the integrated national complaint handling system (SP4N-LAPOR!)
The project focuses on creating a comprehensive roadmap that outlines the strategy for integrating all government agencies' complaint handling systems. This involves careful planning and coordination to ensure a seamless connection between diverse systems.

Output 2: Enhanced institutional capacity of national and sub-national governments on complaint handling through invitational and local trainings.

To achieve Outcome 1, the project conducted invitational and local trainings. The sessions aimed to enhance the institutional capacity of both national and sub-national government agencies in effectively handling complaints. The emphasis was on building the necessary skills and knowledge for a more efficient complaint management process.

Outcome 2: Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!)

Output 3: Increased government and public awareness on SP4N-LAPOR! and citizen participation to improve the system with particular attention to women, youth, persons with disabilities (PwDs) and other marginalized groups of the population through workshops and promotions. This outcome centered on boosting transparency and accountability in the public sector. The project would achieve this by increasing awareness among government officials and the public about SP4N-LAPOR! Citizen participation was to be encouraged, with a focus on inclusivity, targeting women, youth, persons with disabilities (PwDs), and other marginalized groups. Workshops and promotional activities play a key role in achieving this awareness and engagement.

In summary, Outcome 1 concentrates on enhancing the capacity of handling agencies and connecting government complaint handling systems, while Outcome 2 focuses on improving transparency and accountability through increased awareness and civic participation, with attention to diverse demographic groups. The specific outputs under each outcome provide a structured approach to achieving the project's overarching goals.

Implemented in six project sites SP4N-LAPOR! Tangerang Regency, Yogyakarta Special Region Province, Bali Province, Sleman Regency, Badung Regency, and West Sumatra Province, the original completion targets of 2022 faced COVID-19-induced delays. The revised conclusion is December 2023, with multiple agencies and coordination mechanisms established since 2021.

2.6 Main stakeholders and engagement strategy

In project document, the engagement strategy was crafted to navigate political sensitivities, ensuring alignment with ongoing projects, and fostering seamless communication and collaboration across diverse

levels of governance and with citizens. This strategy was said (ProDoc 2022) to have the foundation for implementation and buy-in from key stakeholders.

Table 3. Key Stakeholders and Engagement Strategy

National Level

Stakeholder	Justification	Engagement Strategy
Ministry of Administrative and Bureaucratic Reform (KemenPANRB)	Central role as the primary partner and senior beneficiary representing the Government of Indonesia	Regular consultations, participation in project board meetings, collaboration on policy alignment
Executive Office of the President (Kantor Staf Presiden/KSP)	Political perspective crucial for navigating challenges and ensuring effective implementation	Periodic briefings, political consultations, involvement in decision-making processes
Ombudsman of the Republic of Indonesia (ORI)	Role in testing the complaint handling system providing valuable insights	Collaboration on system testing, feedback sessions, and joint workshops
Ministry of Communication and Information Technology (Kominfo)	Ensured SP4N-LAPOR! compliance with IT regulations, providing insights into technical aspects	Technical consultations, regulatory compliance updates, and joint reviews of IT-related components
Ministry of Home Affairs (Kemdagri)	Guided local government implementation, offered insights into administrative aspects	Administrative consultations, coordination on local government engagement, policy harmonization

Provincial Level:

Stakeholder	Justification	Engagement Strategy
Bali Provincial Government	Represented a different geographical context, offering insights into regional variations	Regular coordination meetings, progress reviews, collaboration on regional challenges
Special Region of Yogyakarta Provincial Government	Provided perspectives from a unique administrative region	Localized workshops, stakeholder forums, and joint initiatives
West Sumatra Provincial Government	Geographic representation ensured coverage in diverse areas	Site visits, progress assessments, and tailored engagements based on regional requirements

Regency Level:

Stakeholder	Justification	Engagement Strategy
Badung Regency	Local government organizations were essential implementing partners	Local workshops, community forums, coordination on complaint handling mechanisms
Sleman Regency	Localized insights contributed to understanding SP4N-LAPOR! impact at the regency level	Regency-level consultations, progress reviews, targeted outreach to local stakeholders
Tangerang Regency	Represented a diverse geographical area, ensuring a broad assessment of SP4N-LAPOR! Effectiveness	Geographically tailored campaigns, local partnerships, direct engagement with community leaders

Citizens Residing in Targeted Areas:

Stakeholder	Justification	Engagement Strategy
Citizens Residing in Targeted Areas	Wide-reaching perspectives from the project's impact on the ground	Public campaigns, workshops, traditional advertising (billboards, TV ads), and community outreach

Overall Engagement Strategy:

Coordination with KemenPANRB: the project team closely aligned with KemenPANRB, respecting the sensitivities and requests of the Government of Indonesia (GoI) and following established frameworks such as those under GIZ and USAID.

Citizen Engagement: a comprehensive approach involved public campaigns, traditional advertising, and targeted workshops to reach citizens in the targeted areas and gather diverse perspectives.

A project board was set up with representation by following partners/agencies:

- Executive: for UNDP, representing the project owner as chair of the group.
- Senior Supplier: for KOICA, representing the interests of the parties concerned that provide funding and/or technical expertise for the project. The Senior Supplier's primary function within PB is to guide the technical feasibility of the project.
- Senior Beneficiary: for KemenPANRB, representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within Board is to ensure the realization of project results from the perspective of project beneficiaries.

2.7 Theory of Change**2.7.1 Main Finding**

While the Theory of Change effectively outlines an approach aligned with government priorities to refining and implementing a national SP4N system, the finding on gender and inclusive mainstreaming underscores the importance of translating these principles into a clear roadmap for operationalization. In addition, there were assumptions concerning the integration of the system from national to provincial levels emphasizing collaboration and coordination between key stakeholders, but this also needed a clear roadmap and targets. Addressing the gender mainstreaming gap and ensuring a well-defined roadmap for

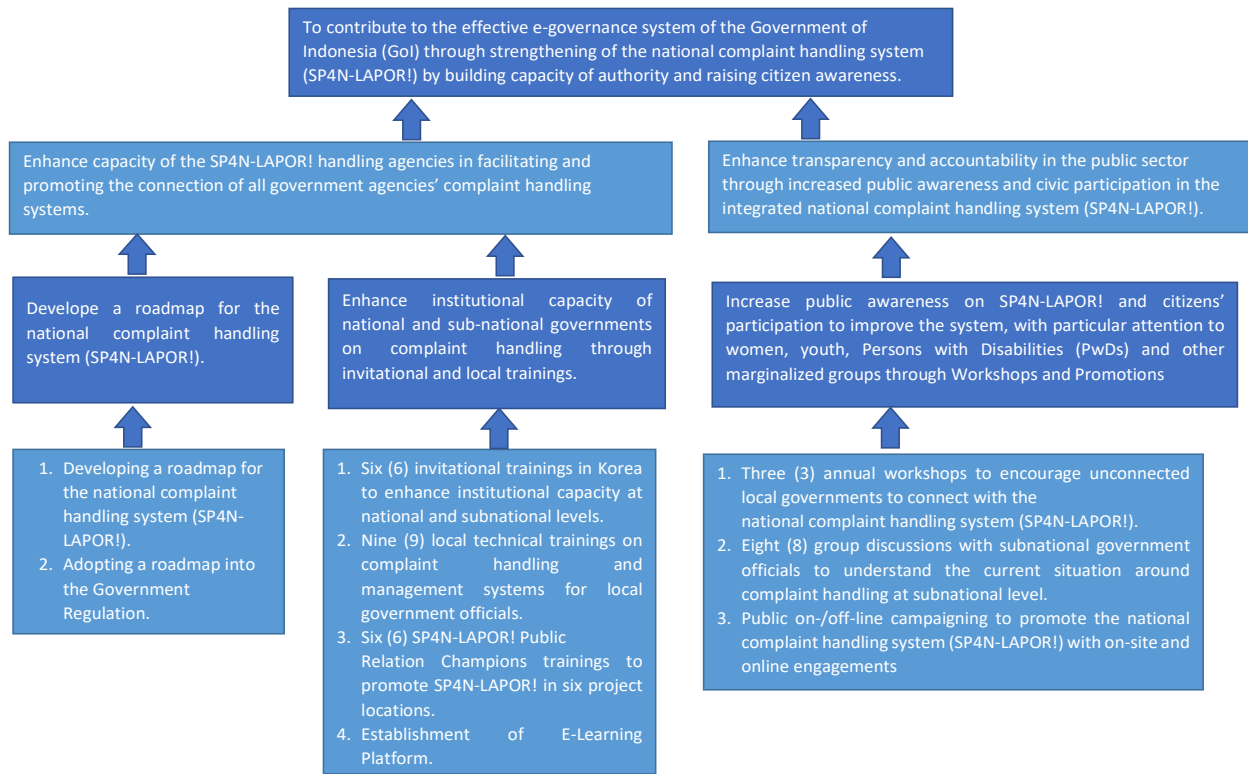
national to provincial mainstreaming would enhance the project’s overall effectiveness in contributing to government priorities.

The logical framework (monitoring framework) underlines two outcomes namely:

- Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies’ complaints handling systems; and
- Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!). The following diagram demonstrates the theory of change for this project.

The Theory of Change suggests that by offering capacity building and system strengthening support through a comprehensive roadmap, enhancing the institutional capacity of national and sub-national governments in complaint handling systems, and conducting outreach to communities to boost demand for improved public services, this contributes to effective e-governance and fosters a more democratic society overall.

Figure 2 Theory of Change of the Project



The Theory of Change is strategically aligned with the government’s priorities, and is primarily focusing on three key components:

a) Government Priorities:

- **National Priority Agenda 2:** The project directly aligns with the government’s agenda of building a clean, effective, trusted, and democratic governance, contributing to Outcome 4 from UNPDF 2016-2020. It emphasizes the need for enhanced access to justice and more responsive, inclusive, and accountable public institutions.

- **UNPDF 2016-2020 Outcome 4:** The project aligns with Outcome 4, aiming to ensure that disadvantaged populations benefit from enhanced access to justice and responsive, inclusive, and accountable public institutions.
- **Country Programme Document (CPD) 2021-2025:** The project's design supports the realization of Outcome 1, focusing on empowering people in Indonesia, especially those at risk of being left behind, to achieve their human development potential in a pluralistic, tolerant, inclusive, and just society, free of gender and all other forms of discrimination.

b) Three Components of Government Priorities:

- **Component 1 – LAPOR! Enhancement:** The project strategically focuses on enhancing the existing SP4N-LAPOR! system, addressing challenges from an ICT perspective, complaint management perspective, and citizen awareness perspective.
- **Component 2 – Government Capacity Building:** Capacity building efforts are directed towards national and subnational governments, including technical guidance, policy-making, and daily handling of SP4N-LAPOR! reports. This aligns with the government's priorities by strengthening the public administration system for continuous development, efficiency, and improved public services.
- **Component 3 – Public Socialization and Engagement:** The project engages in extensive public socialization efforts, utilizing various media to create awareness and encourage citizens to voice their concerns through SP4N-LAPOR!. This aligns with the government's emphasis on public participation in supervision of programs, government performance, and provision of public services.

The collaboration involves multiple stakeholders, including KemenPANRB, KOICA, and other development partners supporting SP4N-LAPOR!.

Key elements of integration include:

- **Policymaking and Capacity Building:** The project is closely coordinated with KemenPANRB, involved in policy-making, and actively engages in capacity building efforts. This collaboration ensures that the transition of SP4N-LAPOR! from KSP to KemenPANRB is smooth, and the system is effectively managed at both national and sub-national levels.
- **Strategic Partnerships:** The project identifies strong partnerships with international organizations such as GIZ and USAID. This collaboration aims to support the strengthening of the G2C system at both national and subnational levels.
- **Regular Coordination Meetings:** Regular coordination meetings are held with key stakeholders, including Ombudsman the Republic of Indonesia (ORI) and the Executive Office of the President (KSP). These meetings provide a platform for partners to discuss strategies, address challenges, and implement a roll-out strategy.
- **Engagement with Government Counterparts:** The project actively engages with government counterparts at both national and provincial levels, ensuring a coordinated effort to strengthen SP4N-LAPOR!. Activities such as capacity building, socialization programs, and competitions are conducted at various levels to optimize the impact.

2.7.2 Main Finding on Gender and Inclusion Goals:

While the Theory of Change demonstrates a robust strategy aligned with government priorities, the main finding about mainstreaming gender highlights a crucial area that needs further clarity and operationalization within the project. The Theory of Change emphasizes the importance of enhancing the government's capacity for mainstreaming gender and other socially marginalized groups in the complaint

handling system. However, the roadmap for how this mainstreaming will be executed is not clearly articulated, indicating a gap in translating these principles into actionable steps.

2.7.3 Main finding on Integration from National to Provincial Government

The project recognizes the importance of coordination and collaboration between national and provincial levels, however the TOC falls short in providing a clear institutional change roadmap and establishing effective leadership. While the roadmap built in component one was well-intended, it lacks emphasis on overarching leadership and the significance of a mechanism for cross-sectoral collaboration between key ministries, especially after the project concludes. There was need for a more robust theory of change roadmap to ensure sustained collaboration and institutional change beyond the project's duration.

3. Findings

3.1 Project Design/Formulation

Main Finding: The project design and formulation demonstrated a strong alignment with the needs of the target region and the evolving institutional landscape. The approach was rooted in a needs-based strategy, strategically addressing existing challenges and complementing ongoing initiatives to foster a synergistic environment without unnecessary duplication.

3.1.1 Needs-Based Approach

The project's inception was marked by a needs-based approach, substantiated by discussions with implementing stakeholders KOICA, UNDP and GOI in lined with their need to refine and decentralize and roll out the SP4N-LAPOR! with provincial governments. This approach was pivotal in crafting a project rationale that not only identified but the strategy with three components and outlined actively sought to resolve existing challenges. The emphasis and intension were on advancing the development of a complaints handling system in the spirit of accountability and good governance, inclusivity, capacity building. A central goal has been component one which was the development of a comprehensive national roadmap and strategy for SP4N-LAPOR! following the transition from KSP to KemenPANRB, reflecting a strategic response to institutional changes. Moreover, the project placed a strong emphasis on capacity enhancement at both national and sub-national levels through targeted technical training programs (also see Results Section).

3.1.2 Comprehensive National Strategy

A significant aspect of the project's adaptability was witnessed in its central goal to develop a comprehensive national strategy for SP4N-LAPOR! in response to the transition from KSP to KemenPANRB. This strategic foresight reflected the project's commitment to aligning with institutional changes and national objectives.

3.1.3 Capacity Enhancement

A distinctive aspect of design was its facilitation and knowledge and learning approach to promote SP4N-LAPOR! in locations not previously engaged by other development partners, namely GIZ and USAID. Specifically, to six key locations: Badung Regency, Bali Provincial Government, Sleman Regency, Special Region of Yogyakarta Provincial Government, Tangerang Regency, and West Sumatera Provincial Government. This expansion into new geographic areas thus aimed to ensure a more comprehensive and inclusive implementation of SP4N-LAPOR! across diverse regions.

3.1.4 Geographic Expansion for Inclusivity

The project's design included a deliberate effort to expand geographically and promote SP4N-LAPOR! in locations not previously engaged by other development partners. This expansion aimed to ensure a more comprehensive and inclusive implementation across diverse regions, emphasizing the project's commitment to inclusivity. Here the evaluation team noted the contents of the road map could have been spelt out clearer in the project document and the theory for change. In the absence of stated roadmap contents especially regarding inclusivity and targeting, i.e gender in the project document, the expansion of knowledge was limited to the design of an input the webpage which consequently was one of the last in execution.

3.1.5 Coordination as a Cornerstone

Coordination efforts were outlined in the original document as part of the partnerships approach but emerged as a defining cornerstone of the project's success. Regular meetings with key government bodies through the steering committee, the establishment of an MOU, and the development of the roadmap strategy with pilot-based action plans showcased a commitment to effective and well-coordinated implementation. Coordination efforts was thus a defining cornerstone of the project, with regular meetings established with key government bodies, including KemenPANRB, ORI, and KSP through the steering committee at least three time a year. The collaboration extended to an agreement MOU and based on the development of a carefully crafted rollout strategy with pilot-based action plans, through iterative and ongoing discussions to determine precise time frames and implementation details.

3.1.6 Analysis of Results Framework: project logic and strategy, indicators-smart

Main Finding: The project exhibited a logical and strategic approach with a primary focus on refining the digital national level learning e-governance platform and scaling the multi sectoral collaboration toward and integrated National system in six pilots. While the logical framework was generally smart and geared ICT improvement and capacity building and public outreach, the framework its theory of change and the indicator's (see review of indicators below) were not capturing all expected results regarding targeting. However, two main findings highlight significant deficiencies in the project's design and implementation, impacting its evaluation and overall success.

1. Logical Framework needed adjustments for inclusive targeting.
 - *Sub-Finding 1:* The analysis revealed a straightforward problem-to-outcome-output approach with a thematic emphasis on enhancing the digital e-governance platform and expanding the National system.
 - *Sub-Finding 2:* The project lacked a comprehensive logical framework, particularly in terms of inclusion and targeting of indicators, roadmap for the monitoring of the component one roadmap and roadmap for integration of the three components. The design primarily centered around quantitative targets related to system response timing and the number served, overlooking crucial aspects such as inclusion targets and knowledge management across pilot initiatives and integrated component implementation and scheduling.
 - *Sub-Finding 3:* The deficiency in the logical framework, specifically in addressing inclusion and participation, posed a major challenge during the final evaluation. The project, while successful in achieving quantitative targets, underrepresented its assets in terms of broader outcomes related to participation, collaboration, and national-local institutional alignment.
2. Issues in Roadmap Implementation Monitoring.
 - *Sub-Finding 1:* The project initially outlined three interconnected components, but incorrect assumptions regarding the scheduling of these components, notably Component One – Roadmap, created challenges.
 - *Sub-Finding 2:* The monitoring of roadmap implementation lacked clear success targets within the project timeframe, particularly in relation to Component 2 – Training and Component 3 – Public Awareness. This lack of clarity posed challenges in assessing the project's progress against its intended outcomes.
 - *Sub-Finding 3:* Recognizing the need for a more integrated implementation approach, the project underwent revisions in the Project Design Matrix (PDM) during the 10th Project Board Meeting. The revised PDM aimed to enhance clarity and understandability, addressing issues of duplication, adjusting percentage values, and refining outcome-level indicators and targets.

These findings underscore the importance of a comprehensive logical framework that encompasses not only quantitative targets, but also broader aspects of inclusion, participation, collaboration, and institutional alignment. Additionally, the challenges in monitoring roadmap implementation highlight the need for clear success targets and an integrated approach to program components, ensuring effective community engagement and outreach. The subsequent revisions in the PDM are crucial steps toward addressing these deficiencies and enhancing the project's overall strategic clarity and impact.

The initiative was support to the governments needs to develop an inclusive national and integrated complaints system in line with decentralization and based on need for improving Government-Citizen-Government and bridging local and national work. The technical component – developing the ICT aspects primarily operated at the national level and involved improving a centralized LAPOR data collection, while recognizing the pivotal role of the provincial level in utilizing and inputting data in the system.

The logical framework was clearly deficient with regards to inclusion and targeting indicators and monitoring an integration implementation roadmap. This defect in the logical framework was never identified nor corrected and made the final evaluation a challenge as a major limitation. The finding was concerning the design focus on the ICT system with quantitative targets in relation to the system response timing and number served – which served as a good measure of success, but alone did not encapsulate the full story, leading to the observation that the project had been underrepresenting many of its assets as results i.e. inclusion targets, knowledge management approach to learning across pilots. More design targets pertaining to overall expected results on inclusion and participation, in retrospect, would have captured the projects value added work on participation, inclusion, collaboration and national – local institutional alignment for a coherent and well-coordinated as well as inclusive system in a broader sense.

The second finding was pertained to the monitoring of the roadmap implementation, which lacked clear success targets within the project timeframe, as they were intricately linked to Component 2 – Training and Component 3 – Public Awareness.

The project design initially outlined three interconnected components; however, there were incorrect assumptions regarding the scheduling of these components, notably Component One – Roadmap. A shift towards a more integrated implementation approach was necessary, especially in engaging communities in roadmap development and system design, with a heightened focus on outreach. This shift included incorporating community-based needs assessments, devising creative communication and outreach strategies tied to community and local stakeholder participation in the roadmap, and launching extensive public campaigns through diverse channels such as radio and WhatsApp. Additionally, involving politicians and champions was identified as crucial to enhancing community participation.

The Project Design Matrix underwent revision and received approval during the 10th Project Board Meeting (PBM). The Project Management Unit (PMU) utilized the refined PDM as a reference document for monitoring program activities. The revised PDM, attached as Annex 10 underwent further analysis in the context of adaptive management (refer to section 3.2.1 for adaptive management analysis). Subsequent revisions involved eliminating indicators at the objective level, addressing duplication at the outcome and output levels, revising outcome-level indicators and their targets, and adjusting percentage values for some output-level indicators. This revised PDM was deemed crucial as it enhanced the logical framework's clarity, making it more understandable than the original version.

Table 4. Review of Logical Framework for Smart Indicators

Indicator	SMART Analysis
Outcome 1: Enhanced capacity of SP4N-LAPOR! handling agencies	
Increased efficiency in SP4N-LAPOR! handling rate compared to baseline	SMART: Yes. Specific (82% reports within 5 days), measurable, achievable, relevant, and time-bound (by the end of the project). Data validates achievement.
Increase by 12% in connected local governments to SP4N-LAPOR! compared to baseline	SMART: Yes. Specific (12% increase), measurable, achievable, relevant, and time-bound (by the end of the project). Data validates achievement (96% connected).
Outcome 2: Enhanced transparency and accountability in the public sector	
50% increase in SP4N-LAPOR! total complaints compared to baseline	SMART: Yes. Specific (50% increase), measurable, achievable, relevant, and time-bound (by the end of the project). Data validates achievement (119,512 complaints).
50% increase in the number of SP4N-LAPOR! users nationwide compared to baseline	SMART: Yes. Specific (50% increase), measurable, achievable, relevant, and time-bound (by the end of the project). Data validates achievement (150% increase).
Output 1: Developed a roadmap for the integrated national complaint handling system (SP4N-LAPOR!)	
Roadmap for SP4N-LAPOR! is developed	SMART: Not applicable as it's a process indicator, but the process is validated.
KemenPANRB adopts roadmap for SP4N-LAPOR!	SMART: Not applicable as it's a process indicator, but the process is validated.
Output 2: Enhanced institutional capacity of national and sub-national governments	
37% increase in reports acknowledged within 5 working days compared to baseline	SMART: Yes. Specific (37% increase), measurable, achievable, relevant, and time-bound (by the end of the project). Data validates achievement (82.10% reports acknowledged).
Number of participants joined training sessions with balanced female participation	SMART: Not applicable as it's an ongoing process indicator, but the process is validated.
Number of training sessions organized for SP4N-LAPOR! Staff	SMART: Not applicable as it's an ongoing process indicator, but the process is validated.

Indicator	SMART Analysis
Establishment of an e-learning platform for SP4N-LAPOR! staff/human resource	SMART: Yes. Specific (e-learning platform established), measurable, achievable, relevant, and time-bound (by the end of the project). Data validates achievement (server migrated).
<i>Output 3: Increased public awareness on SP4N-LAPOR! and citizens' participation</i>	
Citizen satisfaction rate towards SP4N-LAPOR! System	SMART: Not applicable as it has planned.
Number of public workshops with balanced female participation	SMART: Yes. Specific (43% female participation), measurable, achievable, relevant, and time-bound (by the end of the project). Data validates achievement.
Number of methods used to promote public awareness of SP4N-LAPOR! System	SMART: Not applicable as it's an ongoing process indicator, but the process is validated.

3.1.7 Assumptions and Risks

Main Finding: The project's risk management approach played a crucial role in addressing some challenges, yet certain risks remained unattended, particularly in the project framework's logical structure regarding inclusion and knowledge sharing. The project's risk management was effective in navigating challenges, but gaps persisted in addressing specific risks, notably in the logical structure of the project framework concerning inclusion and knowledge sharing.

Outcome 1 - Developing a Roadmap: The assumption that the roadmap would enhance citizen access faced risks like political interference. Mitigation strategies, including a robust project board and steering committee, were employed. However, issues related to the project framework's logical structure, especially concerning inclusion targets, were not identified or rectified, posing a significant limitation.

Outcome 2 - Institutional Capacity Enhancement: Risk of misalignment of training curricula was countered by integrating action planning from MOUs. While this addressed certain risks, the overall logical framework deficiency persisted, particularly in underrepresenting assets like inclusion targets and knowledge management.

Outcome 3 - Increasing Awareness: Assumptions regarding workshops and promotions were met with vigilant risk monitoring. Challenges in G2C interactions and reaching Gender and Social Inclusion (GESI) groups were acknowledged. However, a systematic approach to address these issues within the project framework was not evident.

Manifested Risks: Challenges like concluding Local Coordinators' assistance and Covid-19 operational delays were compensated and actively monitored. However, gaps in the project framework's logical structure were not explicitly addressed in reports.

Collaborative Steering Committee's Role: The steering committee's leadership, especially with KemenPANRB's involvement was crucial. Achievements, like the MOU signing in 2020, were notable, but the overarching risk regarding the project framework's logical structure persisted.

Project Adaptations and Initiatives: Strategic initiatives addressed ongoing challenges, including focus workshops and outreach campaigns. However, a more systematic approach within the project framework to adapt and refine logical structures for sustained inclusivity and knowledge sharing was not apparent.

Gender and Social Inclusion (GESI): Concerns about the lower participation of women were recognized, and tailored efforts were made, such as focus groups and partnerships. However, a systematic approach within the project framework to ensure sustained inclusivity and knowledge sharing was not explicitly outlined.

In conclusion, the project's risk management was effective in responding to certain challenges, but a gap existed in addressing risks related to the project deficient framework's logical monitoring structure. The steering committee's leadership and strategic initiatives were commendable, yet a more comprehensive approach to refine the project framework for sustained inclusivity and knowledge sharing was lacking.

3.1.8 Lessons from other relevant projects (e.g., same focal area) incorporated into project design

Main Finding: The current UNDP-KOICA initiative strategically builds upon the foundations laid by prior project, GIZ's 'TRANSFORMASI' and USAID's CEGAH, to enhance public service delivery and accountability in Indonesia. This collaborative effort aims to refine, supplement, and expand the reach of SP4N-LAPOR!, learning from the valuable experiences of precursor projects to establish a comprehensive and integrated national strategy.

The project is not an isolated effort but a continuation and evolution of preceding projects, notably GIZ's 'TRANSFORMASI' and USAID's CEGAH. 'TRANSFORMASI,' operational from 2016 to 2019, had a specific focus on strengthening the public administration system at the provincial level. On the other hand, USAID's CEGAH, SP4Nning from 2016 to 2021, was broader, aiming to address corruption at various levels and enhance the community of accountability.

SP4N-LAPOR! constituted a smaller portion of USAID CEGAH's activities, reflecting a nuanced focus within its broader goals. The UNDP-KOICA initiative, represented in the table 7, strategically positions itself to support and accelerate SP4N-LAPOR! without duplication. The key objectives are to develop a comprehensive national strategy for SP4N-LAPOR!, enhance capacity through technical training, and promote SP4N-LAPOR! in specific locations.'

The comparative elements in the table below highlight the unique contributions and strategic focus of the KOICA-UNDP project within the broader landscape of initiatives working towards enhanced governance and citizen engagement in Indonesia. Notable distinctions include the UNDP-KOICA initiative's ongoing support, a specific focus on six locations, and a commitment to avoiding duplication while collaborating with key government bodies.

Coordination is a key aspect, and the UNDP-KOICA initiative maintains regular meetings with KemenPANRB, ORI, and KSP, ensuring alignment with government efforts. Learning from best practices adopted from GIZ and USAID CEGAH, the ongoing coordination reflects a commitment to building upon and integrating successful approaches. As of the latest available data, the UNDP-KOICA initiative stands as the sole current development partner for SP4N-LAPOR!.

The project thus builds on prior projects, leveraging their experiences and insights to strategically contribute to the governance landscape in Indonesia, particularly in the realm of public service delivery, accountability, and citizen engagement through SP4N-LAPOR!.

Table 5. Comparison of Linked and Supportive Projects

Project	GIZ – TRANSFORMASI	USAID CEGAH (Prevent)	KOICA-UNDP
Objective	Strengthen public administration at the provincial level	Improve the "community of accountability" in Indonesia	Support and accelerate SP4N-LAPOR! without duplication
Duration	Phase II: 2016-2019	2016-2021	Ongoing support
Budget	3,500,000 Euro	24,800,000 USD	Not specified
Geographic Scope	Three provincial governments and 79 regencies	Nationwide, across various provinces and districts	Primarily focused on 6 locations
Key Activities	<ul style="list-style-type: none"> - Set up SP4N-LAPOR! at subnational level - Roll out the national Complaint Handling system - Enhance the role of provincial governments - Encourage civil society utilization 	<ul style="list-style-type: none"> - Strengthen corruption prosecution and adjudication - Build capacity of key accountability agencies - - Strengthen the role of CSOs in corruption prevention - Significant support to SP4N-LAPOR! 	<ul style="list-style-type: none"> - Develop a comprehensive national strategy for SP4N-LAPOR! - Enhance capacity through technical training - - Promote SP4N-LAPOR! in 6 specific locations
Coordination	Regular meetings with KemenPANRB, ORI, and KSP	Regular meetings with KemenPANRB, ORI, and KSP	Regular meetings with KemenPANRB, ORI, and KSP
Coordination with Other Projects	Best practices adopted from GIZ and USAID CEGAH	Ongoing coordination	Ongoing coordination; only current development partner for SP4N-LAPOR!
Key Dates	Phase II: 2016-2019	2016-2021	Ongoing support

3.1.9 Planned stakeholder participation

Main Finding: The stakeholder engagement strategy of the project exhibited a comprehensive and inclusive approach, fostering collaboration not only within government institutions but also extending to various administrative levels and diverse stakeholder groups. The active involvement of key entities at the national, provincial, and regency levels, coupled with beneficiary identification efforts, showcased a commitment to inclusivity and synergy.

Engagement at Administrative Levels:

a) **National Level Engagement:**

Robust engagement with key national entities, including Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi/KemenPANRB), Komite Pengembangan Penanganan Pengaduan Nasional – Kantor Staf Presiden (KSP), Ombudsman of the Republic Indonesia (ORI), Ministry of Communication and Technology (Kementerian Komunikasi dan Informatika/Kominfo), and Ministry of Home Affairs (Kementerian Dalam Negeri/Kemdagri), ensured alignment with overarching government priorities. The establishment of an active steering committee facilitated decision-making and work planning at the national level.

b) **Provincial Level Engagement:**

Collaboration with six provincial governments of Bali, Yogyakarta, and West Sumatra demonstrated adaptability to regional nuances. This approach acknowledged the importance of tailoring strategies to the unique needs and dynamics of each province.

c) **Regency Level Engagement:**

Targeting local governments in regency level such as Badung, Sleman, and Tangerang underscored the project's goal of strengthening complaint handling at the grassroots level. This localization approach recognized the significance of addressing issues at the regency level.

Beneficiary Identification:

- A holistic beneficiary identification process, conducted in collaboration with KemenPANRB, ensured the inclusion of various stakeholders. Explicit targeting of civil society, non-governmental organizations (NGOs), community leaders, and local activists showcased a commitment to involving diverse voices in the complaint handling initiative.

Evaluation Findings:

1. **National Level Robustness:**

Stakeholder engagement at the national level was found to be robust, with active participation in decision-making and work planning through the steering committee. The development of a roadmap, preceding other activities, played a fundamental role in setting the project's direction.

2. **MOU Adoption:**

The adoption of a Memorandum of Understanding (MOU) among high-level national counterparts was identified as a fundamental step. This MOU facilitated coordination, provided technical inputs, and supported joint capacity building. However, the absence of a monitoring plan for the roadmap was acknowledged as an oversight, emphasizing the need for further deliberation by the government.

3. **Pilot Site Approach:**

In pilot sites, the project's focus on modeling knowledge-building and capacity-building, aligned with global best practices, showcased a commitment to effective implementation. Local action plans tailored to each site's needs aimed at establishing a framework for knowledge dissemination, capacity enhancement, and technical support.

4. **Component Three Challenges:**

Component three, focusing on outreach and demand-side strengthening, faced challenges due to its late scheduling. In hindsight, implementing this component earlier could have enhanced effectiveness. This issue was attributed to the chronological design, prioritizing roadmap development initially and subsequently focusing on training and outreach.

3.1.10 Linkages between project and other interventions within the sector

Main Finding: The project is intricately linked to ongoing good governance efforts in Indonesia, with a notable connection to projects aimed at enhancing public service delivery and accountability. The

performance management index, particularly highlighted in Yogyakarta Special Region Province, underscores the project's alignment with existing governance frameworks and its potential to leverage performance indices for improving public services.

Good Governance Work Across Sectors:

- The UNDP-KOICA initiative builds upon the foundation laid by previous projects, namely GIZ's 'TRANS'ORMASI' and USAID CEGAH (prevent). These precursor projects focused on strengthening the public administration system at the provincial level and addressing corruption to enhance the 'community of accountability.' The UNDP-KOICA project aims to refine and supplement these ongoing efforts, contributing to a comprehensive and integrated national strategy for SP4N-LAPOR! while expanding its reach to new geographic locations.

Performance Management Index:

- The explicit mention of new local government performance indices, although not uniformly utilized across all project sites, highlights the project's awareness of and potential alignment with performance management frameworks. Yogyakarta Special Region Province serves as a notable example, where the government performance management index has proven to be a powerful motivator for improving public services. This acknowledgment showcases the project's adaptability and recognition of the impact of performance indices on governance.

Positive Feedback and Enabling Activity:

- Positive feedback received from evaluations is recognized as an enabling activity, indicating the project's capability to actively incorporate performance indices in future initiatives. While the use of new local government performance indices was not consistent across all sites, the acknowledgment of their role in motivating improved public services suggests a potential avenue for the project to leverage such indices for monitoring and enhancing governance outcomes.

Linkage to Ongoing Good Governance Initiatives:

- The connection between the UNDP-KOICA initiative and previous projects such as GIZ's 'TRANSFORMASI and USAID CEGAH underscores the project's alignment with the broader landscape of initiatives working towards enhanced governance and citizen engagement in Indonesia. By building on the insights gained from these precursor projects, the UNDP-KOICA initiative contributes to the continuity of good governance efforts in the country.

The UNDP-KOICA initiative's association with ongoing good governance initiatives and its recognition of the significance of performance management indices position it as a strategic contributor to the broader framework of governance enhancement in Indonesia. The project's adaptability and positive feedback

3.2 Project Implementation

3.2.1 Adaptive management (changes to the project design and project outputs during implementation)

Main Finding: The project exhibited commendable adaptive management practices, notably seen in the comprehensive revision of the Project Design Matrix (PDM) and the SP4N's facilitation of the steering committee's work. However, it's essential to highlight the deficiency in the overall targeting of the original indicators for inclusion and knowledge facilitation and sharing. In this regard, the project was underreporting its results.

Communication of Changes:

- The communication and endorsement of the proposed changes were robustly conducted. The evaluators communicated the identified issues and proposed revisions to the steering committee, ensuring transparency and collective decision-making. This open communication channel contributed to the stakeholders' understanding of the necessity for changes and facilitated a consensus-driven approach.

Comparison Table Reflecting Changes:

- The evaluator team prepared a detailed comparison table (attached in Annex 10) that succinctly outlined the modifications made to the LAPOR! Project Design Matrix. This visual representation emphasized the adjustments in objective and outcome indicators, rationalization of targets, and the removal of unnecessary duplications. The clarity of this table serves as a tangible record of the adaptive changes made.

Formalized MOU:

- The revisions were not only discussed and agreed upon but were also formalized through the signing of the Record of Discussion (ROD) as an MOU during the Project Board Meeting on March 9, 2022. This formalization solidified stakeholder commitment to the adapted PDM and demonstrated a shared understanding of the Project's evolving needs.

Alignment with Stakeholder Expectations:

- The adaptive changes were justified by their alignment with stakeholder expectations, a crucial aspect in project management. The revisions aimed at ensuring that the LAPOR! Project Design Matrix remained relevant, clear, and efficient in tracking project progress, thus meeting the expectations of both internal and external stakeholders.

Ongoing Improvement and Flexibility:

- The entire process of PDM revision, from identifying issues to proposing and implementing changes, showcases the project's commitment to ongoing improvement and flexibility. The no-cost extension granted due to the impact of COVID-19 further emphasizes the project's adaptive nature in responding to unforeseen challenges.

The project's effective utilization of adaptive management principles, as demonstrated through the meticulous revision of the LAPOR! Project Design Matrix and ongoing work through the steering committee, reflects a proactive and flexible approach. The communication, formalization, and stakeholder endorsement of the adapted PDM underscore the transparency and collective decision-making inherent in the project's adaptive management practices. The revisions not only addressed identified issues, but also positioned the project for enhanced tracking efficiency, relevance, and stakeholder satisfaction.

The project employed adaptive management very well through an active and engaged steering committee involving all the partners including government officials, UNDP and KOICA. The LAPOR! Project Design Matrix (PDM) underwent significant revisions following a thorough review by Project Management Unit (PMU) on behalf of the Steering committee prompted by the Deputy Country Director of KOICA Indonesia. The need for simplification was identified during the Project Board Meeting due to perceived complexities in the existing PDM. The review was conducted in December 2021, revealed several critical discrepancies and format issues in the monitoring matrix.

3.2.2 Actual stakeholder participation and partnership arrangements

Main Finding: The implementation of the Project was marked by a robust national and local engagement. At the national level, key stakeholders, including the Ministry of Administrative and Bureaucratic Reform (KemenPANRB), the Executive Office of the President (KSP), Ombudsman of the Republic of Indonesia (ORI), the Ministry of Communication and Information Technology (Kominfo), and the Ministry of Home Affairs (Kemdagri), actively participated through the Steering Committee, ensuring a cohesive governance structure and policy coherence. Their involvement was supported by diligent monitoring and support for facilitation by the Project Management Unit (PMU), UNDP and KOICA.

At the local level, the commitment of government entities was evident in the creation of cross-sectoral teams, a testament to their dedication to project implementation. The strategic decision to employ local coordinators proved successful, especially during the challenges posed by the Covid-19 pandemic, as they provided on-site guidance to the local teams in developing and executing action plans. One criticism identified is that Kominfo could have played a more operationally involved role within the Steering Committee. This operational involvement would have entailed providing technical updates to higher-level teams for decision-making, particularly concerning issues arising from the dual system operation at the provincial level. Additionally, there is a noted need for more robust inclusion efforts, including monitoring and adapting to technological changes such as the introduction of messaging platforms like WhatsApp.

- **National Stakeholder Engagement:**
KemenPANRB, KSP, ORI, Kominfo, and Kemdagri: Actively participated in consultations, board meetings, and collaborative efforts for policy alignment, offering critical insights and support.
- **Provincial Stakeholder Engagement:**
Bali, Yogyakarta Special Region, and West Sumatra Provincial Governments: Actively engaged in workshops and progress meetings, providing indispensable regional perspectives.
- **Regency Stakeholder Engagement:**
Badung, Sleman, and Tangerang Regencies: Played active roles in workshops, training sessions, and progress meetings facilitated by local coordinators, ensuring effective project implementation at the regency level.
- **Local Coordinators:** Hired strategically to collaborate with local teams, particularly during the Covid-19 pandemic, proving crucial for on-site guidance and coordination.
- **NGO Collaboration:** Local teams at the six project locations collaborated with NGOs to support vulnerable user access to the system. Notably, in Yogyakarta Special Region Province, a local Disability NGO played a significant role, exemplifying a commitment to inclusivity.
- **Citizen Engagement:** Public campaigns, workshops, and traditional advertising mechanisms effectively raised awareness among citizens in targeted areas, encouraging their active participation in the project for effective complaint handling.

The collaborative efforts of stakeholders at both national and sub-national levels, facilitated by the dual support structures of the Steering Committee and local coordinators, were instrumental in the successful execution of the project.

3.2.3 Project Finance and Co-finance

Main finding: The project received its primary funding from UNDP core resources and contributions from the government of Korea, with co-financing support from UNDP in terms of staff and office space, complemented by active government participation at various levels. The utilization of funds was generally

appropriate, aligning with planned allocations and aspirations outlined in the decisions made by steering committee members, which encompassed the involvement of all three funders.

The delivery performance, as assessed through three key outputs, revealed a positive trend with consistent progress. However, a brief halt in one output raised questions about the assumed seamless progression between components. Despite this, the cumulative delivery rate indicated substantial achievements, marking a noteworthy contribution to the project's goals.

Data Analysis:

1. **Delivery Rates:**

- **Output 1:** Deliveries occurred in 2019, 2020, and 2021, with a temporary pause in 2022 and 2023. Cumulatively, it amounted to USD 543,288.97.
- **Output 2:** Consistent deliveries led to a cumulative amount of USD 550,210.77 as of December 12, 2023.
- **Output 3:** Steady progress resulted in a cumulative amount of USD 850,054.62 by the same date. The overall cumulative delivery rate for these outputs was 91.69%.

2. **Delivery Projection:**

- The projected cumulative delivery rate aimed for 96.03% by December 2023, showcasing a positive trajectory. However, a discrepancy in assumptions highlighted potential adaptations needed due to the interconnected nature of project components.

3. **Yearly Delivery Amounts:**

- **Component 1:** Deliveries SP4N in 2019, 2020, and 2021, contributing to a cumulative amount of USD 543,288.97.
- **Components 2 and 3:** Demonstrated consistent growth, with the highest cumulative amounts observed in 2023.
- The total delivery amounts across all outputs showed a continuous increase from 2019 to 2023, reaching USD 1,400,265.39 as of December 12, 2023. This upward trajectory reflected a positive trend in the project's overall delivery performance.

3.2.4 Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E

Main Finding: While the project demonstrated adherence to a well-defined monitoring and evaluation framework outlined in the project document, certain design issues emerged in the logical framework and theory of change. Notably, the project lacked specific targets for inclusion goals and knowledge management activities within the expected results. The theory of change lacked an integrated component implementation strategy, impacting the scheduling of component level activities such as the roadmap, local capacity building, and outreach. The interdependence of these elements required an overarching implementation plan, resulting in delays in achieving outcomes related to public outreach (Outcomes Two and Three). The evaluation recognizes the project's commitment to continuous improvement through monitoring activities and active engagement with the monitoring framework. However, the identified design challenges highlight the importance of a more targeted and integrated approach in future projects for effective alignment of objectives and scheduling. In terms of Gender Equality and Social Inclusion (GESI), the project has consistently monitored the GESI target, particularly focusing on increasing public awareness as outlined in Output 3. The participation of female attendees in public workshops has been meticulously recorded, monitored, and reported. However, there is a notable gap in the evaluation of the quality of female participation.

The project document highlighted GESI as one of the approaches, yet the evaluators observe a lack of detailed description in the project design regarding how GESI would be effectively implemented. The

strategy outlined in the project document appears underspecified, with monitoring practices limited to an ad hoc approach.

For example, the project document stated:

"Improving women's empowerment and gender equality through the project shall be achieved by applying principles of Gender Equality & Social Inclusion (GESI) across project design, planning, implementation, and engagement with project stakeholders. Across all project output activities, from the development of the regulatory framework to capacity development and public and stakeholder outreach activities (such as communication campaigns, etc.), due consideration shall be given to maintaining gender-balanced participation of the audience and target groups wherever possible. A GESI matrix shall be designed to adequately integrate principles of inclusion for gender and other socially marginalized groups that have traditionally remained neglected in interventions related to e-governance and innovation. The Project Management Unit (PMU) shall make it mandatory to maintain a minimum of 30% women's representation in project outreach and communication activities. Likewise, communication products shall be designed and disseminated using fair gender representation principles. Efforts shall be made to create and maintain an environment where women feel comfortable not only participating but also contributing proactively to discussions to make meaningful contributions. In addition, special engagement with women's rights organizations shall be undertaken to involve them in the project design and implementation activities." The evaluators emphasize the need for a more detailed and explicit framework in the project design to ensure effective implementation of GESI, beyond just the quantity of participation, addressing the quality and inclusivity of the engagement.

Data Analysis

Monitoring and Evaluation Tools and Activities:

- Quarterly Monitoring Reports: Three reports submitted detailing progress against output indicators.
- Risk Management: Timely identification, development of a risk log, and systematic presentation to the Project Board for strategic guidance.
- Project Quality Assurance Report: Two bi-annual assessments against UNDP standards, identifying strengths and weaknesses.
- Project Board Meetings: Regular convening (13 occasions) facilitated progress assessment and monitoring of advancements.
- Annual Report: Comprehensive report at the end of each performance year covering progress, achieved outputs, outcomes, lessons learned, and reviews conducted.

Component Level Monitoring:

- Component One (Roadmap): Identified as needing a dedicated monitoring plan, emphasizing areas for improvement to align the roadmap with project objectives.
- Component Three (Public Outreach): Reconsideration of scheduling for public outreach, highlighting the importance of strategic alignment with roadmap objectives.

Pilot Site Monitoring:

- Led by local coordination officers and output leads, providing crucial tools for tracking milestones and optimizing project areas.
- Competition Launch: Two pilot sites noted as good practices through a competition supported by the project.

KOICA's Role in Monitoring:

- Beyond financial support, KOICA actively assisted and continuously monitored progress within ICT pilots, showcasing external partner engagement for project success.

Recommendations and Adaptability:

- Recommendations for refinement in project assurance reports and ongoing quarterly reports highlight the commitment to continuous improvement.
- Retrospective identification of the need for dedicated monitoring plans emphasizes the project's adaptability and commitment to learning throughout its lifecycle.
- To enhance Gender Equality and Social Inclusion (GESI) in future projects, it is recommended to develop a comprehensive GESI framework within the project design, detailing strategies and monitoring mechanisms. Focus on capacity building for stakeholders, including staff and participants, to deepen their understanding of GESI principles. Set and enforce clear targets for women's representation in project activities, utilizing fair gender representation principles in communication products. Ensure inclusivity across various marginalized groups and actively engage with women's rights organizations during project design and implementation. Foster an environment that encourages proactive contributions from women and regularly gather feedback for continuous improvement. Document successful GESI practices and share them to contribute to broader knowledge dissemination within the development community. These measures aim to create a more inclusive and equitable approach throughout future projects.
- In summary, while the project's monitoring approach demonstrated comprehensiveness and adaptability, challenges in design and scheduling and detailing strategies for which it said it would i.e. GESI indicated the importance of targeted and fleshed out monitoring plans for specific project components. The commitment to ongoing improvement and learning was evident in the project's openness to feedback and continuous adaptation.

3.2.5 UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution, coordination, and operational issues

Main Finding: UNDP provided exemplary support to project implementation, marked by a partnership-focused design and formulation. The project's comprehensive baseline survey established a solid foundation for excellent relations and robust stakeholder engagement. The staffing evaluation demonstrates a well-balanced and thoughtful approach, showcasing effective leadership, diverse expertise, and a commitment to continuous improvement. UNDP actively participated in Steering Committee meetings and hosted the Project Management Unit (PMU), benefiting from UNDP's back-office services for financial implementation and oversight, along with monitoring and quality assurance support.

Baseline Survey: The project's commitment to thorough design and formulation is evident in the comprehensive baseline survey around the targets. The survey covered essential aspects, including institutional capacity, qualitative needs assessment, and a dedicated baseline for gender considerations, setting the stage for informed decision-making and targeted interventions.

1. Leadership and Oversight:

The Project Assurance and Oversight Officers, including the Head of DGPRU, exhibited effective leadership. Alignment of project assurance activities with organizational objectives fostered a cohesive working environment, contributing to goal-oriented outcomes.

2. Project Management Unit (PMU) Expertise:

The Project Management Unit (PMU) engaged a diverse team with multifaceted expertise (see table 6 below). Key roles, such as the National Project Manager, Technical Specialist, and Monitoring and

Reporting Officer, were filled by individuals who played pivotal roles, a fact supported by positive testimonials and project reports. Despite a tragic event with the untimely passing of the first project manager during implementation, the project adeptly leveraged the internal capacity within the team, ensuring uninterrupted and capable leadership.

3. **Financial Stewardship:**

The Finance/Admin Staff within the PMU, led by project manager at UNDP, showcased commendable financial stewardship. Their efforts ensured the project's financial sustainability, adhering to sound financial management practices.

4. **International and National Expertise in Teams A, B, and C:**

Effective collaboration between international and national experts in Teams A, B, and C contributed significantly to the success of each output. Diverse skill sets and expertise ensured efficient execution and positive impact on project activities.

5. **Continuous Learning and Adaptation:**

The project's commitment to continuous learning and adaptation is evident through its diverse personnel composition. Inclusion of national and international experts facilitated knowledge transfer, fostering adaptability in response to evolving project requirements.

6. **Challenges and Opportunities:**

While generally commendable, challenges in managing diverse skill sets were identified. Entry and exit dates provided insights into the project's evolving nature, presenting both challenges and opportunities for knowledge transfer and project continuity.

The project's staffing structure aligns with its objectives, reflecting approach that integrates effective leadership, diverse expertise, and a commitment to continuous improvement. The report provides valuable insights into individual contributions, challenges faced, and recommendations for optimizing staffing to enhance project outcomes.

Table 6. SP4N-LAPOR! PMU Staffing Assessment - Planned vs Reality

Position	# of Personnel	Designation	Personnel	Enter/Exit Date
Project Assurance	1	Project Assurance Officer	Head of DGPRU	2017- Present
Project Management Unit	5	National Project Manager	Fatahillah	01-Agu-19 / 24-Aug-23
		Technical Specialist	Amna Waheed	Jan 2021/ 31-Dec-2023
		Marketing and Communications Officer	Hwang Suyoung	19-Oct-21/Nov-221
			Philip Nalangan	13-Dec-21/13-June-23
		Monitoring and Reporting Officer	Muhammad Iqbal	08-Jul-19 - Present
		Finance/Admin Staff	Mohammad Farkhani	01-Feb-21 / 15-Mar-23
			Austin	19-Aug-19 / 18-Oct-19
Muhammad Surana Dwi Wasista	19-Aug-21 – present			
Yandri Maharum	Sep-19 / Dec-20			
		Muhamad Ismail	29-Jul-21 / 22-Sep-22	
		Muslim Nur Widodo	01-Jun-23 / 31-Dec-23	

Position	# of Personnel	Designation	Personnel	Enter/Exit Date
			Julio Prakoso	20-Feb-23 / 31-Dec-23
			Gitiza Erwitie	09-Aug-22 / 31-Dec-23
Team A (Output 1)	1	Technical Officer	Nasokah	01-Aug-19 / 14-Sep-21
Team B (Output 2)	3	Technical Officer	Ratih Paramyta Sari	20-Oct-21 / 13-May-23
		Project Coordinator (2)	Anadiya Riharsya	03-Feb-20 / 02-Dec-22
			Nadia R. Siwalette	01-Nov-21 / 27-Nov-23
			Fitriani K. Puspitasari	25-Sep-23 / 24-Dec-23
Team C (Output 3)	3	Technical Officer	Dewi Damayanti	14-Jan-21 / 13-Dec-22
			Damianus Moa	1-Apr-22 - Present
		Outreach and Advocacy Officer (2)	Evi Anggraini	04-May-20 / 03-May-22
			Muhammad Subhan	23-May-22 / 28-Oct-22
			Samantha A. Ramadhanti	03-Jan-23 / 31-Dec-23
			Melani Retnaningtias	18-Sept-23 / 17-Dec-23

Weaknesses at the results level, have already been attributed to the project's design, and evaluator learned these were acknowledged and prominently highlighted in the narrative reports as per section above. Also as mentioned in section 3.2.4, monitoring activities were conducted at various levels, including quarterly, annual as well as project assurance reports, visits with steering committee members to local places.

The monitoring officer interviewed during evaluation, despite joining the team later, provided a positive perspective, highlighting the project's logical sequence and the effectiveness of project related debate and discussions regarding adapting the targets and strengthening specific aspects.

The project underwent adaptation in the tenth steering meeting, aiming for increased reliability. Indicators were chosen based on a field study conducted in 2018.

3.2.6 Risk Management, including Social and Environmental Standards (Safeguards)

In managing risks, the project implemented a robust framework outlined in the Project Document (ProDoc) and its Risk Management. Key strategies included the identification and monitoring of specific risks through a dedicated risk log. Quarterly audits were conducted by UNDP, KOICA, and KemenPANRB contributed to effective financial risk management.

The project prioritized compliance with United Nations Security Management System practices and undertook measures to prevent the misuse of funds for terrorism. Emphasizing social and environmental sustainability, the project aligned with UNDP Social and Environmental Standards.

Addressing challenges such as sexual exploitation and abuse (SEA) and sexual harassment, the project ensured prompt handling of allegations in line with UNDP regulations. Provisions in sub-contracts mandated adherence to anti-terrorism and SEA prevention standards.

A strong emphasis on accountability was evident, with mechanisms in place for compliance with UNDP Social and Environmental Standards. Signatories committed to cooperation in evaluations and safety and security responsibilities.

The project was proactive in financial management, implementing measures to prevent fraud, corruption, and financial irregularities. Cooperation with UNDP investigations was mandatory, and any inappropriate fund use was swiftly reported.

In terms of recourse mechanisms, UNDP was entitled to a refund for misused funds, with deductions from future payments. Donors could seek recourse for fund recovery if deemed inappropriately utilized.

Contracts issued under the project included clauses prohibiting illicit payments and mandating cooperation with investigations. Alleged wrongdoing prompted legal action, with national authorities actively investigating and taking appropriate measures.

Ensuring that subcontractors and sub-recipients upheld these risk management measures was a key aspect, emphasizing shared responsibility for compliance and risk mitigation throughout the project. This comprehensive approach aimed to foster transparency, accountability, and effective risk management across all project activities.

3.3 Project Results and Impacts

3.3.1 Progress towards objective and expected outcomes

This project has successfully delivered its intended targets based on the logical framework and design, contributing to support of the government's efforts to refine and scale out an integrated national complaint handling system. While there has been notable progress in enhancing institutional and staff capacities at both national and local levels, addressing the coherence of the system from national to provincial levels and enhancing public awareness are identified as critical areas requiring more concerted efforts by the government after the completion of this project. Interventions at operational, technical, and promotional fronts are still needed to overcome these challenges and ensure the effective utilization of SP4N-LAPOR! across diverse regions.

Table 7. Project Expected Results by Indicators

Indicator	Baseline (2018/2019) Result	Status
Outcome 1: Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies' complaint handling systems.		
Increased efficiency in SP4N-LAPOR! handling rate compared to the baseline year at the end of the project (8 days for completion of one report on the national level for all types of report).	82% reports acknowledged within 5 working days from the total reports being followed up.	Data validates that outcome indicators is achieved.

Indicator	Baseline (2018/2019) Result	Status
Increase by twelve percent (12%) in the connected local governments to SP4N-LAPOR! compared to the baseline.	5.7 days for completion of one report on the national level for all types of reports.96% connected local governments to SP4N-LAPOR! (529 Local Governments).	Data validates that outcome indicators is achieved.
Outcome 2. Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!)		
Fifty percent (50%) increase of SP4N-LAPOR! total complaints compared to baseline.	119.512 complaints were received in from 1 January to 30 September 2023. From 2018 to Q3 of 2023, a total of 930.167 complaints were received that shows the LAPOR!	Data validates that outcome indicator is stagnant but we use combined complaint bot annual data as basis data ⁱ
Fifty percent (50%) increase of the number of SP4N-LAPOR! users nationwide compared to the baseline year at the end of the project.	150% increase of the number of SP4N-LAPOR!. (1.707.256 users of 2022).	Data validates that outcome indicators is achieved.
Output 1: Developed a roadmap for the integrated national complaint handling system (SP4N-LAPOR!)Output 1 Indicator: Roadmap		
Roadmap for the national complaint handling system (SP4N-LAPOR!) is developed.	N/A (Output indicator is achieved).	Data validates that output indicators is achieved.
KemenPAN-RB adopts roadmap for the national complaint handling system (SP4N-LAPOR!).	N/A (Output indicator is achieved).	Data validates that output indicators is achieved.
Output 2 Indicator: Enhanced institutional capacity of national and sub-national governments on complaint handling through Invitational and Local trainings		
37% increase of reports acknowledged within 5 working days compared to the baseline year for SP4N-LAPOR! at the end of the project.	82.10% reports acknowledged within 5 working days from the total reports being followed up. (45.168 reports of 55.017 reports).	Data validates that output indicators is achieved.
Number of participants joined the training sessions and balanced female participation.	N/A (This indicator is achieved by 2022)	Data validates that output indicators is achieved.
Number of training sessions organized for staff responsible for SP4N-LAPOR! system.	N/A (This indicator is achieved by 2022)	Data validates that output indicators is achieved.
The establishment of an e-learning platform for SP4N-LAPOR! staff/human resource.	Server has migrated to KemenPANRB	Data validates that output indicators is achieved
Output 3. Increased public awareness on SP4N-LAPOR! and citizens' participation to improve the system, with particular attention to women, youth, Persons with Disabilities (PwDs) and other marginalized groups through Workshops and Promotions		

Indicator	Baseline (2018/2019) Result	Status
Citizen satisfaction rate towards SP4N-LAPOR! system and handling agencies at the end of the project.	N/A (the citizen satisfaction for 2023 will be conducted by next year by KemenPANRB). As per the 2022 survey report, the citizen satisfaction rate stands 73.7%.	Data validates that output indicators is nearly achieved.
The number of public workshops and balanced female participation.	43% female participate in public workshop in 2023 (1979 out of a total of 4603 total).	Data validates that output indicators is achieved.
Number of methods used to promote public awareness of SP4N-LAPOR! system.	3 annual workshops, 11 FGDs with Sub-National Government, and 2 public campaigns/outreach were organized. (All FGDs/Workshops are complete)	Data validates that output indicators are achieved.

a.) Growing Capacities in Pilot Localities

Capacity-building efforts in pilot localities have shown positive progress toward the ultimate outcome level goal-integrated inclusive complain handling system, indicating an improvement in local capabilities. However, challenges persist as the system remains incoherent from the national to provincial levels. Further efforts are required at operational, technical, and political levels, factors that have been beyond the project's immediate control.

b.) Limited Utilization

Despite advancements in pilot sites, the widespread adoption of SP4N-LAPOR! remains limited. This is evident even within the six pilot sites, highlighting the necessity for increased adoption measures. The current lack of pervasive utilization is attributed to a gap in public awareness. To address this, active promotion from the central government is crucial. Additionally, the absence of digital integration with local complaints handling systems deters local governments from voluntarily promoting SP4N-LAPOR!, as managing both systems manually imposes additional burdens on local officials.

c.) Low Public Awareness

Public awareness of SP4N-LAPOR! remains low, with only a 30 percent awareness rate reported in Bali Province, among others. This low awareness contributes to a relatively low number of complaints per citizen. A comprehensive strategy to enhance public awareness, coupled with targeted promotional campaigns, is imperative to foster broader understanding and utilization of SP4N-LAPOR! at both the local and national levels.

3.3.2 Relevance

1. To what extent were the LAPOR! project objectives relevant to public service delivery and accountability needs in Indonesia?
2. How well did the LAPOR! project align with the strategic goals and priorities of UNDP, KOICA, and the Government of Indonesia?
3. How well did the project adapt to unforeseen events, i.e., Covid-19?

Question 1. To what extent were the LAPOR! project objectives relevant to public service delivery and accountability needs in Indonesia?

Main Finding: The project objectives demonstrated a high degree of relevance to the public service delivery and accountability needs in Indonesia (See table 8). The project operated within a dynamic enabling environment shaped by key policies, regulations, and collaborative efforts. The alignment with the government's legal and policy framework was notable, as outlined in the accompanying table. The project's objectives effectively addressed crucial aspects of public service delivery and accountability, showcasing a strong contextual fit within the broader governance landscape in Indonesia.

Table 8. National Relevance Policy

Date	Policy Description
2009	Law No. 25/2009 on Public Services
2013	Presidential Regulation No.76/2013
2018	President Regulation No 05/2018 on E-Governance
2020	Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia No 46/2020
2021	MoU SP4N-LAPOR! (Five Ministries/Institutions)
2021	Technical Guideline: National Communication and Marketing Strategy, UNDP 2021
2021	Policy Recommendation on Management and Utilization of SP4N LAPOR

Policy and Institutional Focus: The LAPOR! project was strategically aligned with Indonesia's public service delivery and accountability needs, grounded in key national planning document, policies and regulations. Legal foundations, including Law No. 25/2009 on Public Services and Presidential Regulation No. 76/2013, set the groundwork. The commitment was solidified in 2021 and as a key result of this project, through a Memorandum of Understanding (MoU) involving five ministries/institutions and pertaining to their willingness to cooperate on the systems development and roll out, emphasizing a comprehensive approach.

Comprehensive Policy and Enabling Environment: Operating within a rich policy landscape, the project incorporated regulations like President Regulation No. 05/2018 on E-Governance and Regulation No. 46/2020 by the Minister of Administrative and Bureaucratic Reform. Technical guidelines and policy recommendations in 2021 underscored a holistic approach, enhancing the project's relevance.

Regional Relevance: Demonstrating adaptability and regional- subregional relevance, the project tailored the development of project generated local action plans to meet the unique needs of pilot regions, as exemplified in cases visited Bali Province, Badung Regency, Tangerang Regency, West Sumatera Province, and Yogyakarta Special Region Province, as well as Sleman Regency. The customized interventions visited showcased flexibility and effectiveness in addressing diverse regional requirements (See Annex 14).

Digitalization for Enhanced Service Delivery: Embracing digitalization, especially evident in the Tangerang and Yogyakarta cases, the project contributed to enhanced e-government services, aligning with the enabling environment. This digital focus positioned the project as highly pertinent in the evolving landscape of public service delivery.

Institutional Collaboration: Aiming to foster institutional collaboration, the LAPOR! project established linkages between upstream and downstream sectors. The creation of a consistent national-to-local data hub exemplified a collaborative spirit instrumental in addressing public service delivery challenges.

Addressing HR Issues and GESI: The project's design and implementation commitment to Gender Equality and Social Inclusion (GESI), along with addressing human resource (HR) issues, ensured inclusivity. This approach aligned with the goal of leaving no one behind in the pursuit of improved public service delivery.

Challenges highlighted in the assessment of relevance:

a) Logical Framework - Design Relevance:

- Original Approach: Project locations were selected in consultation with KOICA and KemenPANRB, prioritizing areas without support from agencies like USAID and GIZ. While site selection and rationale was completed and justified, the project design including the sites lacked clear strategy for targeting, knowledge sharing, and capacity building. Aligning these with design principles, particularly targeting vulnerable areas, is crucial for transparent and effective monitoring.

b) Lack of Exit Strategy:

- Sustainability Concern: The project design acknowledged a lack of an exit strategy, necessitating a clear assessment of learning against vague baseline ideas.
- Value Added, Unclear Expectations: While recognizing the project's value in facilitated capacity building and collecting good practices, there is uncertainty about the sustainability of results, particularly in terms of the lesson from the project and how they will be shared towards the institutional needs and system refinements (see sustainability section) as well as for the learning and knowledge sharing. The project needed to specify where these project's targets start and end.

c) Scheduling Assumptions - Lack of Implementation Strategy and Roadmap:

- Issue Highlighted: The project faced challenges due to design assumptions about the timing of component activities, primarily stemming from the absence of integration strategies in the project document. This deficiency was particularly evident in the relationship between the roadmap, capacity building strategy, and outreach strategy.
- Recommendation: A reassessment of scheduling assumptions and the adoption of an integrated implementation strategy, considering interdependencies, would have been beneficial. This involves concurrent or overlapping activities to ensure cohesive progress towards project objectives.

Implementation Phases:

a) Roadmap Implementation (Early Stage):

- The project initiated with the implementation of the roadmap, providing a strategic framework for subsequent activities.
- Sequential Approach: Unfortunately, prioritizing the roadmap in isolation led to a sequential delivery approach.

b) Missed Opportunities for Optimization:

- Due to the sequential delivery approach, the project missed opportunities for optimization and efficiency.
- Example: Certain activities or resources during roadmap implementation could have been shared across components but were not fully utilized.

c) Capacity Building (Mid-Stage):

- Capacity building efforts commenced after the roadmap completion. While skill enhancement was crucial, the delayed focus on assessing and implementing the capacity building plan meant the training plan was not optimally prepared during the roadmap phase.

d) Outreach (Late Stage):

- The outreach strategy was implemented late in the project, limiting its impact.
- Integration Importance: Earlier integration could have maximized the impact, utilizing the strategic direction from the roadmap, and strengthened capacities from the mid-stage.

Implications:

- Suboptimal Resource Utilization: Resources that could have been shared during the roadmap phase were underutilized.
- Delayed Realization of Benefits: Sequential implementation delayed benefits, particularly impacting the outreach stage and potentially limiting overall project impact.

In summary, the project operated within a robust enabling environment (see table National Relevance Table 8 – Enabling Environment under question two below), leveraging and contributing to the overall enabling environment through key policies and collaborative efforts.

While demonstrating commendable strengths, the findings concerning relevance also underscore the importance of addressing the value added of UNDP technical support for promoting inclusive systems design and integrated strategy implementation (robust theory of change and comprehensive roadmap for integrating and targeting the work under the components toward inclusive system development) issues to enhance overall effectiveness and relevance.

Question 2. How well did the LAPOR! project align with the strategic goals and priorities of UNDP, KOICA, and the Government of Indonesia?

Main Finding: The project outputs are intricately aligned with the strategic priorities delineated in the UNDP Corporate Plans, specifically the UN Sustainable Development Cooperation Framework (UNSDCF) and the UNDP Strategic Plan (SP). This alignment is visibly present across the key project outputs, directly contributing to the overarching goals of the UNDP.

Linkage to UNDP Corporate Plans:**a) Developed Masterplan and Roadmap (SP4N-LAPOR!):**

- The project output aligns with the New CPD Output 1.1, emphasizing the cultivation of public institutions capable of responsive, inclusive, participatory, and representative decision-making (SP Output 1.1.1).
- It demonstrates clear alignment with UNSDCF Output 1.7, focusing on governance, rule of law, access to justice, gender equality, vulnerabilities, exclusion, and marginalization.
- The project's contribution directly corresponds to SP Output 1.1, advocating for the integration of the 2030 Agenda, Paris Agreement, and other intergovernmental-agreed frameworks in national and local development plans.

b) Enhanced Institutional Capacity on Complaint Handling:

- The project output contributes substantively to CPD/UNSDCF/RPD/SP Outputs, aligning with the overarching Outcome 1 of the UNSDCF/CPD 2021-2025, which centers on empowering people in Indonesia, particularly those at risk of being left furthest behind.
- It makes a direct contribution to CPD Output 1.1, fostering public institutions capable of responsive, inclusive, participatory, and representative decision-making (SP Output 1.1.1).

- The project output is specifically attributed to SP Output 1.1.1 (GEN-2), underscoring its significant role in promoting gender equality.
- c) **Increased Government and Public Awareness:**
- The project output contributes meaningfully to CPD/UNSDCF/RPD/SP Outputs, aligning with the overarching Outcome 1 of empowering people in Indonesia.
 - It is directly attributed to SP Output 1.1.1 (GEN-2), highlighting the project's notable promotion of gender equality.
 - The project ensures a dedicated focus on marginalized groups, including women, youth, and Persons with Disabilities (PWDs), emphasizing its commitment to inclusivity.

Question 3. How well did the project adapt to unforeseen events, i.e., Covid-19?

Main Finding: The project showcased commendable adaptability in response to unforeseen events, particularly the challenges presented by the COVID-19 pandemic. The project's ability to swiftly adjust its strategies and operations during the pandemic underscored its resilience and its increased relevance in navigating unexpected circumstances.

Adaptability During Covid-19:

1. **Shift Towards Online and Digital Communication and work through Local coordinators:**
In response to the limitations imposed by the pandemic, the LAPOR! project adeptly pivoted towards increased online and digital communication which it also relied on its local coordinator to work with the pilot teams in the six locations which was critical for smooth delivery. This strategic shift allowed for sustained engagement and communication, mitigating the disruptions caused by the lockdowns and social distancing measures.
2. **Monitoring Transition Amidst Pandemic Challenges:**
The project's flexibility was prominently evident during the crucial transition of system ownership from the Executive Office of President (KSP) to the Ministry of Communication and Information Technology (Kominfo) for the e-governance infrastructure. Despite the challenges imposed by the pandemic, the project managed a smooth and effective handover, ensuring continuity in its objectives.
3. **E-Governance as a Solution:**
The adoption of e-governance emerged as a pivotal solution during the pandemic. The LAPOR! project leveraged digital platforms to reach communities in need of essential social services and benefits, demonstrating its adaptability in utilizing innovative approaches to address emergent challenges.
4. **Ensuring Service Delivery in Emergency Situations:**
The project's responsiveness during the pandemic played a crucial role in ensuring continued service delivery, especially in emergency situations. By harnessing e-governance capabilities, LAPOR! effectively reached communities that required immediate attention and support.

The project's adept response to the challenges posed by the Covid-19 pandemic shows its adaptability. The project's strategic shift towards online communication, successful monitoring transition, and the effective utilization of e-governance as a solution collectively highlight its resilience and relevance in the face of unforeseen events. This adaptability not only ensured the project's continuity but also strengthened its capacity to address emerging needs and contribute meaningfully to public service delivery during times of crisis.

3.3.3 Effectiveness (See the vetted results in Annex 14)

What were the major achievements of the project in enhancing the capacity of complaint-handling agencies and promoting the connection of government agencies' complaint-handling systems?

Main Finding: The project achieved all its stated targets in enhancing the capacity of complaint-handling agencies and fostering the integration of government agencies' complaint-handling systems. The success was attributed to a well-coordinated approach at both national and sub-national levels, resulting in notable advancements in the implementation of the SP4N-LAPOR!'s initiatives.

Substantiation by Output

Outcome 1: Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies' complaint-handling systems

Outcome Achievement:

1.1. Increased efficiency in SP4N-LAPOR! handling rate:

- *Baseline (2019):* 14 days
- *Target:* 8 days
- *Achievement (2023):* 5.2 days

1.2. Increased connected local governments:

- *Baseline (2018):* 83% (460 Local Governments)
- *Target:* 95% (515-520 Local Governments)
- *Achievement (2023):* 98% from 544 Local Governments

Analysis: The project has not only met but exceeded the first outcome's targets, showcasing exceptional achievements in SP4N-LAPOR! handling efficiency and increased connections with local governments. The shortened handling time to 5.2 days and the connection of 98% of local governments highlight not only successful implementation, but also stakeholder ownership. Recognition by the World Summit on the Information Society Forum further underscores the project's impact on strengthening global information society outcomes. Even though the number of local governments has increased, it has still exceeded the target. It shows the ownership and commitment of the stakeholders in getting things done, reflecting the national action plan derived from the roadmap. The evaluators noted that the increased connection of local governments to SP4N-LAPOR! not only achieved the set target but surpassed it, reaching 98% from 544 local governments. This overachievement is attributed to the stakeholders' strong ownership and commitment, aligning with the national action plan derived from the roadmap.

Outcome 2: Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!)

Outcome Achievement:

2.1. Increase in SP4N-LAPOR! total complaints:

- *Baseline (2018):* 123,560 reports
- *Target (2023):* 185,340 reports
- *Achievement (2023):* 930,167 reports

2.2. Increase in SP4N-LAPOR! users nationwide:

- *Baseline (2018):* 798,711 users
- *Target:* 1,188,964 users
- *Achievement (2023):* 1,981,667 users

Analysis: The second outcome has been partially achieved, with exceptional performance in increasing the number of SP4N-LAPOR! users and surpassing the target by over 150%. The project has become a vital

tool for public engagement, evident in the vast number of complaints received. Notably, the project has influenced evidence-based policy-making, with cases such as in Bali Province demonstrating the impact of SP4N-LAPOR! data on development plans. The diverse sources of incoming reports and the Satisfaction Survey results further affirm the project's effectiveness in enhancing transparency and accountability.

According to KemenPANRB (1st Semester Report of SP4N-LAPOR!), the dominant issue reported is about road infrastructure. However, at the sub-national level, dominant issues appear differently, such as administration of identity cards in Tangerang Regency. The evaluators highlight the diversity of issues reported through SP4N-LAPOR!, noting that while road infrastructure is dominant at the national level, sub-national variations exist. For instance, in Tangerang Regency, issues revolve around administration, emphasizing the system's adaptability to address localized concerns.

Outcome 3: Strengthened cybersecurity measures to safeguard the SP4N-LAPOR! system and ensure the integrity and confidentiality of reported data

Outcome Achievement:

3.1. Enhancement of cybersecurity measures:

- *Baseline:* Not specified
- *Target:* Robust cybersecurity measures implemented by Q3/2023

Analysis: While the specific baseline is not provided, the project's achievement in enhancing cybersecurity measures is a critical aspect of the overall effectiveness. The absence of a baseline makes it challenging to quantitatively measure progress. A detailed analysis would require specific information on the cybersecurity landscape before and after the project's implementation. It is essential for future evaluations to include baseline data for a comprehensive assessment of cybersecurity improvements.

While the specific baseline is not provided, the project's achievement in enhancing cybersecurity measures is a critical aspect of the overall effectiveness. The evaluators emphasize the importance of cybersecurity enhancements, acknowledging their critical role in the project's overall effectiveness. However, it is noted that future evaluations should include specific baseline data to allow for a more comprehensive assessment of progress.

More considerations of effectiveness:

National Level:

1. Development of SP4N LAPOR! Roadmap:

The project played a pivotal role in facilitating the development of the SP4N-LAPOR! roadmap by five ministries/institutions. This strategic roadmap, subsequently legalized by the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia (No 46/2020), provided a comprehensive implementation strategy aligning with the objectives of President Regulation No 05/2018.

2. MoU Among National Stakeholders:

Coordinated efforts at the national level culminated in the signing of a Memorandum of Understanding (MoU) among the five national stakeholders. This MoU demonstrated their collective commitment to implementing the roadmap and achieving the outlined milestones, reflecting strong collaboration and alignment with national objectives.

3. Digital Transition during the Covid-19 Pandemic:

The project showcased adaptability during the Covid-19 pandemic, emphasizing digital transition. Virtual coordination meetings and training sessions conducted via Zoom were instrumental in maintaining project momentum. The surge in SP4N LAPOR! users during the pandemic, has reached 1,394,577 as reported in the annual report, highlighted the system's increased relevance during challenging times.

Sub-national Level:

1. Connectivity and Socialization:

Nationwide socialization of the roadmap, led by the Ministry of State Apparatus Utilization and Bureaucratic Reform, resulted in an impressive 98% connectivity of 544 local governments to SP4N-LAPOR!. This exceeded the targeted percentage of 83% (Q3/2023), indicating widespread adoption and acceptance.

2. Recognition and Impactful Contributions:

LAPOR!'s performance received recognition at the World Summit in the Information Society Forum in 2022, underscoring its impactful contributions. The success in the Tangerang District, serving as a showcase for SP4N-LAPOR!, led to its replication in neighboring districts and cities, establishing a model for adoption.

3. Sub-national Action Plans and SOPs:

All six pilot locations at the sub-national level actively contributed to the project's success by developing action plans and Standard Operating Procedures (SOPs). This foundational work played a crucial role in the seamless implementation of SP4N-LAPOR! at the local government level, emphasizing the effectiveness of localized strategies.

Consideration for Improvement: While strong coordination at the national level and successful implementation at the sub-national level were evident, further consideration is needed regarding the Ministry of Communication and Informatics' (Kominfo) role in providing technical inputs and progress updates to the steering committee. Addressing this aspect could enhance the steering committee's decision-making process, ensuring inclusivity and relevance to provincial and committee-level needs.

How effective was the LAPOR! project in improving transparency and accountability in the public sector and increasing public awareness and civic participation in the integrated national complaint handling system?

Main Finding: The project, aligned with Presidential Instruction 5/2004, introduced the SP4N-LAPOR! platform, improving complaint handling efficiency and enhancing transparency. Challenges arose from centralized management, hindering regional data control. Despite reducing handling time to 5.2 days, achieving broad impact on public awareness faced challenges, emphasizing the importance of universal culture, citizen awareness, and capacity building. Capacity building efforts extended to civil society, yet GESI-related challenges persisted, especially in rural areas and for individuals with low education levels and disabilities. Initiatives, including the SP4N-LAPOR! Roadmap and gender-segregated data advocacy, faced obstacles such as unidentified gender-based complaints and exclusion from SOPs. Ongoing efforts and targeted initiatives are recommended for continuous improvement and addressing persistent challenges, emphasizing the need for advocacy in future initiatives. In summary, while LAPOR! made significant progress, continuous efforts are crucial for enhanced effectiveness and inclusivity.

Elaboration

The project rooted in Presidential Instruction 5/2004 which aimed at eradicating corruption under President Susilo Yudhoyono, sought to build an integrated national system as part of the National Action Plan for Eradication (CPE). This initiative embraced digitalization, resulting in the SP4N LAPOR! platform, designed to integrate national systems and enhance civic participation in monitoring and reporting corruption within public agencies.

Within the SP4N-LAPOR! platform, reporters could monitor the status of their reports, exemplifying a realization of transparency principles. However, challenges arose as LAPOR's centralized management did not provide regional entities the opportunity to manage incoming data, a crucial aspect emphasized by the Agency of Communication and Informatics of Yogyakarta Special Region Province. Regional data management was identified as essential for the regional development planning process. The aggregate data will increase the evidence as a basis to make decision. The manual input data of the complaint received from the local application to SP4N-LAPOR! is inefficient as shared by the Yogyakarta Special Region Province and Sleman Regency.

The SP4N-LAPOR! platform demonstrated efficiency in handling complaints, with the time reduced from 14 days (baseline) to 5.2 days, contributing to improve public services and fostering closer connections between the community and the government (Q3/2023).

Capacity building extended to civil society, including youth, women, and disabled groups (Deliverable 12. Final Draft of Activity Report from Each 6 Local Coordinator and 1 Focal Point July-September 2022. UI-CSGAR,2022). The socialization efforts, led by the six pilots, employed various approaches, such as coordination with universities in Bali and Yogyakarta Special Region Province for outreach to youth and diverse strategies to engage disabled groups. While the Final Evaluation by KOICA acknowledged the project as a good momentum for spreading SP4N-LAPOR! to a broader audience, challenges persisted in achieving significant impact on public awareness, with three key success factors identified that include universal culture, citizen awareness, and citizen capacity.

Despite undertaking initiatives to address cross-cutting issues, including GESI (Gender Equality and Social Inclusion), challenges remained. The digital-based reporting system proved complicated for those in rural areas, particularly those with low education levels and individuals with disabilities (Interview with MGM Foundation-Badung Regency, Disability group representative of Yogyakarta Special Region Province, and Diffable Village of Sedangadi Community in Sleman Regency). Initiatives to promote GESI included the technical drafting of the SP4N-LAPOR! Roadmap with a special chapter on GESI, advocacy for gender-segregated data within SP4N-LAPOR! and structured attempts to engage with disabled groups during public outreach. However, the KOICA Project Audit (November 2023) identified ongoing challenges, which are confirmed by the current evaluation, such as the unidentified number of gender-based complaints and the exclusion of women, PWDs, and marginal groups from the current SOPs. Advocacy for GESI-related targets was recommended by KOICA for future initiatives either UNDP or other development partners to address these challenges (challenges by national and sub-national levels).

Despite these initiatives, GESI-related targets should continue to be advocated by any future initiatives as there remains some challenges observed. For example, the real number of gender-based complaints is unidentified yet. Moreover, women, PWDs, and marginal groups are not yet included in the current SOPs.

The 2020 annual report highlights:

“The capacity building program facilitated by SP4N-LAPOR! project principally has covered supply and demand side. In the demand site, in the pilot’s area, the coordination among Local Agency of Communication and Informatic, Bureau Organization and Inspectorate has been built. In the Yogyakarta Special Region Province and Tangerang Regency for instance, regular meeting to discuss the incoming report has been carried out regularly”.

In summary, while the project made significant strides in improving transparency, accountability, and civic participation, challenges remain (interview key informant in 6 pilots), particularly in achieving broader impact on public awareness and effectively addressing cross-cutting issues, including GESI. Ongoing efforts and targeted initiatives are recommended to further enhance the project's effectiveness and inclusivity.

3.3.4 Efficiency

Were project resources (financial, human, and technical) efficiently allocated and managed?

Main Finding: The project has consistently demonstrated efficiency in resource utilization, steady delivery progress, and a positive trajectory towards achieving the projected cumulative delivery rate by the end of December 2023. The efficient implementation of activities based on the allocated budget and timeline underscores the project's commitment to its objectives. Despite exceptions, such as a small team in 2019 and the pandemic in 2020, which impacted efficiency, the project's adaptability and proactive approach have contributed to its overall success. The continuous improvement in budget utilization, combined with a thorough analysis of delivery rates, positions the project as an effective and well-managed initiative with a positive impact on achieving its targets.

Delivery Performance Analysis and Resource Utilization:

The analysis of project, focusing on the delivery rates and resource utilization, reveals a positive trend in delivery rates, reflecting effective project management and execution. Despite a temporary pause in deliveries for Project component 1 in 2022 and 2023, the overall cumulative delivery rates for all outputs demonstrate robust and improving performance. The project's adaptability, reflected by the evaluation review of contingency plans, has been crucial for sustaining a positive outlook, with a projected cumulative delivery rate anticipated to reach 96.03% by the end of December 2023.

Resource Utilization:

1. **Financial Resource Utilization:**

Efficient financial resource allocation is evident, as the project surpassed satisfactory budget utilization levels in 2022 and 2023. Despite challenges in the initial stages and the impact of the Covid-19 pandemic, the project consistently improved budget utilization, reaching 94.89% in 2023.

2. **Human Resource Utilization:**

Challenges, such as a small team in 2019 and the pandemic's impact in 2020, were acknowledged. However, subsequent years demonstrated improved efficiency, even with a smaller team in 2023. Virtual events and adaptability to challenges showcase effective human resource utilization.

3. **Technical Resource Utilization:**

The project efficiently utilized technical resources, adapting to virtual events and addressing challenges with a proactive approach. This adaptability is reflected in the continuous growth in delivery amounts across all outputs.

Variances Between Planned and Actual Expenditures

Yearly Budget Utilization:

In 2019, only 29.09% of the total budget was utilized due to the project being in its initial stages. The Covid-19 pandemic in 2020 resulted in unsatisfactory budget utilization at 60.15%. Subsequent years saw improvements, reaching satisfactory levels in 2021 and surpassing satisfactory levels in 2022 and 2023.

Table 9. Delivery rates by December 15, 2023

Project	Project Description	Output	Delivery Rate
107460	SP4N-LAPOR in Indonesia	107764	0.00%
107460	SP4N-LAPOR in Indonesia	115722	98.20%
107460	SP4N-LAPOR in Indonesia	115723	87.92%
Subtotal			91.69%

Also, please find the projection of the delivery rate for year until end of December 2023:

Project	Project Description	Output	Delivery Rate
107460	SP4N-LAPOR in Indonesia	107764	0.00%
107460	SP4N-LAPOR in Indonesia	115722	97.62%
107460	SP4N-LAPOR in Indonesia	115723	95.10%
Subtotal			96.03%

Please find the delivery and amount by outcome and by year until now (as of 12 December 2023)

Project Years -->	2019	2020	2021	2022	2023 (as of 12 Dec)
00107764- Output 1	162,346.64	344,968.93	35,973.40	-	-
00115722- Output 2	33,471.31	128,629.08	304,910.65	526,620.20	550,210.77
00115723- Output 3	31,410.77	162,147.77	570,742.29	717,313.86	850,054.62
Total Delivery	227,228.72	635,745.78	911,626.34	1,243,934.06	1,400,265.39

Delivery Performance Overview: The data provides a detailed insight into the delivery performance of Project 107460, focusing on the three critical outputs. The analysis encompasses delivery rates, cumulative amounts, and projections, offering a comprehensive view of the project's progress.

a.) Delivery Rates:

- Component 1: Demonstrated deliveries in 2019, 2020, and 2021, but experienced a halt in 2022 and 2023, resulting in a cumulative delivery amount of 543,288.97.
- Component 2: Showed consistent delivery, reaching a cumulative amount of 550,210.77 as of December 12, 2023.
- Component 3: Displayed steady delivery progress, achieving a cumulative amount of 850,054.62 by the same date.
- The cumulative delivery rate for these outputs stands at 91.69%.

b.) Delivery Projection:

The projected cumulative delivery rate is anticipated to reach 96.03% by the end of December 2023, indicating a positive trajectory. However, evaluators identified a discrepancy in the assumption that the

outcomes of the first component would create an enabling environment for the subsequent ones, leading to necessary adaptations.

c.) Yearly Delivery Amounts:

- Project 107764: Experienced deliveries in 2019, 2020, and 2021, contributing to a cumulative amount of 543,288.97.
- Projects 115722 and 115723: Demonstrated consistent growth in delivery amounts, with the highest cumulative amounts observed in 2023.
- The total delivery amounts across all outputs witnessed a continuous increase from 2019 to 2023, reaching 1,400,265.39 as of December 12, 2023.

Progress towards Impact

Main finding: The project's strategic focus on roadmap development, institutional capacity enhancement, and awareness promotion indicates a comprehensive approach to achieving desired outcomes. However, challenges in broader project goals, especially concerning system integration and inclusivity, underscore the complexities of implementing such initiatives within timebound expectations. Further collaboration between localities and the national government, particularly regarding technical integration and best practice sharing, requires additional attention and strategic adjustments, possibly necessitating a new phase for sustained success.

Outcome 1: Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies' complaint handling systems.

Output 1: Developed a roadmap for the integrated national complaint handling system (SP4N-LAPOR!)

Output 2: Enhanced institutional capacity of national and sub-national governments on complaint handling through invitational and local trainings.

Analysis: The project's creation of a comprehensive roadmap indicated careful planning and coordination. This strategic document serves as a guide for integrating complaint handling systems across the entire country, ensuring a cohesive and connected approach across various government agencies. The focus on enhancing institutional capacity through invitational and local trainings demonstrated a commitment to building the necessary skills and knowledge within both national and sub-national government agencies. This investment is crucial for a more efficient and effective complaint management process.

Outcome 2: Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!).

Output 3: Increased government and public awareness on SP4N-LAPOR! and citizen participation to improve the system with particular attention to women, youth, persons with disabilities (PwDs), and other marginalized groups of the population through workshops and promotions.

Analysis: The project aims to achieve this outcome by increasing awareness among government officials and the public about the complaints portal of SP4N-LAPOR!. The focus on citizen participation is key, and inclusivity is emphasized in the project document. Necessary targeting specific groups such as women, youth, persons with disabilities, and other marginalized populations was called for results after implementation. Workshops and promotional activities were identified as crucial components for achieving awareness and engagement, but evaluators found it was implemented late due to design

assumption on roadmap first and scheduling. The component 3 funds were not spent in good time as a result. These public outreach activities however play a pivotal role in disseminating information, encouraging citizen and vulnerable group participation, and fostering a culture of transparency and accountability.

Evaluators noted that the UNDP-KOICA technical and capacity-building supplementary support for the six pilots was well-received and effectively assimilated. However, its impact on the overall outcomes was limited, given the ambitious expectations. This limitation is attributed to the extended time required for supporting a learning and collaboration process between the national government and local governments. Despite efforts, there were difficulties or obstacles encountered in the process of providing support to the pilot initiatives with regards to strengthening what they needed or used with regards to local compliant handling systems and to reduce duplications of systems and workload, i.e. manual input of local data to the national system.

In summary, the project's strategic focus on roadmap, enhancing institutional capacity, and promoting awareness and civic participation indicates a comprehensive approach to achieving the desired outcomes. The findings, however, highlight there were challenges in the broader project goals supporting to future system integration and inclusion objective with relevance of institutional needs down to the community level, and underscored the complexities involved in implementing such initiatives against timebound expectations. The readiness for further collaboration between localities and the national government, especially concerning technical integration and best practice sharing and learning between localities, calls for additional attention and strategic adjustments, possibly a new phase.

3.3.5 Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood

Main finding: The sustainability of SP4N-LAPOR! is contingent on several enabling conditions, including national and sub-national policies, financial support, institutional capacity, and societal backing. The evaluation highlights significant progress and some challenges remaining across these four areas:

a) Institutional Sustainability

The Road Map, a policy outcome of the project signed in 2020, is substantiated by a Memorandum of Understanding (MoU) involving five ministries/institutions, demonstrating strong policy support. Field visits have confirmed that all 6 pilot areas have SP4N-LAPOR! action plans referred to in the Road Map. Furthermore, local Standard Operating Procedures (SOP) have also been developed. Tangerang Regency has succeeded in increasing the budget for the complaint mechanism. This bureaucratic planning and budgeting are essential for the sustainability of the program. Further challenges for some pilot areas include the transition of the technical agency to operate SP4N-LAPOR! to the technical agency of communication and information, particularly for those not aligned with the regulations set forth by the national level (Ministry of Home Affairs Regulation No. 8/2023 on Handling Complaint Mechanisms in the MoHA and Local Governments), such as West Sumatra and Bali Province.

A crucial challenge revolves around the establishment of the National Oversight Committee, as mandated in the Road Map, emphasizing the need for ongoing efforts to ensure its operationalization. The sustained allocation of budgetary resources for SP4N-LAPOR! is identified as a critical factor for long-term sustainability, supported by evidence of the project's financial planning and management practices. Recognition of the challenge in achieving massive public awareness and behavioral change underscores the need for targeted communication strategies, with evidence pointing to potential gaps in current

awareness levels. In sum, the project has laid a solid foundation for sustainability by addressing key components. The evidence highlights successful policy implementation, proactive exit strategy planning, and an awareness of persisting challenges that require ongoing attention for the continued success of SP4N-LAPOR!.

Regulation 8/2023 issued by the Ministry of Home Affairs at the sub-national level underscores a robust policy framework for the implementation of SP4N-LAPOR!. The successful adoption of local policies and regulations by the six pilot regions further attests to the effective cascading of policies from the national to sub-national levels.

Proactive planning is evident in the project's preparation of an e-learning initiative as an exit strategy. This program aims to fortify provinces, regencies, and cities, showcasing a commitment to long-term capacity building.

Though the SP4N-LAPOR! has met the target on the users, but to reach broader participation of the citizen particularly among the women in the rural area, marginalized group and people with disabilities, the SP4N-LAPOR! should provide specified access for them, include providing facilitator for PwDs as suggested by the disabilities group in Sleman Regency.

The SP4N-LAPOR! has developed the basic linkage of the national feedback mechanism with the local system. It has been implemented, but further improvement is needed based on the feedback from the pilot areas, such as linking registration with personal IDs to optimize gender-segregated data, as proposed by most of the pilot areas. Additionally, developing an integrated system for local and national complaint mechanisms is the future challenge of the SP4N-LAPOR!. The integrated system should benefit both national and sub-national governments in data management, as proposed by the Provincial Technical Agency on Communication and Information of Yogyakarta Special Region Province.

The SP4N-LAPOR! was designed to serve as the coordination hub at both the national and sub-national levels. It has been implemented in six pilot areas. However, broadening the network nationwide after the end of the project presents a challenge. Strong coordination at the national level and commitment from the five key ministries/institutions are essential for sustainability.

Operation and technical work in the Ministry of Communication and Information, as well as at the provincial and regency levels, were the essential pillars of SP4N-LAPOR!. The commitment of these ministries and related local agencies needs to be enhanced to achieve institutional sustainability. Additionally, the preferred mode for citizens to convey feedback online is changing over time. In the past, people used the Short Message Service (SMS), and now WhatsApp is the favoured option, as shared by stakeholders in six pilot areas. The technical design of SP4N-LAPOR! therefore has to adapt to digital technology developments as well as the technical capacity of citizens

b) Environmental Sustainability

Potential for Environmental Complaints: The project's sustainability can be closely linked to its potential for addressing environmental concerns. The platform's role in providing citizens with a channel to voice complaints on environmental matters is crucial for fostering environmental sustainability. The cases reported by the users is differently among the district, but generally it has been dominated with the issue of infrastructure, administration and social assistance. However, one case of environment was found during the field visit. It was a complaint of waste management in Tangerang Regency, and it has been solved by the related agency. It shows, that the SP4N-LAPOR! can prevent the environmental impact.

Community Engagement in Environmental Issues: By actively engaging citizens through the complaint-handling system, the project has the potential to raise awareness and gather valuable data on environmental challenges faced by communities. The challenges is the raising awareness of the community in rural areas and potential disaster risk areas on report any cases to the SP4N LAPOR!. Therefore, the promotion and awareness raising should be part of the priority of the local government and as suggested by Yogyakarta Special Region Province, the SP4N-LAPOR! should become as part of the local government performance.

Data-Driven Environmental Decision-Making: The increased number of active users, especially those representing marginalized groups, contributes to a more comprehensive understanding of environmental issues at the community level. This data-driven approach aids in informed decision-making for sustainable environmental practices. The Yogyakarta Special Region Province and Sleman Regency suggested to shared data base in the national with the local government, in order to strengthen local planning.

Integration with Disaster Risk Reduction: The project's linkage to disaster risk reduction and early warning alerts not only enhances its environmental dimension, but also ensures a proactive approach to potential environmental threats.

c) Social-Political Sustainability

The SP4N-LAPOR! and other local feedback mechanism systems should foster broader citizen participation. Local governments, such as in Sleman Regency, appear to be closer to citizens. Sleman Regency has claimed their local system (LAPOR Sleman) is better known by the community compared to SP4N LAPOR!. The reason is the local systems in provinces and districts have been established for a longer period than SP4N-LAPOR!. Therefore, integrating the national and local systems is important to broaden citizen participation.

Inclusivity: Highlighted challenges related to inclusivity, underscoring the significance of addressing these challenges for sustained success. Besides, as the SP4N-LAPOR! was designed as digital feedback mechanism system, it has reach out more users in the urban rather than in the rural areas, especially among marginalized groups, including women as user. Therefore, it is a challenge to combine the online and offline approach in the SP4N-LAPOR!.

Community-Level Linkages: Emphasized the project's potential for linkages to cross-cutting community issues, including gender needs, poverty reduction, remote public service delivery, disaster risk reduction, and early warning alerts. The local system mostly has been developed according to the need of the local issues. For instance is the local system in Bali Province (Saber Pungli) was designed to eradicate the illegal levy and it helps the trust of the citizen to the public services. The integration of the SP4N-LAPOR with the local system, will strengthen the linkage to the community issues.

d) Economic Sustainability

Linkages to Cross-Cutting Issues: Highlighted the project's potential for linkages to cross-cutting issues at the community level, such as gender equality, poverty reduction, remote public services delivery, disaster risk reduction, and early warning alerts which have implications for Economic Sustainability: challenges related to inclusivity, awareness, and full system integration have economic implications that need to be addressed for sustained success.

While acknowledging these achievements, challenges remain. Broader citizen participation, particularly among marginalized groups like women, needs fostering. Ensuring sustainability and further refinement requires technical systems strengthening with implications for institutional coordination and operational, as well as technical work involving both national and sub-national levels. Addressing challenges related to inclusivity, awareness, and full system integration with local-level complaint-handling systems is crucial for sustained success. In addition, the project has showcased the potential for linkages to cross-cutting issues at the community level, including gender needs, poverty reduction, remote public services delivery, and links to disaster risk reduction and early warning alerts.

(e) Overall Likelihood

In conclusion, the SP4N-LAPOR! project has shown substantial progress in institutional development through showcasing work in the steering committee and the MOU, user engagement, handling rates, and local action plan development, outreach. Continued success lies in enhancing the system's institutional monitoring and management for the cross-sectoral horizontal and vertical government collaboration, integration, links and accessibility to vulnerable groups and community level public services delivery and addressing the system's remaining technical, operational, and ITC management challenges that have been reported and verified through the evaluation to ensure an integrated, inclusive, and resilient national complaint-handling mechanism.

The SP4N-LAPOR! project exhibits promising institutional sustainability, characterized by successful initiatives promoting cross sectoral collaboration on system development and management at the national and provincial levels, inclusion of vulnerable groups through NGOs and efforts at outreach and comprehensive training. However, challenges persist in the strengthening of technical ICT systems and the completion of the institutional setup for ongoing cross-sectoral systems work on development and monitoring and links down to the community linkage. The imperative of sustained efforts and national leadership is underscored. Environmental sustainability is a notable strength, with the project's complaint-handling system serving as a channel for citizens to voice environmental concerns. Its linkage to disaster risk reduction further fortifies its environmental dimension, facilitating a proactive approach to potential threats. Social-political sustainability is emphasized, with a focus on broader citizen participation, particularly among marginalized groups. Notwithstanding, challenges in inclusivity require meticulous attention for sustained success, given the project's potential linkages to diverse community issues. Economic sustainability is evident through the project's linkages to cross-cutting economic issues at the community level. Challenges related to inclusivity, awareness, and full system integration must be systematically addressed to ensure sustained success. Positive indicators, such as increased user engagement and local action plan development, contribute to economic sustainability. So, while the SP4N-LAPOR! project has made commendable strides, persistent challenges in institutional set up and technical integration, inclusivity, and system management necessitate continued efforts for its enduring success as an integrated, inclusive, and resilient national complaint-handling mechanism

Conclusion

The sustainability of SP4N-LAPOR! is contingent on several enabling conditions, including national and sub-national policies, financial support, institutional capacity, and societal backing. The evaluation highlights significant progress in these areas such as the Road Map, a policy outcome of the project signed in 2020, is substantiated by a Memorandum of Understanding (MoU) involving five ministries/institutions, demonstrating strong policy support. Regulation 8/2023 issued by the Ministry of Home Affairs at the sub-national level underscores a robust policy framework for the implementation of SP4N-LAPOR!. The successful adoption of local policies and regulations by the six pilot regions further attests to the effective

cascading of policies from the national to sub-national levels. Proactive planning is evident in the project's preparation of an e-learning initiative as an exit strategy. This program aims to fortify provinces, regencies, and cities, showcasing a commitment to long-term capacity building. A crucial challenge revolves around the establishment of the National Oversight Committee, as mandated in the Road Map, emphasizing the need for ongoing efforts to ensure its operationalization. The sustained allocation of budgetary resources for SP4N-LAPOR! is identified as a critical factor for long-term sustainability, supported by evidence of the project's financial planning and management practices. Recognition of the challenge in achieving massive public awareness and behavioral change underscores the need for targeted communication strategies, with evidence pointing to potential gaps in current awareness levels. In sum, the project has laid a solid foundation for sustainability by addressing key components. The evidence highlights successful policy implementation, proactive exit strategy planning, and an awareness of persisting challenges that require ongoing attention for the continued success of SP4N-LAPOR!.

3.3.6 Country ownership

Considering the comprehensive enabling policies and regulations for SP4N-LAPOR!, the project demonstrates strong ownership at both the national and sub-national levels. While there is still a lack of a specific budget item on local governments related to for SP4N-LAPOR!, especially whom are involved as pilot learning activities which had allocated funds for the program by synergizing with other related budget items. Notably, in Tangerang Regency, the budget allocation for SP4N-LAPOR! has seen an increase from 2021 to 2023, providing tangible evidence of commitment to SP4N-LAPOR!. Furthermore, these instances highlight the effectiveness of SP4N-LAPOR! in handling complaints at the sub-national level, especially for issues that can only be resolved at the national level. This underscores the program's efficacy and relevance in addressing challenges across different administrative tiers.

3.3.7 Gender equality and women's empowerment

Implementing the GESI approach in SP4N-LAPOR! necessitates consolidation, coordination, and reinforcement, drawing insights from the pilot phase. A targeted and inclusive GESI approach for SP4N-LAPOR! is emphasized, integrating lessons from pilots and recognizing specific challenges in different geographical areas such as Bali, West Sumatera and Yogyakarta Special Region Province. The evidence calls for a comprehensive strategy involving diverse channels for making complaints in order to enhance community awareness effectively.

Findings from Visit and Reports.

Community-Level Awareness:

- **Promise and Need:** Commitment was made to raise awareness at the community level on gender equality and women's empowerment.
- **Institutional Need:** Recognizes the need for institutional and technical community service linkages, exemplified by the ID cards office.

Targeting Marginalized Groups:

- **Learning from Pilots:** Better targeting during pilots is essential, explicitly acknowledging challenges in reaching the most marginalized and outlining future strategies.
- **Geographical Insights:** Insights from Bali and West Sumatera Province highlight challenges such as cultural barriers and low education levels among poor women.

Gender Representation in FGDs/Workshops:

- **Achievement:** Balanced gender representation achieved during FGDs/workshops, with women comprising 43% of participants against a 40% target.
- **Citizen Participation Gap:** The achieved representation hasn't translated to citizen users, as revealed in interviews, emphasizing the need for inclusive strategies.

Improving Public Awareness:

- **Call for Action:** Evaluators found that the public awareness is still a work in progress and raising needs to be more massive and targeted, reaching village administration and NGOs/CBOs and individuals through many channels including a paper option-manual reporting for users that are not digital astute or capable.
- **Diverse Channels:** Emphasizes improving various channels, including manual reporting and social media integration, recognizing the need for diverse communication avenues.

Campaign Initiatives:

- **Strategic Outreach:** Evaluators found numerous campaign initiatives tailored to the uniqueness of the six pilots, including LAPOR! Goes to Campus visits, outreach to special GESI groups, rural visits, podcasts, etc.
- **Social Media Engagement:** Utilized various social media platforms for campaigns commemorating events like Youth Pledge Day, International Day for the Elimination of Violence Against Women, and International Persons with Disabilities.
- **Geographical Considerations:** In Yogyakarta Special Region Province, active involvement of the Committee of PwD in coordination planning showcases localized and targeted efforts.
- **Mass Media Need:** Acknowledges the need for more massive mass media engagement, particularly through radio and television, to effectively reach the broader public.

3.3.8 Cross-cutting Issues

Main Finding: The project's vision extends beyond achieving Gender Equality and Social Inclusion (GESI) in system results. It strategically aligns with policy enhancement through enriched data collection from targeted groups, particularly those deemed most vulnerable and economically marginalized. While this transformative concept requires time to materialize results during the system's ongoing development and integration, the evidence underscores a proactive commitment to realizing intended outcomes.

The project documentation in design and GESI approach explicitly articulates the dual objectives of GESI inclusion in the expected results for improving the complaint handling system and the augmentation of policy through enhanced data collection from women as well as other marginalized groups. Ongoing system development and integration activities serve as tangible demonstrations of the project's dedication, showcasing a proactive approach to implementation. This strategic dual-focus signifies more than an effort to improve system inclusivity; it signifies a commitment to substantively contribute to policy development by deriving comprehensive insights from marginalized groups. The ongoing integration efforts has potential to ensuring the system's effectiveness and impact on both fronts. In tandem with these efforts, user reports echo a compelling narrative of the system's potential to transcend barriers. Users highlight its capacity to reach even the most remote and vulnerable areas, making it a valuable tool for reporting disaster-related events. The evidence collected from women in the pilots' areas also points to not just functionality toward the potential impact of a more inclusive complaint handling system but also **potential integration with early warning alerts**, positioning the developing system as a vital component in disseminating critical information during emergencies and impacts on women in particular.

User reports (made during the final presentation meeting) emphasize the ***system's potential to extend its reach to remote and vulnerable areas, addressing concerns about accessibility and inclusivity***. Such user feedback underscores the system's applicability in reporting disaster-related events, showcasing its versatility beyond routine reporting functions. Discussion reviewed in the project documentation reviewed also hint at need to further exploring synergies between the system and early warning alert mechanisms, and possibly suggesting a strategic alignment with disaster management objectives. Anecdotal evidence from users in emergency situations speaks to the system's role in providing timely and critical information during crises, reflecting its potential impact in emergency response and resilience. The user-driven insights validate the project's objectives but also shed light on the potential of the LAPOR system's adaptability to diverse contexts. The emphasis on reaching remote and vulnerable areas, coupled with the potential integration with disaster-related functionalities, positions the lesson and learning from this project as inputs with broader implications for ***cross-cutting impact in emergency response and resilience***. Further work is required on the technical design and integration, especially concerning potential synergies, in a potential new phase. This includes establishing links to remote and disaster-prone sites.

3.3.9 Catalytic/Replication Effect

Main finding: The project revolves around its successful validation of a commitment to knowledge and institutional capacity strengthening, positioning itself as a demonstrative example for national systems. The project has achieved tangible success through its activities and initiatives, contributing to the stated project goals “to strengthening the national SP4N-LAPOR! system and creating valuable resources”.

Notable “catalytic” success was the knowledge and technical support provided to the national system with legal documents, knowledge portal, training materials, and public awareness campaigns. This comprehensive approach has not only achieved immediate project goals but has also laid the foundation for sustained success. The knowledge products, modules and dashboards implemented a crucial role in fostering learning and scaling efforts in pilot locations, showcasing the project's commitment to practical knowledge dissemination.

The emphasis on knowledge products, steering committee facilitation, legal and tools development have facilitated efficient decision-making within the project team, creating a conducive environment for learning and collaboration at national and sub-national levels. The project's commitment to knowledge dissemination and capacity building is evident in its efforts to foster learning and support comprehensive project development among the six pilot projects, emphasizing the development of a national roadmap for improving knowledge systems and platforms.

Despite the delayed launch of the knowledge-sharing platform in December 2023, there is a strong anticipation of its success in fostering collaboration and sustainability and as an exit strategy. The platform is seen as a critical tool for ongoing knowledge exchange and collaboration, emphasizing the project's forward-thinking approach to long-term impact.

Tangible improvements resulting from targeted capacity development through training have been observed at various levels, including policy-makers, middle management, and local communities. Training initiatives have played a pivotal role in enhancing community engagement and ensuring a comprehensive understanding of project objectives.

The project's proactive approach to replicating successful practices at the national level through coordination meetings, local engagement strategies and the knowledge sharing platform positioned as a model for future initiatives. For example, learning about the incorporation of new local government performance indices, while not universally adopted, demonstrated its effectiveness in motivating improvements in public services in Yogyakarta Special Region Province and other provinces or areas.

The commitment to long-term sustainability is substantiated by documented strategies and practices, emphasizing continuous learning and adaptation beyond the project's duration.

The project's success in knowledge and institutional capacity strengthening, coupled with its commitment to sustained impact and long-term sustainability, establishes it as a model for national to provincial systems strengthening exercises. The tangible results, replicable practices and ongoing initiatives position the project as a valuable contributor to future efforts in similar domains, as well as showcasing the importance of comprehensive knowledge management approaches for change.

3.3.10 Progress to Impact

The project, initially not explicitly designed to alter the classification and integration of the complaint handling system, has successfully achieved all its support targets for a response rate and an increased number of users. However, towards the broader aims, critical barriers and bottlenecks to local-national systems integration and its ideally inclusive design have been revealed. The limited utilization of SP4N-LAPOR! within the six pilot sites suggests the need for increased usage. For example, rural areas still face challenges in accessing it, and surrounding areas may not be familiarized with SP4N-LAPOR! yet. The system has not been pervasively utilized across the pilot sites, suggesting a requirement for adoption and active promotion from the central government. The system's lack of integration with local complaints handling systems poses challenges, requiring manual management efforts from local officials.

Challenges and Observations:

Limited Utilization: SP4N-LAPOR! faces limited adoption and relevance, even within the pilot sites, necessitating increased promotion and more work on inclusive design. The system's non-pervasive use across pilot sites indicates the need for active promotion by the central government. Local governments lack strong incentives to promote SP4N-LAPOR! voluntarily due to its lack of digital integration with their existing systems, leading to added manual management efforts.

Low Public Awareness: Public awareness of SP4N-LAPOR! was recorded in interviews as notably low, especially in the Province of Bali. This lack of awareness contributes to a relatively low number of complaints per citizen, emphasizing the need for enhanced efforts in public promotion and education about the SP4N-LAPOR! system.

4. Main Findings and Conclusions, Recommendations & Lessons

4.1 Main Findings and Conclusion

The project evaluation provides crucial insights into the realm of e-governance and digital public service capacity building and technical projects, ultimately highlighting the imperative for increased awareness in areas with low public awareness and user uptake. This underscores the need to strengthen institutional linkages, potentially linked to ID card systems, for effective public service delivery. The continuous refinements of the system, combined with a policy emphasis on complaint resolution and relevance to vulnerable groups, reinforce the project's commitment to ongoing improvements. Additionally, the project content also presents a unique opportunity to integrate Disaster Risk Reduction (DRR) functionalities to inclusive digital complaint handling system, enhancing its resilience and response capabilities.

Relevance: The project's is in line with law and policy, intended emphasis on increased awareness and strengthened institutional linkages between national and provinces and attracting users especially in areas with low public awareness, showcases its relevance to good governance needs and ongoing work in Indonesia. The ongoing refinements of the nationally integrated digital system and the policy emphasis on complaint resolution and relevance to vulnerable groups align with the project's goal of enhancing public service delivery.

Effectiveness: The project has proven effective by surpassing targets and providing valuable insights to the ongoing development of an inclusive and integrated systems development. It facilitated key inputs such as the roadmap, the ongoing learning and capacity development in six project locations, guiding the government through technical challenges and integration issues, that will eventually lead to a more robust and inclusive Complaint Handling (CH) system. The system's continuous improvements and policy emphasis on inclusive complaint resolution contribute significantly to the rating on effectiveness.

Knowledge Sharing and Strategic Knowledge Scaling: This was a clear intention of the strategy and roadmap and was evident throughout the project, showcasing the PIUs work and significance of steering committee facilitation, knowledge sharing, and strategic scaling through the promotion of knowledge, best practices and development of a platform for government staff collaboration from the national to the community level.

Efficiency: Efficiency was evident through continuous adaptive management through the active steering committee, knowledge facilitation, capacity and technical support to the refinement efforts and strategic solutions aimed at addressing user challenges and inclusive integrated system development. The emphasis on active outreach and promotion, particularly in remote areas, indicates a movement toward an efficient approach to maximize the project's impact. However, criticism regarding the perceived need for a stronger link between the system development technology needs and political decision-making for integration system and inclusive design.

Orientation toward Impact: The project has made a significant intervention towards impact level results especially with-it promising results against CH system user targets, achieving an 18% increase in connected local governments with a connectivity rate of approximately 98%. Actively engaging NGOs ensured the representation of vulnerable populations in complaint-handling systems, also had showcased the project's inclusive service delivery possibilities to be scaled up.

For impacts level results however, there is still work to do.

- At the institutional level, the new Complaint Handling system requires continued institutional development work on the continuation of a steering committee type forum for decision making as well as Oversight and Monitoring Mechanism, which is a pivotal components of a robust CH system, emphasizing the need for clear roles for ministries and higher-level cross-sectoral monitoring engagement. The Memorandum of Understanding (MOU) was a temporary agreement; however, it seems that the system requires something more permanent. In addition, the MOU also needs a decision-making leader to move ahead the system integration work. Bali Province's rationale for designating the ombudsman as the focal point for work within the province is a practice worth considering for decision-making at the national level as well.
- *Addressing Technical Challenges and Integration Issues:* This emerges as a crucial aspect for the project's sustained success. However, evaluators via stakeholder critics highlight a perceived lack of a strong link between technology needs for systems improvement and national to sub-national integration and cross sectoral political decision-making, with the steering committee primarily serving as the project's management and oversight forum. Initiatives to overcome technical barriers require bridging the divide between technical considerations and political decision-making, particularly for such cross-sectoral work towards an integrated complaints handling systems. The responsible technical agency, the Ministry of Communication and Informatic should facilitate regular technical updates during any cross sectoral decision making for i.e. steering committee meetings to enhance comprehension of bottlenecks in the scale out and continued system development, specifically addressing provincial and national integration requirements. Nationalization of the MOU is necessary for such cross sectoral meetings to continue.
- *Widespread Adoption of SP4N-LAPOR!:* The evaluation underscores the need for active outreach and promotion, especially in remote areas, to address the challenges associated with the lack of digital integration with local complaints handling systems.
- *Inadequate Community Education, User-Friendliness and Accessibility:* These demand immediate attention to ensure the effective functioning of the complaint-handling system. Governance and coordination efforts underscore advocating for ombudsman oversight in every government, legal clarity, continuous evaluation, and assessing the coordination roadmap.

Sustainability: Recognizing the importance of sustained efforts, the evaluation suggests future initiatives, including spreading awareness, ensuring inclusivity and addressing institutional, operational, and technical issues. This underscores the project's commitment to sustainability. The focus on full integration of local and national systems, alongside promoting system awareness, aligns with sustainability goals.

As noted for institutional sustainability, as mentioned there is a requirement for leadership development at the national level, along with the establishment of a consistent framework for decision making and clear guidance to the provinces on integration issues. The development of the ICT system remains incomplete and necessitates additional technical support for system integration, particularly in linking the complaint system to marginalized groups and addressing community-level needs.

Regarding the significant role of the Ombudsman: Underscoring the pivotal role of the Ombudsman in addressing accessibility and accommodation complaints for marginalized individuals within a functional Complaint Handling (CH) system is crucial for promoting fairness and equity for all.

4.2 Recommendations

Looking Forward: Future efforts should focus on continued efforts for institutional coherence and development, spreading awareness and making the system inclusive and relevant, particularly among

remote, vulnerable, and socially marginalized groups. Addressing institutional, operational, and technical issues requires full integration of local and national systems for timely responses, trust-building, and sustained citizen engagement.

Public Service Improvement:

Responsible Party: Government of Indonesia

- Allocate resources strategically to complete system refinements, recognizing their direct impact on public service improvement.
- Develop a plan for institutional leadership and monitoring at the national level.
- Fortify the developing systems institutional linkages at the community level, perhaps with a focus on leveraging ID card systems for strengthening access to local communities for public services including the complaint systems ease of access.
- Treat system improvements as an iterative process and actively pursue policies for efficient complaint resolution.

Technical Challenges and Integration:

Responsible Party: Government of Indonesia

- Implement a comprehensive strategy to bridge technical gaps between national and provincial systems.
- Invest in user-friendly registration processes to improve engagement.
- Consider a unified approach to diverse channels for complaints.
- Address the challenge of capturing all complaints by strategically enhancing linkages and addressing technical barriers.

UNDP – Project Finalization:

Responsible Party: UNDP

- Conclude the project by December 2023, ensuring timely handover from January to March 2024.
- Consolidate key project knowledge products focused on insights and achievements into a user-friendly digital format for easy access and knowledge transfer.

UNDP - Promote Pilot Project Results:

Responsible Party: UNDP

- Develop a cost-effective and targeted promotional strategy to highlight key successes from the pilot project using UNDP communication channels.
- Utilize existing communication channels, such as social media and government platforms, for wider reach.

GOI, KOICA, UNDP - Future Considerations:

- Responsible Parties: Government, KOICA, UNDP (Collaborative Effort)
- Collaboratively assess the potential for a second phase building on the learning from this report, emphasizing a detailed scoping exercise to identify specific technical support needs and available resources.

4.3 Lesson Learned

The lessons underscore the importance of adaptability, community empowerment, and good governance principles i.e. participation in the successful implementation of government initiatives, especially in the realm of e-governance.

Key lessons

1. **Project Success:**
The project evaluation highlights success, exceeding targets, and providing valuable insights for future public service enhancement.
2. **Awareness and Institutional Linkages:**
 - Increased awareness is crucial, particularly in areas with low public awareness.
 - Strengthening institutional linkages, potentially tied to ID card systems, is essential for effective public service delivery.
3. **Continuous Improvements and Policy Emphasis:**
Ongoing system refinements and a policy emphasis on complaint resolution and relevance to vulnerable groups underscore the need for continuous improvements.
4. **Challenges and Critics:**
 - Challenges include the lack of a strong link between technology needs and political decision-making.
 - Critics question the effectiveness of the steering committee as the primary forum for project management and oversight.
5. **Active Outreach and Promotion:**
There's a need for active outreach and promotion, especially in remote areas, to address the lack of widespread adoption of SP4N-LAPOR!
6. **Efficient Complaint Handling and Oversight:**
 - Efficient complaint handling and oversight mechanisms are crucial, requiring clear categories, community education, and higher-level cross-sectoral monitoring engagement.
 - Technical inputs are necessary for adequate system design and management.
 - National oversight of SP4N-LAPOR is needed for program sustainability.
7. **Inclusive System and Community Education:**
 - The importance of having an inclusive system is emphasized, along with the imperative of building a comprehensive and accessible framework.
 - Immediate attention is needed for inadequate community education, user-friendliness, and accessibility, especially for marginalized groups.
8. **Governance Considerations:**
Broader perspectives, including a focus on digital literacy, are crucial for assumptions and governance considerations.
9. **Ombudsman Oversight:**
Advocacy for ombudsman oversight in every government, legal clarity, continuous evaluation, and assessing the coordination roadmap are critical.
10. **Role of Ombudsman:**
The central role of the ombudsman in handling accessibility and accommodation complaints for marginalized persons is highlighted.
11. **Knowledge Sharing and Strategic Scaling:**
Knowledge sharing and strategic scaling are vital aspects of the project's success, emphasizing facilitation and collaboration across different levels.
12. **Future Recommendations:**

- Future efforts should focus on spreading awareness and making the system inclusive, particularly among remote, vulnerable, and socially marginalized groups.
- Addressing institutional, operational, and technical issues requires full integration of local and national systems for timely responses, trust-building, and sustained citizen engagement.

13. SP4N-LAPOR! as a Model:

SP4N-LAPOR! serves as a pivotal model for future initiatives, embodying continuous refinement, inclusivity, and seamless integration across all levels of governance and operation.

Table 10. Key Lessons

Lesson	Key Point
Iterative Approach to System Enhancement	Treating system improvements as an iterative process allows for continuous enhancement and adaptability.
User-Centric Design for Citizen Engagement	Bridging technical gaps and investing in user-friendly processes are essential for fostering citizen engagement.
Empowerment through Community Education	Empowering communities through strategic educational initiatives is critical for effective complaint handling.
Digital Literacy as a Catalyst for Change	Enhancing digital literacy at all levels is foundational for overcoming resistance to technological advancements.
Advocacy for Effective Governance Principles	Advocating for oversight mechanisms and aligning e-governance policies with good governance principles contribute to effective governance.
Strategic Clarity in Pilot Programs	Clear strategic clarity in defining the purpose and outcomes of pilot programs is essential for success.
Continuous Monitoring and Evaluation	Establishing continuous monitoring and evaluation mechanisms ensures ongoing improvements and adaptability.
Cultural Change through Awareness Campaigns	Initiating massive awareness campaigns fosters a cultural shift towards active citizen participation.
Consideration of Legal Aspects and Institutional Coordination	Prioritizing legal aspects in coordination meetings and strengthening institutional coordination are crucial for comprehensive planning.

Cross-Cutting Lessons:

- **Inclusive Design:** Ensuring user-centric design practices contribute not only to citizen engagement but also to inclusive design principles.
- **Disaster Risk Reduction and Emergency Alerts:** Linking the system to disaster risk reduction and emergency alerts emphasizes its broader role in crisis management and community support systems.

Annexes

Annex 1. Terminal Evaluation ToR (excluding ToR annexes)

Attached in separate annex.

Annex 2. Terminal Evaluation Mission itinerary, including summary of field visits

Data Collection Timeline (Tentative)

No	Activity	Indicated Date (Jakarta Time)	Location	PIC UNDP	Consultant	Confirmation
1	Meeting with Head of DGPRU UNDP	15 November	Online		Stephanie Hodge (international) & Eri Trinurini Adhi (national)	Confirmed
2	Interview with Ministry of Administrative and Bureaucratic Reform (KemenPANRB)	20 November (13.00- 15.00 PM)	Online		Stephanie Hodge (international) & Eri Trinurini Adhi (national)	Confirmed
4	Group Interview with: 1) Ministry of Administrative and Bureaucratic Reform (KemenPANRB) 2) Ministry of Home Affair (Kemendagri) 3) Ministry of Communication and Information Technology (Kominfo) 4) The Executive of President Office (KSP) 5) Ombudsman of Republic of Indonesia (ORI)	23 November	Jakarta	All PMU UNDP	Eri Trinurini Adhi (national)	Confirmed
6	Interview Stakeholders in Sub National Level (Bali Province and Badung Regency)	<ul style="list-style-type: none"> • Travel to Bali (30 Nov) • Interview with Bali and Badung Regency • (1 December) • Meeting with CSO/Citizen if Possible (2 December) 	Bali and Badung	Iqbal, Damian	Eri Trinurini Adhi (national)	Confirmed

No	Activity	Indicated Date (Jakarta Time)	Location	PIC UNDP	Consultant	Confirmation
		<ul style="list-style-type: none"> Going Back to Jakarta (2 or 3 December depend on citizen/CSO availability) 				
7	Interview Stakeholders in Sub National Level (Tangerang Regency)	<ul style="list-style-type: none"> Interview with Government (27 November or 4 December; 09.30-11.00 AM) Interview with Citizen (27 November or 4 December; 11 AM-12 AM, Group Interview) 	Tangerang	Fitri, Damian	Eri Trinurini Adhi (national)	Confirmed
8	Interview Stakeholders in Sub National Level (West Sumatra Province)	<ul style="list-style-type: none"> Departure to West Sumatra (4 December Afternoon) Interview with West Sumatra Province (5 December) Transit to Jakarta and Departure to Yogyakarta (6 December) 	Padang	Fitri, Melani	Stephanie Hodge (international) & Eri Trinurini Adhi (national)	Confirmed
9	Interview Stakeholders in Sub National Level (Yogyakarta Province and Sleman Regency)	<ul style="list-style-type: none"> 7and/or 8 December (Meeting with DIY and Sleman Regency) 7 and/or 8 December (Meeting with CSO) 	Sleman and DIY	Fitri, Surana	Stephanie Hodge (international) & Eri Trinurini Adhi (national)	Confirmed
10	<ul style="list-style-type: none"> Follow up Interview with Other Ministries/Institutions in Jakarta Drafting a second report with technical support of project team 	<ul style="list-style-type: none"> 11 -15 December 	Jakarta	Fitri, Iqbal	Stephanie Hodge (international) & Eri Trinurini Adhi (national)	Confirmed
11	Presentation to UNDP	<ul style="list-style-type: none"> 11-15 December 	Jakarta	Fitri, Iqbal	Stephanie Hodge (international) & Eri Trinurini Adhi (national)	Confirmed

Annex 3. List of Persons Interviewed

No.	Name	Gender	Institution
West Sumatra Province			
1	I Gusti Firmansyah,	Male	Organization Biro in the West Sumatra Province Head of Section of Governance
2	Muzirwan	Male	Organization Biro in the West Sumatra Province Policy Analysis
3	Yulia Hidayah	Female	Organization Biro in the West Sumatra Province Head of Administration
4	Wiratama	Male	Organization Biro in the West Sumatra Province Policy Analysis
5	Zikri Alhadi	Male	State University of Padang Researcher
6	Fisi	Female	Community/Reporter Student
Bali Province			
8	I Made Rai Suarimbawa	Male	Inspectorate of Province Bali
9	Putu Yuni Rismawanty	Female	Inspectorate of Province Bali
10	I Made Trikaya	Male	Inspectorate, Junior Auditor
11	I Kayan Artana	Male	Inspectorate, Human Relation
12	Vera	Female	MGM Foundation
Tangerang Regency			
13	Achmad Taufik Jamaludin	Male	Dinas Komunikasi dan Informatika, Tangerang Regency
14	Evaria Novita	Female	Dinas Komunikasi dan Informatika, Tangerang Regency
15	Isnan Asegaf	Male	Dinas Komunikasi dan Informatika, Tangerang Regency
16	Mia Nurhayati	Female	Honorary Staff of Private School
17	Achmad Kabir	Male	Private Sector
Badung Regency			
18	Rai	Male	Communication and informatic Office, Badung Regency
19	Yuni	Female	Communication and informatic Office District, Badung Regency
20	Swartama	Male	University of Ngurah Rai
21	Clara	Female	University of Ngurah Rai

No.	Name	Gender	Institution
22	Nuke	Female	University of Udayana
Yogyakarta Special Region Province			
23	Mr. Idham Ibtu	Male	Local Coordinator
24	Mr. Farid B.S	Male	Committee Disability of Yogyakarta Special Region Province
25	Mr. Agus P	Male	Communication and informatic Office, Yogyakarta Special Region Province
26	Salim	Male	Committee Disability, Yogyakarta Special Region Province
27	Rini Rindawati	Female	SAPDA - Advocacy Center for Women, Disabled and Children in Yogyakarta Special Region Province
28	Nita Anggraeni	Female	Communication and informatic Office, Yogyakarta Special Region Province
29	Nugroho Jnanin	Male	Communication and informatic Office, Yogyakarta Special Region Province
30	B. Norowisnu	Male	Inspectorate under Yogyakarta Special Region Province
31	Totok	Male	Inspectorate under Yogyakarta Special Region Province
32	Rini Puspita	Female	Communication and informatic Office, Yogyakarta Special Region Province
33	Lulu	Female	Organization Bureau under Yogyakarta Special Region Province
34	Agung	Male	Organization Bureau under Yogyakarta Special Region Province
35	Doddy	Male	PPDI (Difabel Community in Yogyakarta Special Region Province)
Sleman Regency			
36	Purwati, S.H, MM	Female	Secretary of Communication and Informatic Office
37	Noor Hidayati Zakiyah, S.Sos, M.Si	Female	Head of Information and Public Communication
38	Wimbo Budi Prasajo, S.Kom, M.Eng	Male	Head of e-Government Department
39	Aris Bintoro, S.T, M.Eng	Female	Staff of Information and Public Communication
40	Aziz Perdana, S.Kom	Male	Junior Expert Computer Administrator
41	Ir. Sri Puji Lestari	Female	Inspectorate Secretary
42	Veronica	Female	CSO
47	Ade Setyani Nurmara	Female	Student

No.	Name	Gender	Institution
48	Supriyono	Male	Local Coordinator
National Level			
49	Prof. Dr Diah. Natalisa, MBA	Female	Deputy for Public Service, KemenPANRB
50	Novita Evayanti	Female	Policy Analysis, KemenPANRB
51	Rosikin	Male	Senior Policy Analyst , KemenPANRB
52	Tria Malasari	Female	Ombudsman of Republic Indonesia
53	Rasyid	Male	Ministry of Home Affairs (Kemendagri)
54	Denisa	Female	Kantor Staff President (Executive Office of the President of the Republic of Indonesia)
55	Yusuf	Male	Kantor Staff President (Executive Office of the President of the Republic of Indonesia)
UNDP			
56	Muhamad Igbal	Male	UNDP, OIC for National Project Manager
57	Damianus Moa	Male	UNDP, Technical Officer for Public Outreach and Advocacy
58	Fitraini Kembar Puspitasari	Female	UNDP, Project Coordinator

Annex 4 List of Documents Reviewed

Category	Name of the Documents
Project Document	UNDP.2022. Project document: KOICA-UNDP Partnership for Capacity Development for an Integrated National Complaint Handling System (SP4N-LAPOR!) in Indonesia
	Revised Project Design Matrix SP4N-LAPOR! Project
	UNDP 2021. Technical Guideline National Communication and Marketing Strategy
	UNDP.2022. Deliverable 12. Final Draft of Activity Report From Each 6 Local Coordinator and 1 Focal Point (July -September 2022)
Project Performance	Project Quarterly Report from 2019 - 2023
	Project Annual Report from 2019 - 2023
Project board minutes	Steering Committee Matrix
	Project Board Meeting Matrix
	1 st -13 th Project Board Minutes
Independent Assessment	Final Report on SP4N-LAPOR! Assessment and Future Initiatives
UNDP Evaluation	UNDP. 2021. UNDP Evaluation Guideline
Citizen Satisfaction Survey	IPB University. 2020 Citizen Satisfaction Survey on SP4N-LAPOR!. Final Report.
Government Policy	MoU Between Ministry of State Apparatus Utilization and Bureaucratic Reform, Ministry of Home Affairs, Ministry of Communication and Information Technology, The Executive Office of President and Ombudsman of Republic of Indonesia Regarding Synergy of National Public Service Complaint Management System Using the Application of Online Public Services Aspiration and Complaints. 2021
	Peraturan Presiden Republik Indonesia No.94 Tahun 2018 Tentang Sistem Pemerintahan Berbasis Elektronik (Presidential Regulation of the Republic of Indonesia No.94/2018 on Electronic-Based Government System)
	Regulation of the Minister of Administration and Bureaucratic Reform of the Republic of Indonesia No.46 of 2020 on Road Map of National Public Service Complaint Management System 2020-2024
6 Pilot Presentation	Dinas Komunikasi dan Informatika Kabupaten Sleman. 2023: Evaluasi Akhir SP4N-LAPOR Kabupaten Sleman (Final Evaluation of SP4N-LAPOR, Sleman Regency)
	Dinas Komunikasi dan Informatika Kabupaten Tangerang. 2023: Evaluasi Akhir SP4N LAPOR Kabupaten Tangerang (Final Evaluation of SP4N-LAPOR, Tangerang Regency)
	Dinas Komunikasi dan Informatika Provinsi Yogyakarta. 2023: Evaluasi Akhir SP4N LAPOR Provinsi Daerah Istimewa Yogyakarta (Final Evaluation of SP4N-LAPOR, Yogyakarta Special Region Province)
	Dinas Komunikasi dan Informatika Kabupaten Badung. 2023: Monev SP4N-LAPOR Kabupaten Badung (Monev SP4N-LAPOR, Badung Regency)
	Evaluasi SP4N-LAPOR 2023, Provinsi Bali (Evaluation of SP4N-LAPOR 2023, Bali Province)

Annex 5. List of Project Team

Position	# of Personnel	Designation	Personnel	Enter/Exit Date
Project Assurance	1	Project Assurance Officer	Head of DGPRU	N/A (Fixed Term Position)
Project Management Unit	5	National Project Manager	Fatahillah	01-Agu-19 / 24-Aug-23
		Technical Specialist	Amna Waheed	Jan 2021 / 31-Dec-23
		Marketing and Communications Officer	Hwang Suyoung	19-Oct-19 / 18-Nov-21
			Philip Nalangan	13-Dec-21 / 13-June-23
		Monitoring and Reporting Officer	Muhammad Iqbal	08-Jul-19 – Present
		Finance/Admin Staff	Mohammad Farkhani	01-Feb-21 / 15-Mar-23
			Austin	19-Aug-19 / 18-Oct-19
			Muhammad Surana Dwi Wasista	19-Aug-21 – present
			Yandri Maharum	Sep-19 / Dec-20
			Muhamad Ismail	29-Jul-21 / 22-Sep-22
			Muslim Nur Widodo	01-Jun-23 / 31-Dec-23
Julio Prakoso	20-Feb-23 / 31-Dec-23			
Gitiza Erwitie	09-Aug-22 / 31-Dec-23			
Team A (Output 1)	1	Technical Officer	Nasokah	01-Aug-19 / 14-Sep-21
Team B (Output 2)	3	Technical Officer	Ratih Paramyta Sari	20-OCT-21 / 13-May-23
		Project Coordinator (2)	Anadiya Riharsya	03-Feb-20 / 02-Dec-22
			Nadia R. Siwalette	01-Nov-21 / 27-Nov-23
			Fitriani K. Puspitasari	25-Sep-23 / 24-Dec-23
Team C (Output 3)	3	Technical Officer	Dewi Damayanti	14-Jan-21 / 13-Dec-22
			Damianus Moa	01-Apr-22 – Present
		Outreach and Advocacy Officer (2)	Evi Anggraini	04-May-20 / 03-May-22
			Muhammad Subhan	23-May-22 / 28-Oct-22
			Samantha A. Ramadhanti	03-Jan-23 / 31-Dec-23
			Melani Retnaningtias	18-Sept-23 / 17-Dec-23

Annex 6. Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

Criteria	Main Questions	Justification	Indicators
Relevance	1. To what extent were the LAPOR! project objectives relevant to public service delivery and accountability needs in Indonesia?	The relevance of project objectives is crucial to address the specific needs of the public service delivery and accountability landscape in Indonesia.	Alignment with identified public service delivery and accountability needs; responsiveness to the challenges in the sector.
Relevance	2. How well did the LAPOR! project align with the strategic goals and priorities of UNDP, KOICA, and the Government of Indonesia?	Alignment with strategic goals and priorities ensures synergy and mutual support among stakeholders.	Consistency with the broader development goals outlined by UNDP, KOICA, and the Government of Indonesia; adaptability to changing priorities.
Relevance	3. How well did the project adapt to unforeseen events, i.e., Covid-19?	Adaptation to unforeseen events, such as the Covid-19 pandemic, is essential to project resilience and success.	Timely adjustments made during the pandemic; effectiveness of mitigation measures.
Efficiency	3. Were LAPOR! project resources (financial, human, and technical) efficiently allocated and managed?	Efficient resource allocation and management are critical for achieving optimal outcomes.	Proportionality of resource allocation to expected outcomes; effective handling of resource constraints; adherence to planned timelines and budget.
Effectiveness	4. What were the LAPOR! project's major achievements in enhancing the capacity of complaint handling agencies and promoting the connection of government agencies' complaint handling systems?	Assessing the effectiveness of capacity enhancement and system connection.	Tangible improvements observed in complaint handling agencies; measurable results in system integration.
Effectiveness	5. How effective was the LAPOR! project in improving transparency and accountability in the public sector and increasing public awareness and civic participation in the integrated national complaint handling system?	Evaluating the impact on transparency, accountability, and civic engagement.	Quantifiable improvements in transparency and accountability indicators; increased civic participation and public awareness.
Effectiveness	6. Did the LAPOR! project meet its goals and targets as per its logical framework?	Examining the alignment of project outcomes with the logical framework.	Achievement of defined goals and targets; adherence to the logical framework.

Criteria	Main Questions	Justification	Indicators
Effectiveness	7. How did the LAPOR! deal with Cross-cutting Issues including GESI?	Assessing the project's approach to cross-cutting issues, including human rights, gender equality, and disability.	Extent of benefit to disadvantaged groups; incorporation of GESI principles into project components; mitigation of unintended effects.
Impact	8. What was the impact of the LAPOR! project on citizens, including vulnerable and marginalized groups?	Evaluating the overall impact on different demographic groups.	Specific benefits observed among vulnerable and marginalized groups; reduction in gender and social inequalities.
Sustainability	9. What is the level of commitment from the government of Indonesia to sustain the LAPOR! project outcomes and activities after completion?	Assessing the commitment and preparedness for post-project sustainability.	Existence of formal commitments and action plans; clear budget allocation for post-project sustainability.
South-South and Partnership	10. How has the partnership between KOICA and the government of Indonesia contributed to the success of the LAPOR! project?	Evaluating the impact and effectiveness of the KOICA-Indonesia partnership.	Clear roles and responsibilities of KOICA; identification of challenges and areas of improvement.
South-South and Partnership	11. How has the partnership between UNDP and the government of Indonesia contributed to the success of the LAPOR! project?	Assessing the impact and effectiveness of the UNDP-Indonesia partnership.	Clear roles and responsibilities of UNDP; identification of challenges and areas of improvement.
South-South and Partnership	12. What specific results can be highlighted regarding South-South cooperation as a part of the implementation of the LAPOR! project?	Highlighting the outcomes of South-South cooperation.	Knowledge or technology transfers; capacity-building contributions; lessons learned or best practices identified.

Criteria	Main Questions	Methodology for Data Collection	Source of Information
Relevance	1. To what extent were the LAPOR! project objectives relevant to public service delivery and accountability needs in Indonesia?	Surveys and KII interviews with key stakeholders in public service delivery and accountability.	LAPOR! project documentation, stakeholder KII interviews, government reports.

Criteria	Main Questions	Methodology for Data Collection	Source of Information
	2. How well did the LAPOR! project align with the strategic goals and priorities of UNDP, KOICA, and the Government of Indonesia?	Document analysis, interviews with project leaders and officials from UNDP, KOICA, and the Government of Indonesia.	UNDP and KOICA strategic plans, project documents, meeting minutes, interviews with project and government representatives.
	3. How well did the project adapt to unforeseen events, i.e., Covid-19?	Analysis of project reports, interviews with project managers, and documentation on adjustments made during the pandemic.	Project reports, meeting notes, interviews with project managers.
Efficiency	3. Were LAPOR! project resources (financial, human, and technical) efficiently allocated and managed?	Review of financial records, interviews with project managers, and analysis of project timelines and outputs.	Financial reports, project schedules, interviews with project management.
Effectiveness	4. What were the LAPOR! project's major achievements in enhancing the capacity of complaint handling agencies and promoting the connection of government agencies' complaint handling systems?	Surveys and interviews with complaint handling agencies, analysis of system integration data.	Reports from complaint handling agencies, integration data, stakeholder interviews.
	5. How effective was the LAPOR! project in improving transparency and accountability in the public sector and increasing public awareness and civic participation in the integrated national complaint handling system?	Public perception surveys, analysis of transparency indicators, interviews with civic organizations.	Public survey data, transparency indices, interviews with civic organizations.
	6. Did the LAPOR! project meet its goals and targets as per its logical framework?	Comparison of achieved results with the logical framework, interviews with project managers and stakeholders.	Logical framework documents, project reports, interviews with project team and stakeholders.
	7. How did the LAPOR! deal with Cross-cutting Issues including GESI?	Intersectional data analysis, interviews with marginalized groups, review of GESI strategies and initiatives.	GESI strategies, data on marginalized groups, interviews with stakeholders.
	- Human Rights: To what extent have poor, indigenous, physically challenged, women, men, and other disadvantaged groups benefited?	Human rights impact assessments, interviews with affected groups, analysis of project outcomes on disadvantaged populations.	Human rights assessments, interviews with affected groups, project outcome data.

Criteria	Main Questions	Methodology for Data Collection	Source of Information
	- Gender Equality: To what extent has gender equality and the empowerment of women been addressed?	Gender-disaggregated data analysis, interviews with women's groups, review of gender mainstreaming initiatives.	Gender-disaggregated data, interviews with women's groups, gender mainstreaming reports.
	- Disability: Were persons with disabilities consulted and involved in program planning? What proportion of beneficiaries were persons with disabilities?	Disability-inclusive data analysis, interviews with persons with disabilities, review of accessibility initiatives.	Disability-inclusive data, interviews with persons with disabilities, accessibility reports.
Impact	8. What was the impact of the LAPOR! project on citizens, including vulnerable and marginalized groups?	Outcome evaluations, interviews with impacted citizens, analysis of demographic impact data.	Impact evaluations, interviews with citizens, demographic impact data.
Sustainability	9. What is the level of commitment from the government of Indonesia to sustain the LAPOR! project outcomes and activities after completion?	Interviews with government officials, analysis of government budget allocations, review of post-project sustainability plans.	Interviews with government officials, budget documents, post-project sustainability plans.
South-South and Partnership	10. How has the partnership between KOICA and the government of Indonesia contributed to the success of the LAPOR! project?	Partnership assessments, interviews with KOICA and government representatives, analysis of joint initiatives and outcomes.	Partnership assessments, interviews with KOICA and government representatives, project documentation.
	11. How has the partnership between UNDP and the government of Indonesia contributed to the success of the LAPOR! project?	Partnership assessments, interviews with UNDP and government representatives, analysis of joint initiatives and outcomes.	Partnership assessments, interviews with UNDP and government representatives, project documentation.
	12. What specific results can be highlighted regarding South-South cooperation as a part of the implementation of the LAPOR! project?	Analysis of knowledge and technology transfers, interviews with project participants, review of capacity-building initiatives.	Reports on knowledge and technology transfers, interviews with project participants, capacity-building

Annex 7. Questionnaire Used

Questions for National Government
<p>Relevance:</p> <ul style="list-style-type: none"> • To what extent do you believe the objectives of the LAPOR! project was relevant to the public service delivery and accountability needs in Indonesia? • In your opinion, were the project's objectives responsive to the specific needs of different regions within Indonesia? <p>Efficiency:</p> <ul style="list-style-type: none"> • How well were the project's resources (financial, human, and technical) allocated and managed during the LAPOR! project? • Were there any notable challenges or resource constraints faced during project implementation, and how were they managed? <p>Effectiveness:</p> <ul style="list-style-type: none"> • What, in your view, were the major achievements of the LAPOR! project? • Can you highlight the key capacity improvements observed among complaint handling agencies and the integration of government complaint handling systems? • Were there any significant challenges or obstacles that the LAPOR! project faced? <p>Impact:</p> <ul style="list-style-type: none"> • From your perspective, what was the impact (take into account impact on the governance and contribution of the system on enhancing government to citizen connections and linkages) of the LAPOR! project on citizens and vulnerable groups in Indonesia? • Were there any disparities in the impact on different demographic groups, and how were they addressed? How for example has applying GESI in the design and implementation boosted participation from GESI target groups? <p>Lessons Learned and Future Plans:</p> <ul style="list-style-type: none"> • Based on your experience, what are the key lessons learned from the LAPOR! project, and what recommendations or thoughts do you have for future initiatives?
Questions for Local Government Officials
<p>Project Relevance:</p> <ul style="list-style-type: none"> • From your perspective, how relevant were the objectives of the LAPOR! project to addressing the public service delivery and accountability needs in your province? • Did the project effectively address the specific challenges in public service delivery unique to your region? • Resource Management and Efficiency: . How well were the project's resources managed in your province, considering the financial, human, and technical aspects? • Were there any resource constraints faced during project implementation, and how were they managed locally? <p>Project Achievements:</p> <ul style="list-style-type: none"> • In your view, what were the major achievements of the LAPOR! project in your province? • Can you highlight specific improvements in complaint handling agencies' capacity and the integration of government complaint handling systems at the local level?

Challenges Faced:

- Were there any notable challenges or obstacles encountered during the LAPOR! project's implementation in your province?

Impact on Local Communities:

- How did the LAPOR! project impact citizens, including vulnerable and marginalized groups, in your region?
- Were there any disparities in the impact on different demographic groups locally?

Local Insights and Recommendations:

- Based on your local experience, what lessons have been learned, and what recommendations or thoughts do you have for future initiatives in your province?

Questions for KOICA and UNDP**Project Relevance:**

- To what extent do you believe the objectives of the LAPOR! project was relevant to the public service delivery and accountability needs in Indonesia?
- Were these objectives responsive to the specific needs of different regions within Indonesia?
- How well did the LAPOR! project align with the strategic goals and priorities of UNDP and KOICA?
- Were the project's goals consistent with the broader development goals outlined by UNDP and KOICA?
- Did the project show adaptability in response to changing strategic priorities and emerging events like Covid-19?

Efficiency and Resource Management:

- Were the project resources (financial, human, and technical) efficiently allocated and managed throughout the LAPOR! project?
- Was the allocation of resources proportional to the expected outcomes and results?
- Were there any resource constraints faced during project implementation, and how were they managed?
- Did the LAPOR! project adhere to the planned timeline and budget, and were there any notable deviations?
- What were the primary reasons for any deviations from the planned timeline or budget?
- How did the project adapt to unforeseen challenges and maintain efficiency?
- How well did the project monitoring and oversight mechanisms work?

Effectiveness:

- What were the major achievements of the LAPOR! project in enhancing the capacity of complaint handling agencies and promoting the connection of government agencies' complaint handling systems?
- What specific capacity improvements were observed among complaint handling agencies?
- Were there tangible results in the integration of complaint handling systems?
- Did the project's awareness campaigns result in increased civic participation and public awareness?
- How effective was the LAPOR! project in improving transparency and accountability in the public sector and increasing public awareness and civic participation in the integrated national complaint handling system?
- What were the quantifiable improvements in transparency and accountability indicators?

Impact:

- What was the impact of the LAPOR! project on citizens, including vulnerable and marginalized groups, such as women, youth, Persons with Disabilities (PwDs), and other minority populations?
- How did the project specifically benefit vulnerable and marginalized groups?
- Were there any disparities in the impact on different demographic groups?

- Did the LAPOR! project contribute to reducing gender and social inequalities, or were there any unintended negative consequences?
- What strategies were in place to address gender and social inequalities?
- Were there any unintended consequences, and how were they mitigated?

Sustainability:

- What is the level of commitment from the government of Indonesia to sustain the LAPOR! project outcomes and activities after its completion? - Are there formal commitments and action plans in place for sustaining the project's outcomes? - How prepared are the relevant institutions in terms of institutional capacity and financial resources to continue the LAPOR! project's initiatives? - Is there potential for a third phase of the project?

Lessons Learned and Recommendations:

- What are the key lessons learned from the LAPOR! project, particularly in terms of promoting Gender Equality and Social Inclusion (GESI) and inclusive development? - What specific challenges and successes can be identified as key lessons? - How were GESI principles incorporated into the project, and what were the results?
- What actionable recommendations can be provided to UNDP, KOICA, and the government of Indonesia to enhance future initiatives in a way that aligns with GESI principles?

Additional Criteria (Effectiveness and Efficiency):

- How has the partnership between KOICA and the government of Indonesia contributed to the success of the LAPOR! project? - What were the specific roles and responsibilities of KOICA in the project? - Were there any challenges or areas of improvement in the KOICA-Indonesia partnership?
- How has the partnership between UNDP and the government of Indonesia contributed to the success of the LAPOR! project? - What were the specific roles and responsibilities of UNDP in the project? - Were there any challenges or areas of improvement in the UNDP-Indonesia partnership?
- What specific results can be highlighted regarding South-South cooperation as a part of the LAPOR! project? - Were there knowledge or technology transfers that had a significant impact? - Did the project contribute to building capacities in the South-South cooperation framework? - Were there any lessons learned or best practices in South-South cooperation that can be identified?

Annex 8. Signed Evaluation Consultant Agreement Form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form³

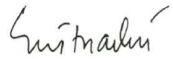
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Eri Trinurini Adhi

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Bogor on 25 November 2023



Signature: Eri Trinurini Adhi

Evaluation Consultant Agreement Form¹

Agreement to abide by the Code of Conduct for Evaluation in the UN System

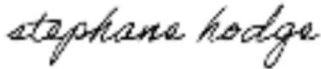
Name of Consultant: Stephanie Jill Hodge

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at New York

3 /6/2024



Signature: Stephanie Hodge

³www.unevaluation.org/unegcodeofconduct

Annex 9. Signed UNEG Code of Conduct Form



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

**INTEGRITY**

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.

**ACCOUNTABILITY**

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

**RESPECT**

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

**BENEFICENCE**

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration** of risks and benefits from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

(Signature and Date)

Annex 10. Changes to the Project Matrix 2021

Project Design Matrix Comparison Table

Item	Objectively Verifiable Indicators		Remarks
	Original	Revision	
To contribute to the effective e-governance system of the Government of Indonesia (GoI) through strengthening of the national complaint handling system (SP4N-LAPOR!), by building capacity of authority and raising citizen awareness.	SP4N-LAPOR! total complaints received (target: increase by 50% compared to baseline year, 2018); SP4N-LAPOR! handling rate (target: increase to 80 % compared to baseline year, 2018)	Deleted	Omission of both the original indicators as no indicators are required on the objective level
Outcomes			
Enhanced capacity of SP4N-LAPOR! handling agencies in facilitating and promoting the integration of all ministries, local governments, and public agencies' complaint handling systems through the strengthening and expansion of SP4N-LAPOR!;	Rate of connected or integrated local governments with SP4N-LAPOR! (target: increase by 50% compared to baseline year, 2018)	Increased efficiency in SP4N-LAPOR! handling rate compared to the baseline year at the end of the project (8 days for completion of one report on the national level for all types of reports) Baseline (2019): 14 Days Target (2022): 8 Days	The project activities aim to enhance the capacity of SP4N-LAPOR! handling agencies. The improvement shall be measured by assessing the rate of handling of reported complaints.
	SP4N-LAPOR! handling rate (target: increase to 80% compared to baseline year, 2018)	Increased by twelve percent Twelve percent (12%) increase of the connected local governments to SP4N-LAPOR! compared to the baseline Baseline (2018): 83% connected local governments to SP4N-LAPOR! (460 Local Governments). Target (2022): 95% connected local governments to SP4N-	Although the project activities do not directly target the integration or linking up of governments with SP4N-LAPOR! system, yet the socialization and promotion activities such as annual workshops etc. have indirectly resulted in promoting the ownership and political buy-in by local governments and integration resulting from commitments can be used as an indicator to measure the expansion of SP4N-LAPOR!.

Item	Objectively Verifiable Indicators		Remarks
	Objective	Original	
		LAPOR! (515-520 Local Governments)	
	Maximum allowable response time for reported complaints (target: reduce to 5 working days)	Deleted	The original indicator has been moved and placed under Output 2 as indicator 2.1
Enhanced transparency and accountability in the public sector through increased public awareness and civic participation on the national complaint handling system, SP4N-LAPOR!	Number of SP4N-LAPOR! users (target: increase by 50% compared to baseline year, 2018)	Fifty percent (50%) increase of SP4N-LAPOR! total complaints received compared to baseline Baseline (2018): 123,560 reports in a year Target (2022): 185,340 reports for a year	The revised indicator is the objective indicator from the original version of PDM which has been removed from there and is suggested to be placed here as indicator 2.1 to assess the outcome of efforts geared at generating public demand for SP4N-LAPOR! as a result of public outreach interventions.
	2.2 Citizen satisfaction rate with SP4N-LAPOR! system and handling agencies (target: increase to 70% compared to baseline year, 2018)	50% increase in the number of SP4N-LAPOR! users nationwide compared to the baseline year at the end of the project. Baseline (2018): 798,711 users Target (2022): 1,188,964 users	This is original Outcome indicator, only the placement order is changed in the revision (from 2.1 to 2.2). Moreover, further explanation has been added for the purpose of clarity
Outputs			
Developed masterplan and roadmap for a comprehensive national complaint handling system (SP4N-LAPOR!)	1.1. Masterplan and roadmap for a comprehensive national complaint handling system (SP4N-LAPOR!) developed and it has been adopted by Kemenpan-RB (target: 1)	Roadmap for the national complaint handling system (SP4N-LAPOR!) is developed. KemenPAN-RB adopts roadmap for the national complaint handling system (SP4N-LAPOR!).	Original indicator has been split into two separate indicators to reflect milestones of the development and adoption of the Roadmap
Enhanced institutional capacity on complaint handling of national and subnational governments through Invitational and Local trainings	SP4N-LAPOR! handling rate (target: increase to 80% compared to baseline year, 2018);	2.1. 37% increase of reports acknowledged within 5 working days compared to the baseline year for SP4N-LAPOR! at the end of the project.	Original Output indicator 2.1 is now Outcome indicator 1.1. The order of original Output indicator 2.2 is changed as 2.1.

Item	Objectively Verifiable Indicators		Remarks
Objective	Original	Revision	
		<p>Baseline (2019): 43% reports acknowledged within 5 working days from the total report being followed up.</p> <p>Target (2022): 80% reports acknowledged within 5 working days from the total reports being followed up.</p>	
	SP4N-LAPOR! reports acknowledged within 5 working days (target: increase to 80% compared to baseline year, 2018)	Number of participants joined the training sessions and balanced female participation (Above 40% is attended by female official/staff)	Indicator readjustment with minor rephrasing to capture number of all training participants and gender balance
	Number of total national and local government officials attend invitational and technical trainings on complaint handling systems and management (target: 460 government officials or staff trained)	Number of training sessions organized for staff responsible for SP4N-LAPOR! System (6 invitational trainings, 9 local trainings and 6 public relation champion trainings).	New indicator formulated
	Number of female government officials or staff attended SP4N-LAPOR! trainings (target: 230: female officials or staff trained)	The establishment of e-learning platform for SP4N-LAPOR! staff/human resource	New project activity requested from KemenPAN-RB according to the COVID-19 situation
Increased government and public awareness on SP4N LAPOR! and citizen participation to improve the system, with particular attention to women, youth, Persons with Disabilities (PwDs) and other marginalized groups of the population through Workshops and Promotions.	Number of SP4N-LAPOR! users (target: increase by 50% compared to baseline year, 2018);	Citizen satisfaction rate towards SP4N-LAPOR! system and handling agencies at the end of the project (target: increased to at least 75% compared to baseline year, 2018)	Original Outcome Indicator 2.2 re-adjusted and target revised
	Citizen satisfaction rate with SP4N-LAPOR! system and handling agencies, disaggregated by gender, age, PwDs (target: increase to 70% compared to baseline year, 2018)	Number of public workshops and balanced female participation (Above 40% is attended by female participants)	New indicator formulated to track target of public outreach activities with female participation. It replaces the original 3.2 which was a repetition.

Item	Objectively Verifiable Indicators		Remarks
Objective	Original	Revision	
	Number of total citizens attended public workshops on SP4N-LAPOR! (target: 1,200 citizens)	Number of methods used to promote public awareness of SP4N-LAPOR! system (3 annual workshop, 8 FGDs, and 8 public campaigns)	Replaced by new indicator
	Number of female citizens attended public workshops on SP4N-LAPOR! (target: 600 female citizens)	Deleted	3.4 has been merged into indicator 3.2 above and target has been revised

Annex 11. Project Results

Indicator	Baseline (2018/2019)	2019	2020	2021	2022	Q2 of 2023	Status
Outcome 1: Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies' complaint handling systems.							
Increased efficiency in SP4N-LAPOR! handling rate compared to the baseline year at the end of the project (8 days for completion of one report on the national level for all types of report).	14 days for completion of one report on the national level for all types of reports as of July 2019.	27 days for completion of one report on the national level for all types of reports.	12 days for completion of one report on the national level for all types of reports.	6.3 days for completion of one report on the national level for all types of reports.	5.7 days for completion of one report on the national level for all types of reports.	82% reports acknowledged within 5 working days from the total reports being followed up.	Data validates that outcome indicators is achieved.
Increase by twelve percent (12%) in the connected local governments to SP4N-LAPOR! compared to the baseline.	83% connected local governments to SP4N-LAPOR! (460 Local Governments as of 2018).	95% connected local governments to SP4N-LAPOR! (517 local governments).	95% connected local governments to SP4N-LAPOR! (523 Local Governments).	95% connected local governments to SP4N-LAPOR! (524 Local Governments).	96% connected local governments to SP4N-LAPOR! (529 Local Governments).	5.7 days for completion of one report on the national level for all types of reports. 96% connected local governments to SP4N-LAPOR! (529 Local Governments).	Data validates that outcome indicators is achieved.
Outcome 2. Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!)							
Fifty percent (50%) increase of SP4N-LAPOR! total complaints compared to baseline.	123.560 reports in a year as of 2018.	217.192 reports in a year of 2019.	195.438 reports in a year of 2020.	160.476 reports in a year of 2021.	113.989 reports in a year of 2022.	119.512 complaints were received in from 1 January to 30 September 2023. From 2018 to Q3 of 2023, a total of 930.167 complaints were	Data validates that outcome indicator is stagnant, but we use combined complaint bot

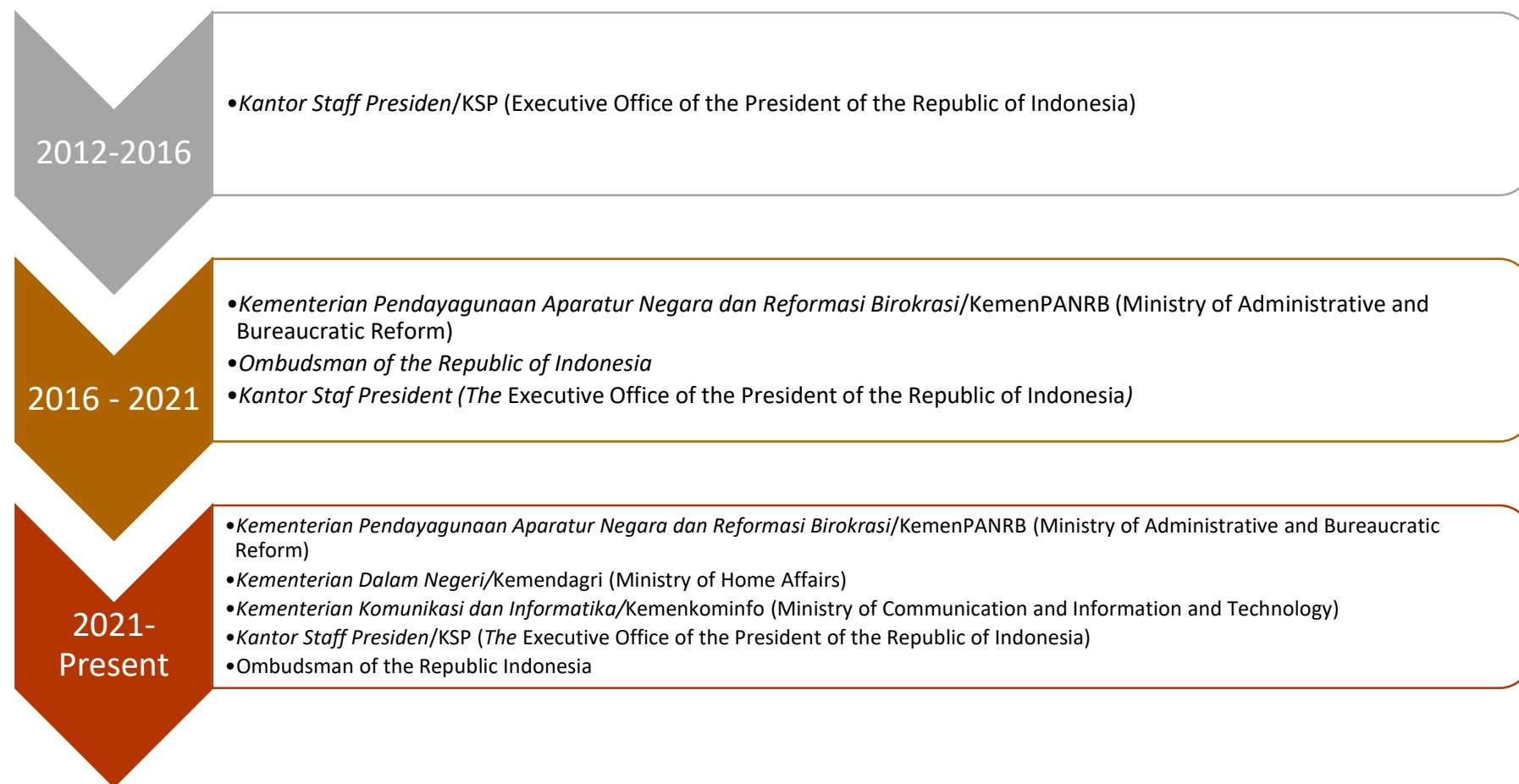
Indicator	Baseline (2018/2019)	2019	2020	2021	2022	Q2 of 2023	Status
						received that shows the LAPOR!	annual data as basis data ⁱⁱ
Fifty percent (50%) increase of the number of SP4N-LAPOR! users nationwide compared to the baseline year at the end of the project.	798.711 users as of 2018.	20% increase of the number of SP4N-LAPOR! users (932.450 users of 2019).	50% increase of the number of SP4N-LAPOR! (1.188.964 users of 2020).	75% increase of the number of SP4N-LAPOR! (1.394.577 users of 2021).	100% increase of the number of SP4N-LAPOR!. (1.707.256 users of 2022).	150% increase of the number of SP4N-LAPOR!. (1.707.256 users of 2022).	Data validates that outcome indicators is achieved.
Output 1: Developed a roadmap for the integrated national complaint handling system (SP4N-LAPOR!)							
Roadmap for the national complaint handling system (SP4N-LAPOR!) is developed.	N/A	N/A	The 2020-2024 roadmap for the integrated national complaint handling system (SP4N-LAPOR!) is developed.	N/A (Output indicator is achieved).	N/A (Output indicator is achieved).	N/A (Output indicator is achieved).	Data validates that output indicators is achieved.
KemenPAN-RB adopts roadmap for the national complaint handling system (SP4N-LAPOR!)	N/A	N/A	KemenPANRB adopts the roadmap in the form of Regulation of the Minister of Administrative and Bureaucratic Reform on the SP4N-LAPOR! roadmap.	N/A (Output indicator is achieved).	N/A (Output indicator is achieved).	N/A (Output indicator is achieved).	Data validates that output indicators is achieved.
Output 2: Enhanced institutional capacity of national and sub-national governments on complaint handling through Invitational and Local trainings							

Indicator	Baseline (2018/2019)	2019	2020	2021	2022	Q2 of 2023	Status
37% increase of reports acknowledged within 5 working days compared to the baseline year for SP4N-LAPOR! at the end of the project.	43% reports acknowledged within 5 working days from the total report being followed up (14.270 reports of 33.353 reports as of July 2019).	58% reports acknowledged within 5 working days from the total reports being followed up (47,057 reports of 92,495 reports).	72% reports acknowledged within 5 working days from the total reports being followed up (59,840 reports of 83,112 reports).	80,46% reports acknowledged within 5 working days from the total reports being followed up (44.579 reports of 55.406 reports).	82.10% reports acknowledged within 5 working days from the total reports being followed up. (45.168 reports of 55.017 reports).	82% reports acknowledged within 5 working days from the total reports being followed up.	Data validates that output indicators is achieved.
Number of participants joined the training sessions and balanced female participation.	N/A	N/A	N/A	48% females represented in all training in 2021 namely 3 online invitational training, 3 local training and 6 public relation champion training.	47% females represented in all trainings both 2021 and 2022 namely invitational training, local training and public relation champion training.	N/A (This indicator is achieved by 2022)	Data validates that output indicators is achieved.
Number of training sessions organized for staff responsible for SP4N-LAPOR! system.	N/A	N/A	N/A	3 invitational trainings, 3 local trainings and 6 public relation champions trainings. were organized.	The completion of all trainings i.e. 6 invitational trainings, 9 local trainings and 6 public relation champion trainings.	N/A (This indicator is achieved by 2022)	Data validates that output indicators is achieved.
The establishment of an e-learning platform for SP4N-LAPOR! staff/human resource.	N/A	N/A	N/A	<ul style="list-style-type: none"> The design document of e-learning platform was developed. The tender process for e-learning platform 	The alpha design was developed.	Currently the server is on migration process to KemenPANRB	Data validates that output indicators is partially achieved and expected to be fully achieved

Indicator	Baseline (2018/2019)	2019	2020	2021	2022	Q2 of 2023	Status
				development is on track.			by the end of the year.
Output 3. Increased public awareness on SP4N-LAPOR! and citizens' participation to improve the system, with particular attention to women, youth, Persons with Disabilities (PwDs) and other marginalized groups through Workshops and Promotions							
Citizen satisfaction rate towards SP4N-LAPOR! system and handling agencies at the end of the project.	There is no baseline for citizen satisfaction rate based on the third generation SP4N-LAPOR!.in 2018.	N/A	The citizen satisfaction in 2020 has been reported at the rate of 75.7% based on the survey of third generation of SP4N-LAPOR!	As per the 2021 survey report, the citizen satisfaction rate stands 72.3%.	As per the 2022 survey report, the citizen satisfaction rate stands 73.7%.	N/A (the citizen satisfaction for 2023 will be conducted by next year by KemenPANRB).	Data validates that output indicators is nearly achieved.
The number of public workshops and balanced female participation.	N/A	N/A	N/A	<ul style="list-style-type: none"> 40 % female participated in public workshops in 2021 (1287 female participants out of total 3197 participants). 	<ul style="list-style-type: none"> 43% female participate in public workshop in 2022 (1247 female participants of 2906 total participants). 	43% female participate in public workshop in 2023 (1979 out of a total of 4603 total).	Data validates that output indicators is achieved.
Number of methods used to promote public awareness of SP4N-LAPOR! system.	N/A	N/A	N/A	1 annual workshop, 2 FGDs with Sub-National Government, and 3 public campaigns/outreach are organized.	1 annual workshop, 3 FGDs with Sub-National Government, and 6 public campaigns/outreach were organized.	2 annual workshops, 11 FGDs with Sub-National Government, and 2 public campaigns/outreach were organized. (All FGDs/Workshops are completely organized)	Data validates that output indicators is partially achieved and expected to be fully achieved by the end of the year.

Annex 12. Steering Committee Matrix

The steering committee of SP4N-LAPOR! throughout the years



Annex 13. The Role of the SP4N-LAPOR! Steering Committee

Ministry/ Institution	2012 – 2016	2016 – 2021	2021 – Present
KSP (Executive Office of The President of the Republic of Indonesia)	KSP takes a role in terms of political pressure in ensuring the effectiveness of LAPOR! implementation in national and sub-national government.	KSP takes a role in terms of political pressure in ensuring the effectiveness of LAPOR! implementation in national and sub-national government.	KSP takes a role in terms of political pressure in ensuring the effectiveness of LAPOR! implementation in national and sub-national government.
KemenPANRB (Ministry of Administrative and Bureaucratic Reform)		KemenPANRB takes the leading role as the primary actor who will implement the policy resulting from the project as the primarily responsible institution for the LAPOR! Operation.	KemenPANRB takes the leading role as the primary actor who will implement the policy resulting from the project as the primarily responsible institution for the LAPOR! Operation.
Ombudsman of the Republic of Indonesia (ORI)		ORI serves function an institution to monitor the implementation of SP4N-LAPOR!	ORI serves function an institution to monitor the implementation of SP4N-LAPOR!
Kemendagri (Ministry of Home Affairs)			Kemendagri is solely responsible for providing administrative guidance for local government regarding government implementation.
Kemenkominfo (Ministry of Communication and Information and Technology)			Kominfo takes a role in ensuring the IT system related to the LAPOR! complies with government regulations.

Annex 14. Matrix of Project Effectiveness

Vetted by Evaluation Results Matrix

Expected Outcomes	Outcome Achievement by Q3/2023	Evaluator's comment
1. Enhanced capacity of the SP4N-LAPOR! handling agencies in facilitating and promoting the connection of all government agencies' complaint-handling systems		
<p><u>Outcome 1 Indicator</u></p> <p>1.1. Increased efficiency in SP4N-LAPOR! handling rate compared to the baseline year at the end of the project (8 days for completion of one report on the national level for all types of reports).</p> <ul style="list-style-type: none"> • Baseline (2019): 14 days • Target: 8 days <p>1.2. Increased by twelve percent (12%) of the connected local governments to SP4N-LAPOR! compared to the baseline.</p> <ul style="list-style-type: none"> • Baseline (2018): 83% connected local government to SP4N- LAPOR! (460 Local Governments). • Target: 95% connected local government to SP4N -LAPOR! (515-520 Local Governments). 	<p>Not only has the first outcome been achieved but the project has outperformed it, as highlighted below:</p> <p>1.1. 5.2 days for completion of one report on the national level for all types of reports as of 30 September 2023.</p> <p>1.2. Eighteen (18) percent increase in the number of connected local governments to SP4N-LAPOR! compared to the baseline. (544 Local Governments compared to 460 local governments as baseline).</p>	<p>The project has outperformed</p> <ul style="list-style-type: none"> • Baseline (2019): 14 days • Target: 8 days • Achievement (2023): 5,2 days <p>The number of local governments connected to SP4N LAPOR:</p> <p>Baseline (2018): 83%</p> <p>Target: 95% (515-520 Local Government)</p> <p>Achievement: 98% from 544 Local government</p> <p>Even though the number of local governments has increased, it has still exceeded the target. It shows the ownership and commitment of the stakeholders in getting things done the national action plan derived from the roadmap</p> <p>The performance of the SP4N LAPOR! has been recognized by the World Summit on the Information Society Forum in 2022 for the outstanding contribution toward strengthening the implementation of the World Summit in The Information Society Outcome</p>
2. Enhanced transparency and accountability in the public sector through increased public awareness and civic participation in the integrated national complaint handling system (SP4N-LAPOR!)		
<p><u>Outcome 2 Indicators</u></p> <p>2.1. Fifty percent (50%) increase of SP4N-LAPOR! total complaints received compared to baseline.</p> <ul style="list-style-type: none"> • Baseline (2018): 123.560 reports in a year. 	<p>The second outcome was partially achieved especially for the increase of the number of SP4N-LAPOR! users, as stated below:</p>	<p>Total number of SP4N LAPOR complaints received:</p> <ul style="list-style-type: none"> • Baseline 2018: 123.560 reports • Target (2023): 185.340 reports • Achievement (2023): 930.167 reports

Expected Outcomes	Outcome Achievement by Q3/2023	Evaluator's comment
<ul style="list-style-type: none"> • Target (2022): 185.340 reports for a year. <p>2.2. Fifty percent (50%) increase in the number of SP4N-LAPOR! users nationwide compared to the baseline year at the end of the project</p> <ul style="list-style-type: none"> • Baseline (2018): 798.711 users. • Target: 1.188.964 users. 	<p>2.1 According to the latest data of KemenPANRB, 119.512 complaints were received from 1 January to 30 September 2023. From 2018 to Q3 of 2023, a total of 930.167 complaints were received that show the LAPOR! has been used for reporting the complaints.</p> <p>2.2. Increase of more than one hundred fifty (150 %) in the number of SP4N-LAPOR! users nationwide, compared to the baseline year (i.e.1.981.667 users compared to 798.711 Users as baseline).</p>	<p>The project has outperformed. The increased connection of the local government to SP4N LAPOR! and nationwide socialization and public awareness have impacted the increased number of users.</p> <p>According to KemenPANRB (1st Semester Report of SP4N LAPOR), the dominant issue reported is about the road infrastructure this semester. However, In the sub-national level, the dominant issues appear differently. Aggregately, the province of Bali shared the dominant issue of infrastructure, while in District Tangerang is about administration of the identity cards and other birth certifications etc.</p> <p>Related to the evidence-based policy, there is a good case found in the Province of Bali, where the handling of complaints is coordinated by the inspectorate. During an interview, they shared they have successfully recommended <i>the Dinas Pekerjaan Umum</i> (Local Government Technical Agency in Public Works) to give priority to the road maintenance project in certain areas based on the SP4N LAPOR! data. This case has shown the impact of the SP4N LAPOR! on the data-based development plan.</p> <p>The incoming reports come from different sources such as digital systems, manual, and call centres. The KemenPANRB in the 1st Semester Report 2023, shared that most data are coming from a website (49.346)</p> <p>As part of the accountability, the project has conducted the Satisfaction Survey of the SP4N LAPOR! in 2022 with the result of satisfactory.</p>

Expected Outputs	Activity Outputs	Achievement according to Indicators until Q3/2023	Evaluator's Comment
<p>1. Developed a roadmap for the integrated national complaint handling system (SP4N-LAPOR!)</p> <p>Baseline: 2015–2019 draft roadmap</p> <p>Indicators:</p> <ul style="list-style-type: none"> - A draft roadmap for the integrated national complaint handling system (SP4N-LAPOR!) is developed. - KemenPAN-RB adopts a draft roadmap for the integrated national complaint handling system (SP4N-LAPOR!). 	<ol style="list-style-type: none"> 1. A roadmap for integrated national complaint handling system (SP4N-LAPOR!), has been completed. 2. Adoption of the roadmap into regulation by KemenPAN-RB 	<p>Data validates that output indicators are achieved</p>	<p>The Roadmap of the SP4N LAPOR! has been published and accessible on the internet. The Related Ministries have followed it up with some regulations:</p> <ol style="list-style-type: none"> 1. Ministry of Home Affairs Regulation 8/2023 to follow up on the implementation of the roadmap at the sub-national level. 2. Ministry of Home Affairs Regulation No 8/2023 on Handling Complaint Mechanism in the MoHA and Local Governments 3. The MoU on Synergy on Handling Complain Management through SP4N LAPOR among 5 National Key Stakeholders signed on 2021 <p>The roadmap (2020-2024) has been socialized to the local governments nationwide.</p> <p>The 6 pilot of local governments have developed and implemented their action plans derived from this road map. More than this, the Province of West Sumatera has integrated the SP4N LAPOR into Mid-Term Development Plan (RPJMD). It leads the decision-makers in determining the intervention and priorities.</p> <p>The coordination among the national stakeholders with the 6-pilot local government has been conducted effectively, it can be seen from the regulations and policies produced in the sub-national levels to ensure the functioning of the SP4N LAPOR!</p>
<p>2. Enhanced institutional capacity of national and sub-national governments on complaint handling through invitational and local training.</p>	<ol style="list-style-type: none"> 1. Six (6) invitational trainings in Korea to enhance the institutional capacity of national and sub-national governments. 2. Nine (9) local technical trainings for local government officials on 	<ul style="list-style-type: none"> • 82% of reports were acknowledged within 5 working 	<p>Project interventions have led to marked improvements in LAPOR!'s efficiency as manifested in the increased number of users and enhanced capacity of the management and the system in managing to reduce the number of days to 5,7 in 2022 for completion of one report on the national level for all types of reports compared to the baseline year number of 14 days.</p>

Expected Outputs	Activity Outputs	Achievement according to Indicators until Q3/2023	Evaluator's Comment
<p>Baseline:</p> <ul style="list-style-type: none"> - 14,270 or 43% of reports were acknowledged within 5 working days from the total reports being followed up (33,353 reports) as of July 2019. - Not applicable (Training has yet to be conducted by KOICA-UNDP). - Not applicable (E-learning platform is not established yet). <p>Indicators:</p> <ul style="list-style-type: none"> - 37 % increase of reports acknowledged within 5 working days compared to the baseline year for SP4N-LAPOR! at the end of the project. - Several participants joined the training sessions and balanced female participation (Above 40% of the training session participants are female officials/staff). - The number of training sessions organized for staff responsible for SP4N-LAPOR! system (6 invitational trainings, 9 local trainings, and 6 public relation champion training). 	<p>complaint handling and management systems.</p> <ol style="list-style-type: none"> 3. Six (6) SP4N-LAPOR! Public Relations Champions Trainings to promote SP4N-LAPOR! in the six project locations. 4. The establishment of an e-learning platform for SP4N-LAPOR! staff/human resources. 5. Project activity support for Output 2. 	<p>days from the total reports being followed up.</p> <ul style="list-style-type: none"> • Data validates that output indicators are fully achieved from 2022. • Data validates that output indicators are partially achieved and expected to be fully achieved by the end of the year. • Development stages of e- e-learning platform including platform design, storyboard development, and the creation of an alpha prototype had been completed. Currently, the development is focused on the finalization system 	<p>Additionally, two of the project's pilot locations West Sumatra and Tangerang Regency emerged as winners of SP4N-LAPOR! Competition in 2022. This competition serves as an evaluation platform for the implementation of SP4N-LAPOR! The success of these pilots indicates that the Project is yielding the best results in the pilot regions and these two regencies can be looked up to as role models of the sub-national government in Indonesia for the implementation of SP4N-LAPOR!</p> <p>The capacity-building activities have increased the coordination among the related stakeholders in provincial and district government, particularly in the 7 pilot regions to manage the incoming reports. Without the strong coordination among stakeholders, the remarkable achievement of 82% of reports being followed up within 5 working days would not be reached. The interviews with some reporters in Tangerang and Padang have confirmed that their case has been solved within 60 days and they received the notification about the status of their complaint.</p> <p>The training has been done for SP4N LAPOR! include virtual invitational training, local training, and public relations champion training. The total ratio of the female and male participants is 47%:53%. The participation of the female has reached above the set target indicator.</p> <p>The sustainability of the capacity building will be ensured with the existence of an e-learning platform for the staff and human resources. This e-learning is part of the exit strategy for capacity development of SP4N LAPOR in the future. The interview with the stakeholders in pilot areas has confirmed that the knowledge-sharing workshop among the 6-pilot local government was very useful in increasing their capacity.</p>

Expected Outputs	Activity Outputs	Achievement according to Indicators until Q3/2023	Evaluator's Comment
<ul style="list-style-type: none"> - The establishment of an e-learning platform for SP4N-LAPOR!'s staff/human resources. 			<p>The status of the e-learning platform is under finalization finalized and will be launched in the project closing in December 2023.</p>
Third Output Progress (Q3 of 2023)			
<p>3. Increased public awareness of SP4N-LAPOR! and citizens' participation to improve the system, with particular attention to women, youth, Persons with Disabilities (PwDs), and other marginalized groups through Workshops and Promotions</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Not applicable (There is no baseline for citizen satisfaction rate based on the third generation SP4N-LAPOR!.) - Not applicable (Workshop has yet to be conducted by KOICA-UNDP). <p>Indicators:</p> <ul style="list-style-type: none"> - Citizen satisfaction rate towards SP4N-LAPOR! system and handling agencies at the end of the project (target: increased to at least 70% compared to baseline year, 2018) 	<ol style="list-style-type: none"> 1. Three (3) annual workshops to encourage the local governments (heads of governments) that are yet to be connected with the national complaint handling system. 2. Eight (8) group discussions with sub-national government officials to understand the current situation around complaint handling at the sub-national level. 3. Public online/offline campaigns to promote the integrated national complaint handling system (SP4N-LAPOR!) involving on-site and online engagements. 4. Project activity support for Output 3. 	<p>N/A (The survey result will be Q1 or Q2 of 2024 and it is not supported by</p>	<p>The satisfaction rate for SP4N LAPOR! in 2021 and 2022 was 72,3% and 73.7%. These percentages show of high satisfaction of the users toward the LAPOR. The speed of response from the relevant institutions in handling complaints is one of the issues highlighted in citizen satisfaction. Here the challenge for the project is that the majority of this feedback on the speed of the response is about the institutions that receive reports from LAPOR! This survey represents the satisfaction of the users in all provinces and districts in Indonesia and is not limited to 6 pilots.</p> <p>The project intervention to the SP4N LAPOR! is actually in building the coordination between the national and sub-national level, which is piloted in 6 areas. It is expected to overcome coordination issues in the implementation of SP4N-LAPOR! which in turn will improve the response issues in the future. In the pilot location, the citizen satisfaction index namely Bali, Yogyakarta, West Sumatra, and Badung Districts the higher than citizen satisfaction in the non-pilots. This shows that the hub model of the relation between national and subnational in handling the complaint is worth being replicated in other provinces and districts. However as the number of disability groups and women in the reports seems low, this satisfaction index has less reflected GESI issues. Though the SP4N LAPOR! is considered a platform to convey the people's aspiration to improve public service, access to vulnerable groups (GESI) should be improved.</p>

Expected Outputs	Activity Outputs	Achievement according to Indicators until Q3/2023	Evaluator's Comment
<ul style="list-style-type: none"> - Number of public workshops and balanced female participation (Above 40% of the public workshops' participants are female) - The number of methods used to promote public awareness of SP4N-LAPOR! system (3 annual workshops, 8 FGDs, and 8 public campaigns/outreach) 		<p>KOICA- UNDP). Data validates that output indicators are nearly achieved.</p> <ul style="list-style-type: none"> • 43% of females participated in FGD and workshops in 2023 (247 female participants of 616 total participants). Two annual workshops, six FGDs, and eight public campaign/outreach well organized. Data validates that output indicators are fully achieved. 	<p>Balanced gender representation was achieved during FGDs/workshops of SP4N- LAPOR! (Annual Report 2022). FGDs/workshops likewise witnessed high participation from women being 1247 out of 2906 participants, making up 43% of Total participation against and maintaining a higher rate against the 40% target of women's participation. However, this percentage has not yet reflected the participation of the citizens as the users of the SP4P LAPOR! The interview with Ms. Vera from the MBM Foundation, that most of the poor women in the villages in Bali have a low education background (primary school). The website canal of LAPOR remains too sophisticated for them. They are used to report their complaint to the village government or community-based organization close to them. The discussion with the province of Padang has also shared, that there is a cultural barrier in the society on reporting. Therefore, public awareness raising needs to be more massive and targeted to reach the village administration and NGOs/CBOs. At the same time, other canals should be also improved such as manual reporting, and social media integrated into SP4 LAPOR!</p> <p>Several campaign initiatives have been organized in line with the uniqueness of 6 pilots to strengthen the external outreach including Mini LAPOR! goes to the Campus in Ngurah Rai University Bali, outreach visit to special GESI group in Badung Regency, Visit to Rural Area in Tangerang Regency, podcast, etc. The social media campaign has been also conducted in many different ways such as to commemorate Youth Pledge Day, the International Day for the Elimination of Violence Against Women, and the International of Persons with Disabilities. Social media such as</p>

Expected Outputs	Activity Outputs	Achievement according to Indicators until Q3/2023	Evaluator's Comment
			Facebook, Twitter, and Instagram were also used for the campaign. In the province of Jogjakarta, the Committee of PwD was always involved in the coordination planning. However, more massive mass media such as radio and television is also needed to reach the public effectively.

Annex 15. Lesson Learned and Insight Table

Impact Area	Key Point Raised	Main Insight
1. Project Finalization and Public Service Improvement	Successful institutional linkages and implementation at the community level.	Institutional success at the community level is pivotal for effective public service improvement.
	Strengthened relationships between institutions and communities, linked to the ID card system as a possibility.	
	Work on refining the system is not finished.	
	Emphasis on complaint resolution through organization and policy must continue to be considered.	
	Technical integration to bring local applications into the national system.	
2. Technical Challenges and Integration	Addressed technical gaps between national and provincial systems.	Overcoming technical challenges requires a comprehensive approach, including diverse channels and addressing local relevance.
	Ensured no wrong doors for complaints are necessary, and diverse channels, including manual methods.	
	The system is not capturing all complaints yet. Many channels for complaints but not linked.	
	Tackling the challenge of continued use of provincial systems due to relevance at the local level.	
	Registration to the system is way too difficult for users.	
3. Complaint Handling and Oversight	Unclear categories for complaints directing.	A robust complaint-handling system demands clear categories, community education, accessibility, and continuous oversight.
	Inadequate education for community members on complaint procedures.	
	Oversight at the national level should be higher than the five MOU ministries responsible for system development and decentralization.	
	E-governance is not necessarily good governance - must expand the policy and legality on this point. This work is overseen by e-governance and digital laws but it goes beyond that.	
	Vulnerable groups have difficulty accessing the system. Many assumptions on digital and too difficult to register, need more channels i.e., WhatsApp.	

Impact Area	Key Point Raised	Main Insight
	Technical improvements to reduce fraud and support whistle-blowers. Category buttons at the national level.	
	Committee of oversight at the national level, with a refined roadmap.	
4. Coordination and Assumptions	Design assumptions focused on e-governance - digital policies, overlooking wider perspectives for complaints vis-a-vis good governance and participation.	Assumptions should consider wider perspectives, and resistance to recommendations may arise at various levels.
	Recognition of the need for digital literacy at all levels.	
	The need for higher oversight is apparent at the inspectorate in Bali can be seen as a good practice.	
	Recommendations for sub-national management faced resistance.	
	Inspectorate oversight and resistance to move to the Ministry of Communication in Bali.	
	Data's powerful role in influencing plans and monthly meetings for planning.	
5. Governance and Coordination	Advocacy for ombudsman oversight in every government.	Governance and coordination efforts require legal clarity and continuous evaluation for improvement.
	Questions about coordination legality between sub-national and national levels.	
	Evaluation of the effectiveness of the roadmap for coordination.	
	Strengthening the coordination hub between national and sub-national levels.	
6. Knowledge and Networking	Importance of knowledge sharing and networking.	Knowledge sharing and strategic scaling are crucial for sustained success, with a need for clarity in pilot program objectives.
	Focus on refining and scaling out strategies.	
	Questions about the purpose of the pilot section for connections and knowledge.	
7. Pilot Project Results	Clarification on the purpose of the pilots system strengthen -soft aspects and supporting KemenPANB to function for decentralization and systems support i.e. found to be for connections, knowledge, and hub-bridge strengthening. Scaling knowledge and networking out	Inquiry seeks clarification on strategic aspects of expected outcome i.e. strengthen the bridge between national and sub-national levels.

Impact Area	Key Point Raised	Main Insight
8. Cross-cutting Insight	Massive awareness is crucial for fostering a habit of complaint, contributing to increased government service delivery participation.	Education plays a key role, as illustrated by the case in West Sumatra where an educated individual reconsidered lodging a complaint, emphasizing the transformative power of an informed citizenry.
9. Future Considerations	Addressing the legal aspects of coordination meetings.	Future considerations should prioritize legal aspects, institutional strength, and external collaboration for holistic improvement.
	Strengthening institutional coordination.	
	Facilitating knowledge exchange and third-party focus.	

Annex 16. Sample

Key Stakeholders included in KIIs and SSIs:

- UNDP - Head of DGPRU Unit or OIC NPM LAPOR! (Central Jakarta): Justification: As the implementing partner, UNDP's perspective is crucial to understanding the project's overall goals, progress, and challenges.
- KOICA - Deputy Country Director (South Jakarta): Justification: KOICA, being a funding partner, holds valuable insights into the project's objectives, expectations, and their assessment criteria.
- Ministry of Administrative and Bureaucratic Reform (KEMENPAN-RB) - Deputy Assistant for Digital Transformation of Public Service and Community Complaint Analyst (South Jakarta): Justification: KemenPANRB is the primary beneficiary and responsible for LAPOR! operations. The chosen position ensures a deep understanding of the project's impact on government operations.
- Ministry of Home Affairs (KEMENDAGRI) - Head of Information Center (Central Jakarta): Justification: As the entity guiding local government implementation, Kemdagri's insights are vital to understanding the administrative aspects and challenges at the national level.
- Ministry of Communication and Information Technology (KOMINFO) - Director of Government Information Application Service (Central Jakarta): Justification: Kominfo's role in ensuring LAPOR! complies with IT regulations is crucial, providing insights into technical aspects and compliance.
- Executive Office of the President (KSP) - Deputy II of Human Development Sector (Central Jakarta): Justification: KSP's involvement ensures a political perspective, addressing potential challenges and pressures faced in LAPOR! implementation at both national and sub-national levels.
- Ombudsman of Republic Indonesia (ORI) - Head of Main Assistant Public Complaint Sector (South Jakarta): Justification: ORI's experience in testing the complaint handling system provides valuable feedback on its effectiveness and potential improvements.
- Communication and Information Office - Head of Organization (Tangerang Regency): Justification: Local government organizations are essential implementing partners in the pilot locations, providing insights into on-the-ground challenges and successes.
- Bali Province Regional Inspectorate - Head of Organization (Bali): Justification: Representing a different geographical context, the Bali Province Regional Inspectorate offers insights into regional variations in LAPOR! implementation.
- Civil Society Organizations - Head of Organization (Yogyakarta, Individual in Tangerang): Justification: Civil society plays a crucial role as beneficiaries. The chosen organizations represent Gender Equality and Social Inclusion, ensuring diverse perspectives.

Table Evaluation Sample

No	Organisation	Unit/Position	Location	Justification
1	UNDP	Head of DGPRU Unit or OIC NPM LAPOR!	Central Jakarta	
2	KOICA	Deputy Country Director	South Jakarta	
Government at National Level				
3	Ministry of Administrative and Bureaucratic Reform (KEMENPAN-RB)	Deputy Assistant for Digital Transformation of Public Service and	South Jakarta	KemenPANRB takes the leading role as the primary beneficiary who will implement the policy resulting from the project as the primarily

No	Organisation	Unit/Position	Location	Justification
		Community Complaint Analyst		responsible institution for the LAPOR! Operation.
4	Ministry of Home Affair (KEMENDAGRI)	Head of Information Center	Central Jakarta	Kemdagri is solely responsible for providing administrative guidance for local government regarding government implementation.
5	Ministry of Communication and Information Technology (KOMINFO)	Director of Government Information Application Service	Central Jakarta	Kominfo takes a role in ensuring the IT system related to the LAPOR! complies with government regulations.
6	Executive Office of the President (KSP)	Deputy II of Human Development Sector	Central Jakarta	KSP takes a role in terms of political pressure in ensuring the effectiveness of LAPOR! implementation in national and sub-national government.
7	Ombudsman of Republic Indonesia (ORI)	Head of Main Assistant Public Complaint Sector	South Jakarta	ORI has tested the system and mechanism complaint handling system at national and subnational levels.
Government at Sub National Level				
8	Communication and Information Office	Head of Organisation	Tangerang Regency	They are local government organisations which responsible to handle complaint handling management. It means that they are implementing partner of SP4N-LAPOR! project in 6 pilot locations.
9	Bali Province Regional Inspectorate	Head of Organisation	Bali Province	
10	Communication and Information Office	Head of Organisation	Badung Regency	
11	Communication and Information Office	Head of Organisation	Yogyakarta Special Region Province	
12	Communication and Information Office	Head of Organisation	Sleman Regency	
13	Organization Bureau at Provincial Secretary	Head of Organisation	West Sumatera Province	
Civil Society Organizations				
14	Indonesian Association of People with Disabilities (PPDI)	Head of Organisation	Yogyakarta	Both organisations are representative of Gender Equality and Social Inclusion.
15	Committee for the Protection and Fulfilment of the Rights	Head of Organisation	Yogyakarta	

No	Organisation	Unit/Position	Location	Justification
	of Persons with Disabilities			
16	Civil Society Representative	Individual	Tangerang	Civil society is a main beneficiary of the public complaint handling system (SP4N-LAPOR!)

Annex 17. Executive Summary Ratings Table Expanded

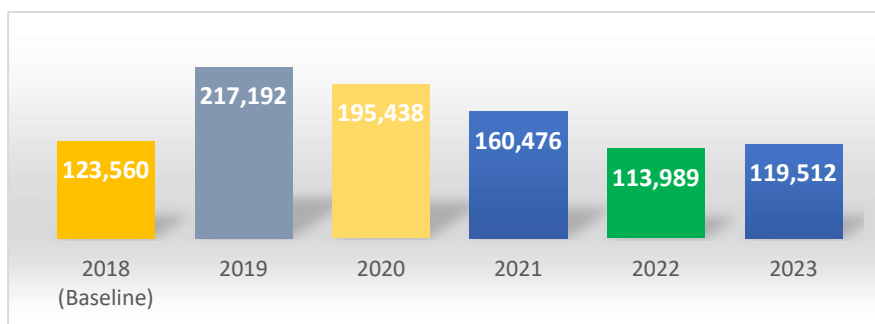
Criteria	Rating	Summary
M&E Overall	S	The project's overarching lessons underscore the critical importance of factors such as adaptability, external partnerships, comprehensive reporting, baseline assessments, leadership, diverse team expertise, financial stewardship, and continuous learning for achieving successful outcomes. Constructive criticism suggests leveraging the Mid-Term Review (MTR) strategically as a valuable tool for adapting to structural changes and course-correcting towards broader expected results in inclusive system development.
M&E Design at Entry	S	The design and formulation phase exemplified a collaborative partnership approach, capitalizing on UNDP's strengths in good governance and human development alongside KOICA's commitment to a robust Complaint Handling System (CHS). While commendable, a critical evaluation reveals a significant gap in the logical framework design, emphasizing ICT and system-based approaches, with inadequate consideration for qualitative aspects like knowledge sharing, outreach, and targeted capacity building for marginalized groups. The absence of specific targets for outreach and gender inclusion highlights a need for a more inclusive and smarter design.
M&E Plan Implementation	S	The project implemented adaptive management with continuous improvement, the evaluation matrix was adapted based on partners oversight during Steering committee meetings. However, project management faced criticism for the absence of a Mid-term Evaluation (MTE), hindering timely adjustments to the logical framework deficient with regards to inclusion targeting. This was never corrected and made the final evaluation a challenge and major limitation. External partnerships, like KOICA, emphasized the significance of engaging stakeholders beyond financial support. The comprehensive reporting provided nuanced perspectives on trajectory, achievements, and challenges, contributing to a thorough understanding of project dynamics.
Overall Quality of M&E	S	The project's collective lessons underscore the importance of adaptability, external partnerships, comprehensive reporting, baseline assessments, leadership, and continuous learning for overall success. Criticism was directed at the absence of a Mid-term Review (MTR) as a strategic tool for course corrections, emphasizing the need for a flexible approach throughout the project lifecycle. The provided guidelines offer valuable insights for future projects.
Implementation & Execution Overall	S	The project executed successfully by optimizing diverse skill sets. Financial stewardship was commendable, maintaining transparent reporting and maximizing efficient resource use. The evident culture of continuous learning and adaptation through workshops and knowledge-sharing sessions contributed to the project's success. The decision to forgo a mid-term evaluation was deemed an oversight, highlighting the importance of strategic monitoring tools for course corrections during implementation.
Quality of UNDP Implementation Oversight	S	The Project Management Unit (PIU) and Steering Committee significantly influenced decision-making. However, a gap existed in integrating Steering Committee recommendations due to a deficiency in providing technical explanations for the ICT system during discussions . The MPU staffing structure optimization facilitated effective coordination and knowledge transfer. Evaluation found commendable financial stewardship ensured transparent budget tracking. The decision to forego a mid-term evaluation faced criticism, emphasizing the necessity for more strategic

Criteria	Rating	Summary
		monitoring tools to facilitate timely adjustments to emerging challenges during implementation.
Quality of Implementing Partner Execution	S	The project's execution was satisfactory, marked by continuous learning and adaptation. Agility in adjusting strategies showcased resilience. However, the decision to forgo a mid-term evaluation was deemed an oversight, emphasizing the need for structural adjustments to monitoring for broader than ICT system development results i.e. human rights and GESI. The identification of more technical workshops for the steering committee emerged as a learning point for future projects, highlighting the importance of aligning technical updates with political monitoring forums.
Impact Overall	S	The project achieved a remarkable 18% increase in connected local governments, reaching 544 out of 552 sub-national government units, showcasing a connectivity rate of approximately 98%. Actively engaging NGOs ensured the representation of vulnerable populations in complaint-handling systems. Beyond quantitative metrics, the SP4N-LAPOR! project embraced softer aspects: fostering constructive debates on organizational frameworks and operations between national and local governments, enhancing collaborative efforts, and becoming a dynamic platform for learning and networking. The project's insights from the Open Government Initiative were shared in international events, showcasing SP4N-LAPOR! as a model for fostering government accountability, transparency, and public participation.
Environmental Sustainability	S	The project's sustainability is closely linked to its potential for addressing environmental concerns. The platform's role in providing citizens with a channel to voice complaints on environmental matters is crucial for fostering environmental sustainability. Actively engaging citizens through the complaint-handling system, the project has the potential to raise awareness and gather valuable data on environmental challenges faced by communities for example waste management treatment in Tangerang was cited as an example in pilots. This data-driven approach aids in informed decision-making for sustainable environmental practices. Additionally, the project's potential linkage to disaster risk reduction and early warning alerts at the community level (if and when the evolving complaint system gains outreach and more user friendly to community level public service's needs) promise to enhance its environmental dimension, ensuring a proactive approach to potential environmental and natural disaster threats.
Social-Political Sustainability	S	Stressing the importance of fostering broader citizen participation, especially among marginalized groups like women, the disabled and remote communities, is crucial for social-political sustainability. The evaluation highlighted genuine work on including women and disabled group through local NGO and CSO representation such as <i>Himpunan Wanita Disabilitas Indonesia</i> (Indonesia Association of Women Diffable). The system still however has challenges related to outreach and formats i.e. paper format, WhatsApp groups for inclusivity, underscoring the significance of addressing these challenges particular in design and monitoring of projects for sustained success. The project's potential for even greater linkages to cross-cutting community issues, including formats for responding to gender needs, poverty reduction, remote public service delivery, disaster risk reduction, and early warning alerts, emphasizes its role in fostering holistic community development.

Criteria	Rating	Summary
Economic Sustainability	S	The project's potential for linkages to cross-cutting issues at the community level, such as gender needs, poverty reduction, remote public services delivery, disaster risk reduction, and early warning alerts, showcases its economic implications. Challenges related to inclusivity, awareness, and full system integration have economic implications that need to be addressed for sustained success. The acknowledgment of achievements, coupled with the recognition of challenges, forms the basis for ensuring economic sustainability. The project's showcased potential for linkages to cross-cutting economic issues at the community level underlines its significance for broader economic sustainability.
Sustainability Overall	S	The evaluation recognized and acknowledged the project's achievements, highlighting its positive contributions. Emphasis was placed on the need for broader citizen participation, particularly among marginalized groups like women, to ensure the project's sustainability. The importance of ICT technical systems national to sub national level integration was underscored, indicating its pivotal role in sustaining positive outcomes. The evaluation addressed implications for institutional coordination and monitoring - vertically involving coordination of five ministries nationally to provincial level system integration and horizontally- between five ministries and need for above oversight, stressing the need for collaborative efforts. Furthermore, the necessity of political, operational and technical work was emphasized to achieve institutional sustainability and outcome level results effectively.

ⁱ The explanation of Outcome 1 (The received total complaints)

The progress of SP4N-LAPOR! total complaints received as first outcome indicator is set to be measured against indicators focusing on the increase in the number of complaints. From the figure no. 6, over the last four years, the year receiving highest number of complaints was 2019 when the COVID-19 outbreak occurred. This phenomenon shows that SP4N-LAPOR! was used as a platform to cater to complaints on issues related to the pandemic.



SP4N-LAPOR! Total Complaints Received

The decline occurred in 2021-2022 and is explained by KemenPANRB as being because of transition of IT infrastructure from the Executive of President Office (KSP) to the Ministry of Communication and Information Technology (Kominfo) which resulted in the application and system being often down. However, in semester 2 of 2022, several improvements were made to make the application fully accessible to the public. According to the 2021 and 2022 citizen satisfaction survey results, there is a tendency for urban communities to deliver complaints through

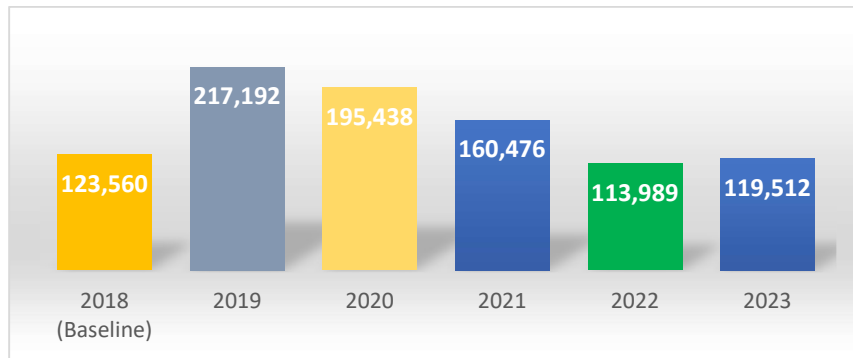
the official social media account of the intended agency, in which the social media account is managed properly to respond to various complaints. KemenPANRB have been undertaking socialization activities to encourage the manual input for complaint delivered by social media. Considering the importance of social media platform, next year the PIU will place a person in charge to manage LAPOR! social media to actively respond to public comment as well as directly navigate them to use LAPOR!.



Moreover, the above figure does not reflect complaints received on annual basis but combines all the complaints received from 2018 to 2023, totalling 930.167 complaints. It counts the total complaints since baseline year till the end of the project combined and indicates that the project has encouraged an increase in active participation from citizens to use SP4N-LAPOR!. Following a discussion with KOICA Indonesia Office on 5 January 2023, this indicator is recommended to be added. Instead of using 'received complaints each year' as target of increase, it is recommended to use 'total complaints received from 2018 to 2022' as target of increase. In other words, the project does not count complaints received on annual basis but combine all the complaints received from 2018 to 2022 which gives the number he number above is the target in 2022.

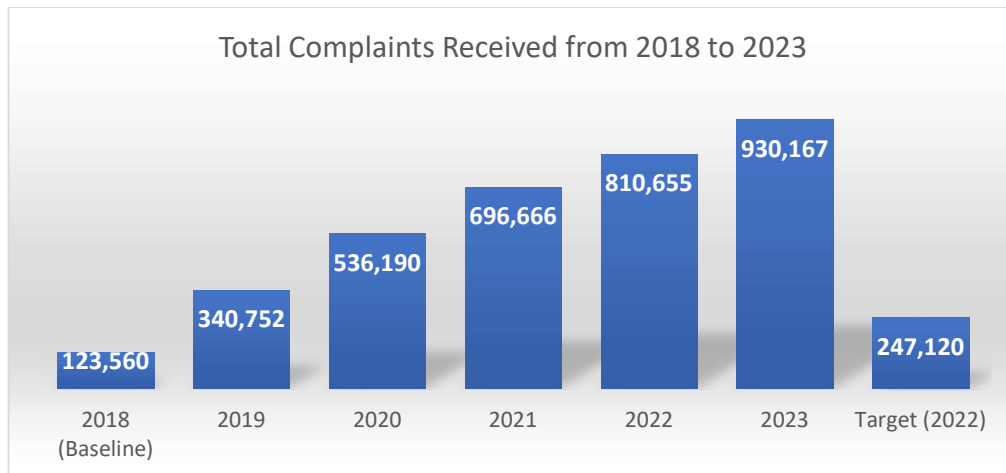
ii The explanation of Outcome 1 (The received total complaints)

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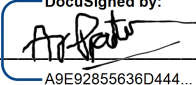
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MTR/TE Report Clearance Form

Mid-Term Review/Terminal Evaluation Report for *(Project Title & Project ID and/or UNDP PIMS ID)* **Reviewed and Cleared By:**

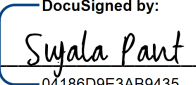
Commissioning Unit (M&E Focal Point)

Name: Ari Yahya Pratama (QARE Unit)

Signature:  _____ Date: 25-Mar-2024
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Deputy Resident Representative

Name: Sujala Pant

Signature:  _____ Date: 26-Mar-2024
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