



Independent
Evaluation
Office

United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION INDONESIA



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INDEPENDENT UNDP PROGRAMME EVALUATION: INDONESIA

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ACRONYMS

BAPPENAS	National Development Planning Agency
CPD	Country Programme Document
CSOs	Civil Society Organizations
GEF	Global Environment Facility
IEO	Independent Evaluation Office
ICPE	Independent Country Programme Evaluation
Kemendesa PDTT	Ministry of Villages, Development of Disadvantaged Regions and Transmigration
MEMR	Ministry of Energy and Mineral Resources
MSME	Micro, Small and Medium Enterprise
NDC	Nationally Determined Contribution
RBM	Results-Based Management
ROAR	Results-Oriented Annual Report
SDGs	Sustainable Development Goals
SMILE	Electronic Immunization and Logistics Monitoring System
TB	Tuberculosis
UN	United Nations
UNCT	United Nations Country Team
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime

Evaluation Brief: Indonesia

Indonesia, the world's fourth most populous country, is an upper-middle-income nation known for its vast geographic diversity, comprising over 17,000 islands. While its economy is rapidly growing, Indonesia faces persistent challenges, such as regional disparities and the environmental impacts of climate change. Major events, including the devastating earthquakes of 2018 and the COVID-19 pandemic, have highlighted the nation's resilience and evolving priorities. Indonesia continues to play leading roles in regional and global initiatives, exemplified by its hosting of the G20 Summit in 2022 and its 2023 ASEAN Chairmanship. Addressing systemic vulnerabilities while fostering sustainable and inclusive growth remains central to Indonesia's development agenda.

The 2021-2025 United Nations Development Programme (UNDP) Indonesia Country Programme was structured around four interlinked outcomes aimed at addressing multifaceted challenges. Outcome 1 focused on inclusive human development by improving access to and the quality of services, strengthening access to justice and fostering social cohesion, with particular attention on groups at risk of being left behind. Outcome 2 targeted economic transformation by promoting equitable access to energy and economic opportunities, supporting micro, small and medium enterprises, and accelerating progress towards low-carbon, sustainable and inclusive growth. Outcome 3 emphasized natural resource management and disaster-risk reduction, implementing low-carbon development strategies, promoting sustainable natural resource use and enhancing disaster resilience through gender-sensitive approaches. Lastly, Outcome 4 focused on innovations to accelerate the achievement of Sustainable Development Goal (SDG) targets, bridging the estimated US\$1.7 trillion financing gap for Indonesia's achievement of the SDGs, improving public service delivery and supporting Indonesia's South-South and triangular cooperation efforts.

The evaluation of the 2021-2025 UNDP Indonesia Country Programme highlights the Country Programme's significant responsiveness to national development priorities and the needs of key stakeholders. UNDP effectively identified challenges and leveraged its strong relationships with the government to influence policies and provide solutions that addressed systemic issues. The programme's expansive portfolio, while ambitious and encompassing diverse development areas, posed risks to its internal coherence and focus.

The evaluation noted that most programme objectives were achieved at the output level, but linking these outputs to broader, long-term outcomes was often challenging due to the high-level nature of the indicators used. This challenge underscores the need for more precise metrics to better assess the transition from outputs to tangible development impacts. Additionally, UNDP demonstrated notable external coherence by aligning its efforts with those of other development partners, enhancing synergies and avoiding duplication of work.

One of the programme's defining features was its adaptability during the COVID-19 pandemic. UNDP swiftly and effectively supported Indonesia's response and recovery efforts. UNDP also utilized its convening power to bring together diverse stakeholders and to efficiently manage projects under challenging conditions. These efforts resulted in impactful outcomes, including strengthened public health responses and economic recovery initiatives. UNDP's recognized strengths, such as its broad mandate, impartiality and technical expertise, were pivotal during this period. By capitalizing on opportunities that arose during crises, the programme solidified its role as a trusted partner to the government and an integrator for other development actors.

Sustainability was another hallmark of the programme. High levels of national ownership were evident through the government's adoption and integration of project outcomes into regulatory frameworks and policies. This approach ensured that the benefits of UNDP interventions were not only immediate but also enduring. Furthermore, the programme's emphasis on vulnerable groups and gender-responsive initiatives underscored its commitment to equity and inclusivity, although the evaluation recommended further strengthening gender-transformative approaches to maximize impact. To enhance future effectiveness, the evaluation called for better integration of anti-corruption measures and the development of more robust monitoring and evaluation systems to effectively track progress and outcomes.

Recommendations

Recommendation 1. In preparing the next Country Programme Document, UNDP should identify existing initiatives that can serve as a foundation for a sustainable and impactful country programme. UNDP should build on its successes in the energy sector, as well as retain the priorities of climate, environment and disaster resilience. It should recalibrate its governance portfolio to expand or intensify work on emerging issues.

Recommendation 2. UNDP should strengthen the design of its next country programme, paying particular attention to improving internal coherence, where possible, such as within the governance and environment portfolio, and the robustness of the results framework.

Recommendation 3. UNDP should continue to build on the success of supporting Indonesia in engaging with regional and international development collaborations and engagement. In doing so, UNDP should ensure that there is good scope and investment in its future-orientated work and ensure that such work is sufficiently anchored.

Recommendation 4. UNDP should increase its work with provincial and regional governments as intermediary institutions straddling national and local governments. This can assist in strengthening the sustainability of subnational interventions and in scaling up successful interventions.

Recommendation 5. UNDP should adopt a more coherent approach to partnerships with civil society and aim to strengthen collaboration with them in the next country programme.

Recommendation 6. UNDP should continue to strengthen its work on gender equality and social inclusion. This entails improving the design of projects to move beyond 'gender-targeted results' to have more projects that are 'gender-responsive' and address the root causes of gender inequality. UNDP should be more systematic in mainstreaming social inclusion into its programmes and extend its work on social inclusion beyond disability, to include people in vulnerable situations and other disadvantaged groups. UNDP should consider increasing its youth-targeted interventions.

CHAPTER 1

BACKGROUND AND INTRODUCTION



1.1 Purpose, objectives, and scope of the evaluation

Independent Country Programme Evaluations (ICPEs) conducted by the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) capture and demonstrate evaluative evidence of UNDP's contributions to country-level development results and the effectiveness of UNDP's strategies in facilitating and leveraging national efforts to achieve development results. ICPEs are independent evaluations carried out within the overall provisions of the UNDP Evaluation Policy.¹

This was the third independent country programme evaluation that the IEO has conducted in Indonesia.² This evaluation covered the period between January 2021 and May 2024. The scope of the evaluation included the entirety of UNDP's programmatic efforts in Indonesia and covered interventions funded by all sources, including core UNDP resources, donors and government sources. It also included interventions that continued from the previous programme cycle (2016-2020) into the current cycle. Additionally, the evaluation examined activities that UNDP Indonesia supported beyond specific projects that were critical to advancing the country's political and social agenda.

1.2 Evaluation methodology

This ICPE was conducted in accordance with approved IEO processes. The evaluation methodology adhered to United Nations Evaluation Group norms and standards.³ The evaluation was guided by four main evaluation questions, which framed the entire exercise (see Box 1). In line with UNDP's gender mainstreaming strategy, the evaluation assessed the level of gender mainstreaming across the country programme and operations. See Annex 1, Terms of Reference, for a detailed methodology of the ICPE.

The evaluation relied on information collected from multiple sources to triangulate evidence:

- See Annex 5 for a list of the main documents consulted by the evaluation team.
- See Annex 6 for a tabulation of the programme portfolio and the outcome and output indicator matrix.
- Consultations were conducted through in-person and online interviews with 134 stakeholders (54 women and 80 men), including representatives of UNDP, beneficiaries and 43 institutions, comprising government, the UN country team, development partners, donors and civil society organizations.
- Field visits were conducted in Lombok and West Sulawesi from 6 May to 9 May 2024.
- Geographical information system analysis complemented the data collection.

BOX 1. Evaluation questions

1. To what extent has the UNDP country programme strategically addressed the key national development priorities and needs of its main stakeholders, including those at risk of being left behind?
 2. To what extent were UNDP's approaches and interventions successful in achieving the intended objectives of the country programme and in contributing to broader national development goals?
 3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response and recovery process?
 4. To what extent was UNDP fit-for-purpose in responding strategically to changes in context and emerging opportunities during the period under review? What is UNDP's comparative advantage, and how can it position itself moving forward, especially in the area of governance?
-

¹ See: <http://web.undp.org/evaluation/policy.shtml>

² The previous ICPE was published in 2019, and an Assessment of Development Results report was published in 2010.

³ See the United Nations Evaluation Group website at: <http://www.unevaluation.org/document/detail/1914>.

The draft ICPE report was quality-assured by IEO senior management, internal peer reviewers and two external reviewers. It was then submitted to the UNDP Indonesia Country Office and the Regional Bureau for Asia-Pacific for factual verification and comments. Finally, the report was shared with the government and other national partners for feedback.

1.3 Evaluation limitations

The field mission allocated 10 days to conduct key informant interviews in the capital and to visit project sites in other locations. However, given the limited time relative to the scope of the country programme portfolio, the evaluation team prioritized key informant interviews with government partners and deferred interviews with development partners and United Nations agencies until after the country visit.

As Indonesia is vast and the project site visits were allocated only four days, the two evaluation team members could visit only one island each. The selected islands covered projects from all four CPD outcomes. The evaluation team had interpreters available for key informant interviews and project site meetings that were conducted in Bahasa, Indonesia's official language. The evaluation team was unable to utilize some government documents that were not available in English or lacked interpretations. As a result, the evaluation relied on English-language website summaries and press releases on these documents.⁴ During the data analysis phase, the evaluation held follow-up discussions with Country Office staff for additional information and clarification, which proved greatly beneficial in enhancing the evidence base and data analysis.

BOX 2. Key events

2018: In August and September 2018, a 7.0-magnitude earthquake struck West Nusa Tenggara. This was followed by a 7.4-magnitude earthquake and associated tsunami and soil liquefaction in Central Sulawesi. Over 2,000 people died and more than 173,000 were displaced. In Lombok, 564 people were killed, and approximately 400,000 people were displaced. Following these disasters, Presidential Decree No. 54 of 2018 on the National Strategy on Corruption Prevention was issued.

2019: In April 2019, presidential and legislative elections were held simultaneously for the first time in Indonesia's history. Over 192 million citizens registered to vote for a president and legislators for 20,500 seats. President Joko Widodo won a second term in the presidential election.

2020: The first COVID-19 case in Indonesia was recorded on 2 March 2020. Lockdowns and travel restrictions were introduced in April. On 21 June 2023, President Joko Widodo officially announced the revocation of Indonesia's COVID-19 pandemic status.

2021: On 6 January 2021, President Joko Widodo signed Presidential Regulation Number 7 of 2021 on the *2020-2024 National Action Plan for Preventing and Overcoming Violent Extremism That Leads to Terrorism*. He also issued Presidential Regulation No. 98 of 2021—the *Presidential Regulation on Carbon Pricing*.

⁴ Examples include the annual reports of the National Human Rights Commission of Indonesia (KOMNAS HAM), the body with the legal mandate to investigate gross human rights violations and improve the protection and enforcement of human rights, and the annual Performance Accountability Reports of the Corruption Eradication Commission.

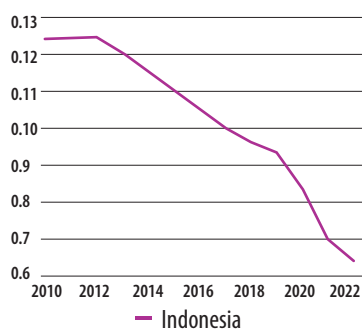
BOX 2. Key events (cont.)

2022: In September 2022, Indonesia submitted its enhanced Nationally Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC), raising its unconditional targets from 29 percent to 31.89 percent and its conditional targets from 41 percent to 43.20 percent. Additionally, the G20 Summit was held on 15-16 November in Bali, hosted by the Indonesian G20 Presidency. Among the topics discussed were three of Indonesia's G20 Presidency's priorities: Strengthening Global Health Architecture, Sustainable Energy Transition, and Digital Transformation.

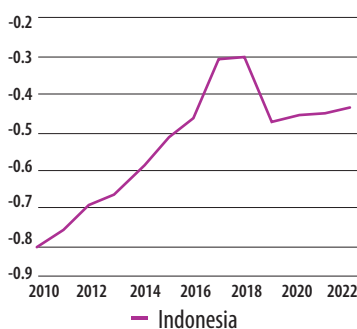
2023: Indonesia assumed the Chair of ASEAN and hosted the 43rd ASEAN Summit in September 2023. President Joko Widodo presided over the Archipelagic and Island States (AIS) Forum on 10-11 October, bringing together heads of state and government and achieving consensus on exploring the feasibility of the AIS Forum serving as an independent entity.

2024: National elections were held in April 2024, with over 204 million eligible voters casting their ballots at 820,000 polling stations. Prabowo Subianto won the presidential election. In May, Indonesia co-hosted the 10th World Water Forum with the World Water Council.

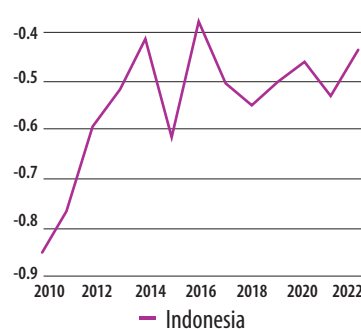
Poverty Headcount Ratio at \$2.15 per Day (2017 PPP) (% of population), 2010-2022⁵



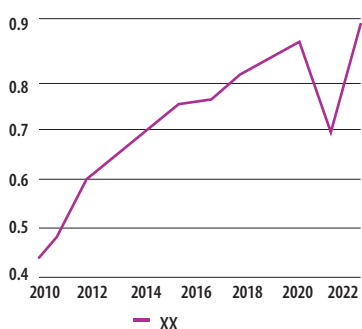
Control of Corruption: Estimate, 2010-2022



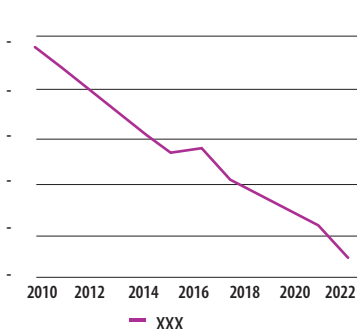
Political Stability and Absence of Violence/Terrorism: Estimate, 2010-2022



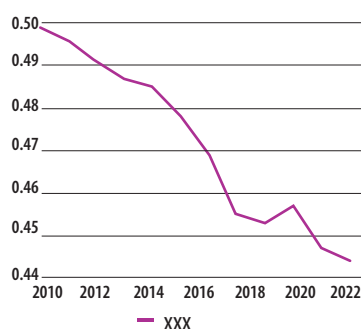
Access to Electricity (% of population), 2010-2021



Forest Area (% of land area), 2010-2021



Gender Inequality Index (GII) by Year and Country, 2010-2021



⁵ World Bank, World Development Indicators, Poverty Headcount Ratio at \$2.15 a day (2017 PPP) (% of population). Link: <https://data.worldbank.org/indicator/SI.POV.DDAY>;
World Bank, World Governance Indicators, Control of Corruption: Estimate. Link: <https://www.worldbank.org/en/publication/worldwide-governance-indicators/interactive-data-access>;
World Bank, World Governance Indicators, Political Stability and Absence of Violence/Terrorism: Estimate. Link: <https://www.worldbank.org/en/publication/worldwide-governance-indicators/interactive-data-access>;
World Bank, World Development Indicators, Access to electricity (% of population). Link: <https://data.worldbank.org/indicator/EG.FLC.ACCS.ZS>;
World Bank, World Development Indicators, Forest area (% of land area). Link: <https://data.worldbank.org/indicator/AG.LND.FRST.ZS>;
UNDP, Gender Inequality Index (GII). Link: <https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index#/indicies/GII>

1.4 Context

Indonesia, an upper-middle-income country, has the largest economy in Southeast Asia. It is also the world's fourth most populous nation (275.8 million people). Box 2 highlights milestones and statistical information relevant to the evaluation. See Annexes 1 and 2 for more detailed information.

1.5 UNDP country programme under review

UNDP's country programme 2021-2025 was built on the previous country programme and incorporated the recommendations of the 2019 ICPE. The country programme adopted the four outcomes of the UN Sustainable Development Cooperation Framework (UNSDCF) for Indonesia 2021-2025. At the time of the evaluation, the country programme had a budget of \$331 million and an expenditure of \$221 million (see Figure 1).

Figure 2 presents each outcome along with its budget, expenditure and delivery rates. *Outcome 1: Inclusive human development* aimed to improve access to and the quality of services, access to justice and strengthening social cohesion, with a focus on those most at risk of being left behind. *Outcome 2: Economic transformation* aimed to provide equitable access to energy and economic opportunities, support micro-, small- and medium-size enterprises, and a fast track towards low-carbon, sustainable and inclusive growth. *Outcome 3: Natural resource management and disaster-risk reduction* aimed to implement low-carbon development, sustainable natural resource management and disaster resilience approaches that are all gender-sensitive. *Outcome 4: Innovations for accelerating the achievement of Sustainable Development Goal targets* aimed to bridge the estimated \$1.7 trillion financing gap for Indonesia's achievement of the SDGs, improve public service delivery and support Indonesia's efforts in South-South and triangular cooperation. See Annex 3 for additional information on the CPD budget.

Figure 3 presents a mapping of UNDP activities across the archipelago, showing the number of projects and their corresponding outcomes.

FIGURE 1. CPD Budget and Expenditure 2021-2024 (through August 2024)

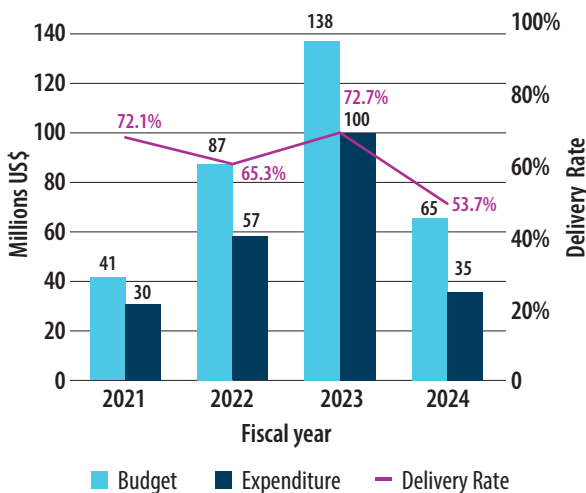


FIGURE 2. CPD Budget and Expenditure by Outcome (as of August 2024)

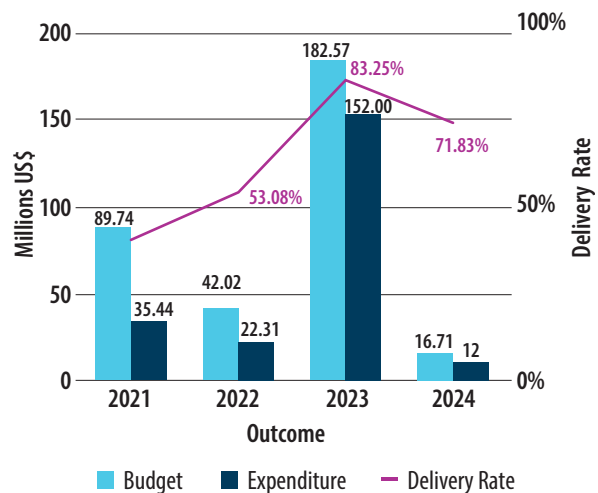
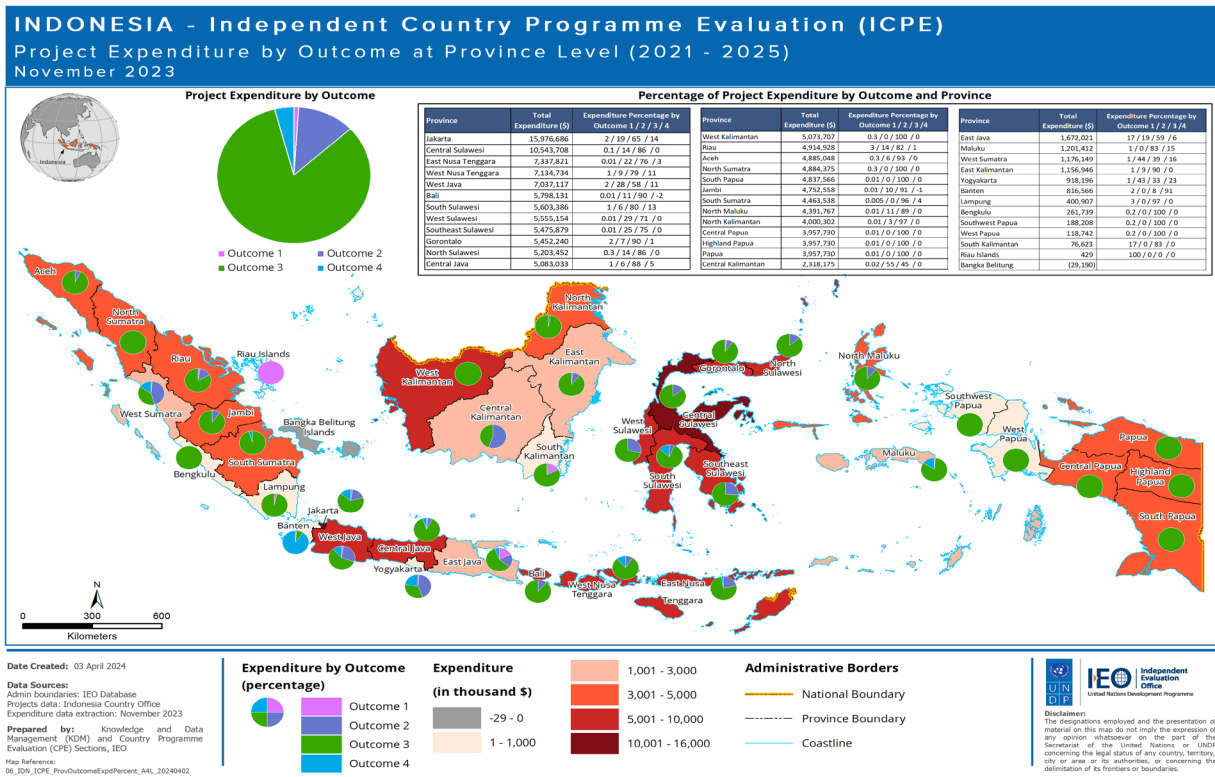


FIGURE 3: Presence of UNDP Interventions in Indonesia by Number of Projects (heat gradient) and By Number of Projects Per Country Programme Outcome (pie chart)



CHAPTER 2 FINDINGS



This section presents UNDP contributions to development results, the underpinning elements that contributed to performance, the challenges met and the lessons learned that could influence broader adoption (e.g. sustainability, scaling, replication and mainstreaming). The findings are arranged in the following subsections:

- 2.1 UNDP contributions to progressing health and disaster risk reduction;
- 2.2 UNDP contributions to progressing good governance;
- 2.3 UNDP contributions to advancing climate change mitigation and adaptation;
- 2.4 UNDP contributions to environmental conservation;
- 2.5 UNDP's integrator roles and contributions to growing sustainable financing and innovations;
- 2.6 UNDP contributions to improving gender equality and the empowerment of women, social inclusion and working with youth; and
- 2.7 Cross-cutting findings.

2.1 UNDP contributions to progressing health and disaster risk reduction (linked to Outcomes 1 and 4)

The Government of Indonesia prioritized increasing the competitiveness of the country's human resources as a necessity for addressing inequality, growing the economy and implementing strategies to improve health outcomes for its citizens.⁶ Indonesia has a high burden of tuberculosis (TB) and low coverage of HIV antiretroviral treatment. The country is a recipient of and a donor to the Global Fund for AIDS, TB and Malaria (GFATM). UNDP support included strengthening health systems (vaccine logistics),⁷ reconstructing 14 health facilities that were damaged by disasters and supporting the government's management of the GFATM.

Indonesia, one of the most disaster-vulnerable countries globally, has made significant strides in disaster preparedness. The government has developed a comprehensive strategy that includes financial mechanisms such as the National Disaster Risk Finance and Insurance Strategy to manage disaster-related costs. Additionally, Indonesia employs various tools and frameworks to enhance its disaster response capabilities, focusing on both natural hazards and climate risks. Despite these efforts, the country remains highly vulnerable due to its geographic location and the increasing frequency of extreme weather events.⁸

Finding 1: Health system. UNDP contributed to strengthening national and subnational capacities to plan and deliver quality, inclusive public health services, especially for those most at risk of being left furthest behind. UNDP interventions improved access to vaccines and drugs for the treatment of HIV and TB. UNDP also effectively supported the rollout of digital technology for health services across Indonesia, though some implementation challenges were encountered at the local level. UNDP demonstrated its ability to adapt its tools to the varied needs of Indonesia's health system and contributed to strengthening Indonesia's capability to anticipate future pandemics.

⁶ World Health Organization. Global Report on Universal Health Coverage 2023. The index covers indicators of coverage for categories of health services: reproductive, maternal, newborn and child health; infectious disease control; non-communicable diseases; and service capacity and access.

⁷ UNDP SMILE Annual Report 2021. SMILE is based on the Electronic Vaccines Intelligence Network (eVIN) application from India and was piloted in Indonesia in 2018. SMILE is cloud-based and provides end-to-end tracking of vaccine inventory, from the central storage point to primary health care facilities across the country, including rural areas.

⁸ World Bank. (2021). How Indonesia Strengthened its Disaster Response with Risk Finance and Insurance. <https://www.worldbank.org/en/news/feature/2021/11/17/how-indonesia-strengthened-its-disaster-response-with-risk-finance-and-insurance>

In partnership with the Ministry of Health, UNDP developed the Electronic Immunization and Logistics Monitoring System (SMILE) to help the government reach its geographically dispersed populations and address inequitable vaccine access, particularly among millions of children requiring routine immunizations each year. UNDP and the Ministry of Health achieved the goal of rolling out SMILE in 34 provinces, 514 districts and 10,000 community health centres.⁹

Indonesia has a high burden of TB and a low coverage of HIV antiretroviral treatment. The country is a recipient of and a donor to GFATM. With UNDP support, SMILE was adapted for distributing and recording malaria drugs and rapid diagnostic test kits in high-transmission areas, including in Southwest Sumba and Papua. Over 4.3 million malaria drugs and 190,975 test kits were recorded as having been distributed.¹⁰ The technology was further adapted for HIV-TB, facilitating the distribution of 1.7 million drugs and 28,162 test kits in Yogyakarta.¹¹ The latest adaptation, focused on medical waste management, was piloted in 18 districts across four provinces.

SMILE's website provides information and online courses for health offices, exemplifying UNDP's effective collaboration across national, provincial and local levels. Since its 2018 pilot, SMILE has been modified for three new purposes, demonstrating UNDP Indonesia's innovation. However, the evaluation team noted several challenges, including limited IT infrastructure, unstable Internet access, high satellite costs and expensive digital scales. Key informants highlighted the need for more user training and incentives for accurate data entry. Plans to transfer SMILE to the Ministry of Health were being discussed, with an identified need for additional capacity building.

UNDP support contributed to strengthening Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) management by deploying technical experts, providing staff within the Ministry of Health and facilitating the procurement of equipment. UNDP's support in developing a financial management information system (FMIS) improved the management of the TB component, which was later expanded to include HIV and malaria. The Ministry claimed that FMIS reduced the staff time spent on reconciliations, stating that this achievement would not have been possible without UNDP support. UNDP Indonesia is also supporting the Ministry's efforts to restructure project management units to improve management efficiency.

UNDP collaborated with UN Women to assess the GFATM Community Strengthening and Human Rights component, implemented by the Indonesia AIDS Coalition. As a follow-up, UNDP introduced the AIDS Coalition and district HIV networks to the National Complaints Management System (SP4N-LAPOR!) to encourage persons living with HIV to register complaints of discrimination and inform the authorities of their needs for services. Moving forward, UNDP will collaborate with the UN Joint Team on HIV and AIDS to develop an e-learning platform, consolidating human rights and gender-related information to enable persons living with HIV to access information more easily.

UNDP provided technical support to the Ministry of Health's Biomedical and Genome Science Initiative (BGSi) to advance genomic sequencing for precision medicine and pandemic prevention. This support included strengthening laboratory capacities across the country and placing Whole Genome Sequencing machines in these laboratories, along with operational capacity support. UNDP also worked with BGSi and

⁹ SMILE was first piloted in 2018 and was deployed for the management of COVID-19 vaccines in 2020. By the end of November 2023, SMILE had recorded 456,997,475 doses of COVID-19 vaccines and 242,013,101 doses of routine vaccines. By November 2023, there were 25,339 active SMILE users from 10,174 public health centres. Sources: Global Alliance for Vaccines and Immunization & UNDP SMILE Annual Report 2021, p.10.; UNDP Project Assurance Report on Health Governance Initiative, 30 November 2023.

¹⁰ UNDP (2023). Project Assurance Report on Health Governance Initiative, 30 November 2023.

¹¹ UNDP (2023). Project Assurance Report on Health Governance Initiative, 30 November 2023.

the Ministry of Health to develop the National Strategy for Next-Generation Sequencing for Tuberculosis 2025-2029. Key informants within the Ministry of Health emphasized the importance of UNDP's contributions to BGS, particularly in addressing TB-related health challenges.

Finding 2: Disaster and emergency. In response to the 2018 earthquakes and the COVID-19 pandemic, UNDP played key roles in strengthening local resilience and supporting efforts to build back better. UNDP successfully promoted digital solutions to enhance disaster preparedness. However, UNDP-supported interventions achieved limited results in institutionalizing cross-sector coordination mechanisms for disaster management. Across all interventions, UNDP emphasized the importance of using data to build resilience.

UNDP supported recovery efforts in the earthquake-affected areas of Lombok and Central Sulawesi by coordinating needs assessments and clearing debris,¹² operating in six high-risk districts.¹³ The "Building Back Better" principle was evident in UNDP interventions that focused on climate-resilient reconstruction, such as relocating a health centre due to landslide risk, rebuilding an irrigation canal in concrete and constructing a modern landfill.

As part of efforts to promote local resilience and build back better, UNDP support conformed to the scope of the PETRA Project, which focused on institutionalizing mechanisms for determining recovery priorities and establishing standards of practice for reconstructing earthquake-resistant facilities. A series of consultations and coordination processes were undertaken, involving central and local government offices to agree on priority facilities and, most importantly, to ensure that these facilities would be reconstructed in geologically safe areas. Comprehensive risk assessments and higher construction standards increased costs and created sourcing challenges to recovery activities.

Despite challenges arising from the COVID-19 pandemic and infrastructure delays, the project was praised for its swift and effective response. Stakeholders highlighted the project's limited success in institutionalizing cross-sector coordination for health-related disasters, such as COVID-19.¹⁴ Data generated from the interventions informed government policies on MSMEs, guided investors on sustainability indicators and highlighted the negative impacts of traditional business models, leading to the promotion of green business practices.

UNDP supported COVID-19 emergency responses by strengthening health care, promoting economic recovery and fostering green businesses.¹⁵ A significant result of the SMILE project was the distribution of 450 million COVID-19 vaccine doses since 2020, demonstrating that the digital management of the vaccine supply chain and storage led to system-wide improvements in effectiveness and efficiency. In addition, approximately 350 million doses of routine immunizations were distributed across Indonesia. An economic study found that a US\$20 million investment in SMILE generated nearly \$60 million in returns by preventing temperature-related vaccine losses at health facilities.¹⁶

Through SMILE, UNDP collaborated with government entities, the International Organization for Migration, UNICEF, the World Food Programme, civil society organizations (CSOs) and contractors. The work on MSME empowerment was commendable, benefiting 1,462 MSMEs, with 75 percent being women-owned or operated. CSOs and partners developed digital waste management solutions, sustainable business ideas and networks. At the national level, UNDP collaborated with the National Agency for Disaster

¹² REALS (*Recovery Assistance for Lombok & Central Sulawesi*).

¹³ PETRA project (*Programme for Earthquake and Tsunami Infrastructure Reconstruction Assistance*).

¹⁴ UNDP (2023). *Response Toward COVID-19 Resilience (RESTORE) Terminal Evaluation*. Independent Evaluation Office, United Nations Development Programme, New York.

¹⁵ RESTORE Project (*Response Toward COVID-19 Resilience*).

¹⁶ <https://www.undp.org/indonesia/publications/economic-analysis-smile-immunization-program>

Countermeasure to enhance disaster mapping capabilities through InaRISK (a risk data collection and analysis platform), enabling household-level disaster risk assessments, which were previously available only at the national level.¹⁷

In partnership with the Centre of Geomatic Applications for Sustainable Development, UNDP facilitated participatory disaster risk mapping in Slawi, Central Java. To ensure the sustainability of results, UNDP facilitated technology transfer to the Regional Disaster Management Agency.¹⁸ In 2021, following devastating floods in East Nusa Tenggara, UNDP supported women students in developing a geographic information system flood-risk mapping tool.¹⁹ The incorporation of local knowledge into the mapping process enriched the accuracy and relevance of the compiled data.

During the COVID-19 pandemic, UNDP demonstrated its capabilities as an integrator, strategically positioning itself in pandemic response and recovery efforts. UNDP leveraged its broad development mandate and access to regional and global expertise to play a strategic role in disaster response and recovery. Its perceived political neutrality and impartiality enabled it to convene stakeholders with conflicting interests and divergent positions. Additionally, UNDP's procurement capacities enabled it to procure expertise, equipment and supplies at a faster rate than the government while effectively leveraging technology as part of the overall response.

2.2 UNDP contributions to progressing good governance (linked to Outcomes 1 and 4)

Indonesia has ratified the United Nations Convention Against Corruption and established comprehensive laws and institutions to combat corruption, including the Corruption Eradication Commission. The National Strategy for Corruption Prevention and Eradication (Stranas PK) 2012-2025 guides anti-corruption efforts, with the Corruption Eradication Commission coordinating implementation and reporting. The government uses tools such as the Anti-Corruption Behaviour Index and the Regional Corruption Prevention Index to measure corruption levels.

Violent extremism remains a significant concern in Indonesia, where groups such as Jemaah Islamiyah and the ISIS-affiliated Mujahidin Indonesia Timur remain active. However, the threat has diminished due to effective counterterrorism efforts, including mass arrests and the disruption of terrorist activities. The Indonesian government continues to focus on both law enforcement and community-based strategies to counter violent extremism.²⁰

Finding 3: Public accountability. UNDP contributed to strengthening citizen feedback mechanisms in public service delivery. Although there was a steady increase in the number of people using the national complaints handling system, and user satisfaction levels were high, achieving widespread adoption—particularly at the local government level—remains a challenge.

¹⁷ UNDP Indonesia (2023). Annual Report; the National Agency for Disaster Countermeasure did not mention this in interview.

¹⁸ UNDP Indonesia. Harnessing digital solutions to strengthen city resilience. <https://www.undp.org/indonesia/blog/harnessing-digital-solutions-strengthen-city-resilience-against>

¹⁹ UNDP Asia-Pacific. Alluvione: Girl power to combat floods in Indonesia. <https://www.undp.org/asia-pacific/news/alluvione-girl-power-combat-floods-indonesia>

²⁰ Wildan, M. (2022). Countering Violent Extremism in Indonesia: The Role of Former Terrorists and Civil Society Organisations. In: Barton, G., Vergani, M., Wahid, Y. (eds.) Countering Violent and Hateful Extremism in Indonesia. New Security Challenges. Palgrave Macmillan, Singapore. https://doi.org/10.1007/978-981-16-2032-4_9
Mok, S. and Satria, T. (2024). Indonesian Terrorists' Attempts to Interfere with the 2024 Indonesian Election. Retrieved from <https://gnet-research.org/2024/02/12/indonesian-terrorists-attempts-to-interfere-with-the-2024-indonesian-election/>

The government introduced SP4N-LAPOR!, a national integrated complaints handling system that enables citizens to lodge complaints about public service delivery through a single electronic portal and receive feedback. The system originated from the ‘National Strategy for Corruption Prevention and Eradication’, which has “e-governance and enhanced civic participation in monitoring and reporting corruption in public agencies and the provision of services” as one of its pillars.²¹ UNDP provided technical support for developing the roadmap to strengthen the system.²² Two key roadmap features were directing local governments to develop local action plans for managing the national complaints system at the local level and including provisions for gender equality and social inclusion.

UNDP supported local governments in six pilot sites to develop local action plans²³ and provided technical inputs to develop training modules for officials in the Ministry of Administrative and Bureaucratic Reform. These training modules were later translated into an e-learning format, making them available to officials in other ministries and at different levels of government administration.²⁴

The main achievements of these efforts included an increase to 1.9 million users by December 2023, 544 out of 548 local governments being connected to SP4N-LAPOR!,²⁵ and a reduction in the national average complaint resolution time from 14 days in 2019 to under six days by 2022.²⁶ Improved coordination among government stakeholder ministries was another positive outcome. While these achievements were commendable, challenges remain in increasing public engagement with the national complaints management system.

When expressed as a percentage of the adult population, the number of users remains low. Further, while nearly all local government units are connected to SP4N-LAPOR!, the number of users is low.²⁷ Many local governments have their own complaint-handling systems that run in parallel to the national complaints management system. Expanding the SP4N-LAPOR! user base will require either discontinuing local complaints systems or integrating them into the national system.²⁸

Finding 4: Anti-corruption. While UNDP implemented measures in support of the National Strategy for Corruption Prevention, they were relatively modest, and their contribution to the CPD outcome could not be clearly established.

The CPD outcome indicator, the Indonesia Anti-Corruption Behaviour Index, showed a slight increase in anti-corruption behaviour over the period covered by the CPD. The Anti-Corruption Behaviour Index was 3.88 in 2021, increased to 3.93 in 2022, and then slightly declined to 3.92 in 2023.²⁹ The current country programme did not include an explicit anti-corruption output and associated indicators, making it difficult to establish clear linkages between interventions and CPD outcomes.

²¹ UNDP SP4N-LAPOR! (2018, 2022). Project document (2018) and amended Project document (2022).

²² The five-year roadmap was formalized in the Regulation of the Minister of Administrative and Bureaucratic Reform; Final Report on SP4N-LAPOR!: Assessment and Future Initiatives (author and date not stated, likely to have been conducted in late 2023 – early 2024).

²³ UNDP Indonesia (2023). Project Assurance Report for SP4N-LAPOR! (January to December 2023). Note: the report is vague about how many local governments were actually supported.

²⁴ The Ministry of Administrative and Bureaucratic Reform, along with the Ministry of Home Affairs, the Ministry of Communication and Informatics and the Ombudsman, assumed full responsibility for the e-learning system and obtained clearance from the National Cyber and Crypto Agency.

²⁵ Terminal assessment of the SP4N-LAPOR! project; UNDP Indonesia website <https://www.undp.org/indonesia/press-releases/sp4n-lapor-reach-19-million-users-undp-koica-and-kemenpanrb-committed-bolster-just-and-inclusive-public-services>

²⁶ Final report on SP4N-LAPOR!: Assessment and future initiatives, p. 15.

²⁷ Final report on SP4N-LAPOR!: Assessment and future initiatives, p. 13.

²⁸ The system was developed in 2016 with support from USAID and was initially jointly managed by the Executive Office of the President (KSP), the Ombudsman (ORI) and the Ministry of Administrative and Bureaucratic Reform prior to transferring full responsibility for the system to the latter in 2017. Final Report on SP4N-LAPOR!: Assessment and Future Initiatives, p.13. A key informant from the Ministry of Administrative and Bureaucratic Reform identified the need for integration of local-level complaint management systems into the national system.

²⁹ The Anti-Corruption Behaviour Index measures anti-corruption along two dimensions—perception and experience—on a scale from 0 to 5 (with 5 being the highest anti-corruption behaviour and 0 indicating a high level of tolerance/permissibility of corrupt behaviour).

UNDP anti-corruption efforts built on initiatives in the previous CPD, focusing its support on public procurement. UNDP supported the National Public Procurement Agency in strengthening the public procurement system and building SME capacities to utilize the digitalized public procurement system. Studies commissioned by UNDP informed strategies for improving SME access to public procurement opportunities and examined the roles of women in promoting business integrity. The National Public Procurement Agency adopted key proposals from these studies.³⁰ Additionally, UNDP supported the development of a Massive Open Online Course for Suppliers and provided training for women SME suppliers.

Despite some success for female entrepreneurs who participated in the training, SMEs continue to face challenges in benefiting from government procurement opportunities. These challenges include limited access to devices (e.g. laptops) to work online, connectivity issues, difficulties in navigating the online training system and procurement rules that vary by administrative level.³¹ Addressing these challenges is beyond the scope of UNDP's role and requires the attention of the National Public Procurement Agency.

Building on work from the previous cycle, UNDP supported the National Secretariat for Corruption Prevention in advancing key anti-corruption priorities, such as corruption risk assessments in the plantation sector, beneficial ownership and a one-map policy. These priorities were considered critical, noting that a significant number of corruption cases were related to the exploitation of natural resources, including mining, plantations and forestry. Further UNDP contributions included co-convening a policy dialogue on beneficial ownership with the United Nations Office on Drugs and Crime (UNODC) and providing inputs for the Anti-Corruption Guidance Note developed by the UNDP Regional Hub.³² However, based on available documentation, UNDP's anti-corruption support appeared to be ad hoc, with all activities concluding in 2022.

Finding 5: Migration governance and prevention of violent extremism. In migration, UNDP leveraged its governance expertise to strengthen the evidence base for migration policy at the subnational level, to pilot innovative financing mechanisms for migrants and to build capacities for gender-responsive migration management within a human rights framework. Additionally, UNDP contributed to enhancing human security in Indonesia by strengthening national and subnational capacities for preventing violent extremism, efforts that were greatly valued by the government.

Indonesia's Global Terrorism Index impact score improved from 5.502 in 2023 (medium impact) to 3.993 in 2024 (low impact), shifting its global ranking from 24th to 31st.³³ In partnership with UN Women, UNODC, the United Nations Office on Counter-Terrorism and the European Union, UNDP supported initiatives to prevent and counter violent extremism, promote religious moderation and provide policy assistance for the development, coordination and implementation of the National Action Plan on the Prevention of Violent Extremism. Key UNDP contributions include:

- Conducting training workshops for youth, religious institutions and teachers to better dissuade individuals from supporting violent extremism and to enhance prevention efforts. An evaluation of the training reported positive changes in attitudes towards violent extremism.³⁴

³⁰ UNDP's support in Indonesia formed part of the UNDP Bangkok Regional Hub programme on improving business integrity and transparency in public procurement; email communication from Country Office, 29 August 2024.

³¹ UNDP Indonesia (2022). Minutes of Action Day She-Bid Training 2.0, 22 November 2022.

³² Email communication from Country Office, 29 August 2024.

³³ Institute for Economics and Peace (2024). Global Terrorism Index 2024: Measuring the Impact of Terrorism. <https://www.economicsandpeace.org/global-terrorism-index/>

³⁴ In partnership with UNODC and UN Women, UNDP Indonesia aimed to address the root causes of violent extremism in East Java by promoting alternative narratives. Project GUYUB; <https://www.undp.org/indonesia/press-releases/bolstered-collaboration-counter-violent-extremism-amid-pandemic-called>.

- Convening a conference in 2021 on ‘Promoting the Human Security Approach in Leveraging Research, Best Practices and Lessons Learned for Preventing Violent Extremism and Gender Equality in Indonesia’, attended by policymakers, practitioners and academics.
- Collaborating with the Asian Muslim Action Network, which conducts national and international advocacy on women, peace and security, and utilizing its civil society networks to promote the project at the grass-roots level.³⁵
- Conducting a national survey on religion, pandemics and disasters, researching the impacts of COVID-19 on religious institutions, launching a policy brief series on strengthening the capacities of Religious Moderation Houses and supporting policy dialogue among ministries.
- Providing technical assistance and facilitating multi-stakeholder consultations to support the planning and implementation of the ‘National Action Plan on the Prevention and Control of Violent Extremism (RAN PE)’; which provides a framework for government and non-state actors to coordinate their work in prevention, deradicalization and counterterrorism.³⁶ The National Development Planning Agency (BAPPENAS) indicated that UNDP-led research would inform the preparation of the National Long-Term Development Plan 2025-2045.³⁷

A key lesson from UNDP’s work in preventing violent extremism was the importance of a whole-of-society approach. UNDP worked with government agencies, CSOs, religious institutions, local communities and, critically, youth, recognizing their crucial role in prevention efforts. Given UNDP’s high level of credibility with the government, it is likely that UNDP-supported research will inform forthcoming government plans.

UNDP partnered with the International Organization for Migration and UN Women to improve migration governance by strengthening national and subnational institutional capacities for gender-responsive migration management. Key UNDP contributions include:³⁸

- Conducting a comprehensive assessment of migration policy gaps at the subnational level, assessing the ‘National Migration Governance Index’ and launching a feasibility study on innovative financing for labour migration.
- Developing technical guidelines to integrate migration issues into local policy, planning and budgeting.
- Designing innovative financing mechanisms for female migrant workers.
- Supporting multi-stakeholder dialogues on the ‘Global Compact for Migration’, facilitating inter-ministerial discussions and organizing a multi-stakeholder forum to integrate migration governance into the ‘Mid-Term Regional Plan 2025-2029’.
- Conducting capacity-building workshops on migration governance from a human rights and gender-responsive perspective, targeting consular officials, local governments, law enforcement, service providers and CSOs.

³⁵ UNDP Indonesia (2021). Project Assurance Report GUYUB, January to June 2021.

³⁶ UNDP Indonesia. UNDP Indonesia and European Union launch initiative to help and respond to violent extremism. <https://www.undp.org/indonesia/press-releases/undp-indonesia-and-european-union-launch-initiative-help-and-respond-violent-extremism>. Also: https://nasional.kompas.com/read/2024/08/19/21050221/implementasi-perpres-ran-pe-turunkan-aksi-teror-bnpt-gelar-ran-pe-awards#google_vignette

³⁷ Project CONVEY. (2022). Minutes of Project Board Meeting, 30 March 2022.

³⁸ United Nations Indonesia. (2024). Migration governance for sustainable development in Indonesia. Period January 2022 – September 2024, Fact Sheet.

The June 2024 UN Indonesia Fact Sheet reported progress on UNDP activities, including the National Migration Governance Indicator Assessment, the localization of the Governance Migration Compact, and 606 individuals benefiting from innovative finance mechanisms.³⁹

Key lessons from UNDP's work in migration governance included the need for a whole-of-society approach, the benefits of a joint UN programme on migration governance with clearly defined roles and responsibilities for each United Nations agency, and the importance of building a solid evidence base to inform policy and strategy development.

Finding 6: SDG localization and inclusive planning. UNDP support enabled the government to test new and innovative approaches to local development and SDG localization. The SDG Academy demonstrated its effectiveness as a vehicle for localizing the SDGs. Additionally, UNDP support to the Ministry of Villages, Development of Disadvantaged Regions and Transmigration advanced the adoption and implementation of the Social Innovation Platform (SIP) methodology, which had been successfully piloted in the previous CPD cycle. SIP aims to promote inclusive village planning and ensure that public village funds are aligned with community needs.

UNDP supported the National SDG Secretariat in developing updated metadata for the national SDGs, developing the second edition of the 'National Action Plan for the SDGs' and organizing the Annual SDG Conference.⁴⁰ In collaboration with BAPPENAS, UNDP operationalized the SDG Academy, with primary funding from the Tanoto Foundation. The SDG Academy has established its own premises and has developed a comprehensive curriculum tailored to the Indonesian context, a learning management system and a knowledge-sharing platform.

The SDG Academy was the first of its kind in Indonesia, providing citizens with the opportunity to learn about and discuss the SDGs. Since its launch, it has attracted over 11,000 participants, including students, young professionals, researchers, policymakers, private-sector representatives and philanthropists. Approximately 70 percent of the SDG Academy's participants come from the private sector and civil society. There is a broad consensus among partners that the SDG Academy will remain relevant beyond 2030. The SDG Academy's courses were integrated into civil service training programmes, and training participants have initiated SDG centres in some local governments.⁴¹

Although the Tanoto Foundation signalled its intention to continue financially supporting the SDG Academy, it also expressed the need to review the existing partnership model⁴² and replace it with a more efficient and flexible framework. UNDP and its partners envision that the SDG Academy will transition into a legal entity, with a detailed plan—including the future funding model—to be finalized before the end of the current CPD cycle.⁴³

³⁹ United Nations Indonesia. (2024). Migration governance for sustainable development in Indonesia. Period January 2022 – September 2024, Fact Sheet.

⁴⁰ The Tanoto Foundation (private family foundation) is the main funder, contributing about 80 percent of the budget, with the remainder provided by TRAC, Australia, and Nippon Closures Co. Ltd. There is a significant funding gap of over \$3 million.

⁴¹ UNDP Indonesia. (2023). Mid-Term Evaluation of Assistance for Enhanced Innovation for the Achievement of the SDGs in Indonesia (ACHIEVE) Project (January 2020 –December 2022).

⁴² The SDG Academy is governed by a Project Board (UNDP, BAPPENAS and Tanoto Foundation) and an Advisory Board. The Foundation indicated in an interview that it would prefer a more streamlined funder-implementing agent arrangement similar to the agreements it has with UNICEF and UNESCO.

⁴³ Information provided by the Country Office.

Inclusive local development processes are essential for the ‘Leave No One Behind’ agenda and for accelerating progress on the SDGs. While formal guidelines and regulations existed for village development planning processes, they did not specify how to conduct inclusive consultations within these processes.⁴⁴ To address shortcomings in village planning, UNDP supported the Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Kemendesa PDTT) in piloting the Social Innovation Platform (SIP), an inclusive local planning methodology.⁴⁵

SIP was piloted in Gorontalo and West Java provinces in 2020, where it engaged village residents in discussions about the impacts of the COVID-19 pandemic and potential solutions. A 2021 UNDP-commissioned assessment concluded that the SIP methodology was effective in strengthening village mid-term development plans and annual plans.⁴⁶

In November 2022, UNDP signed a Letter of Intent with Kemendesa PDTT to adopt SIP as part of its efforts to strengthen local development planning processes in the provinces of East Nusa Tenggara, Maluku and North Maluku.⁴⁷ It is worth noting that the 100 villages selected for SIP implementation were also targeted by the International Fund for Agricultural Development’s Integrated Village Transformation Project, exemplifying UNDP’s collaboration with other UN agencies to maximize impacts.

In 2023, Kemendesa PDTT and UNDP began implementing SIP in the three provinces. Kemendesa PDTT conducted initial SIP test runs, training of trainers and master of trainers, which involved national facilitators.⁴⁸ At the time of the evaluation, the first round of formal integration into village planning processes was planned for August-September 2024, to be followed by a joint Kemendesa PDTT–UNDP evaluation in October 2024. The intent is to scale up SIP to 1,000 villages in the three eastern provinces and to advocate for the institutionalization of SIP processes in local government planning.

2.3 UNDP contributions to advancing climate change mitigation and adaptation (linked to Outcomes 2, 3 and 4)

Indonesia is actively engaged in climate mitigation and adaptation under the UNFCCC, having submitted an enhanced Nationally Determined Contribution (NDC) in 2022 with increased targets and expanded coverage, including the addition of hydrofluorocarbons. As home to the third-largest tropical forest cover, Indonesia relies heavily on its forestry sector to achieve these targets. Supported by UNDP’s Climate Promise initiative and various international partners, Indonesia’s efforts are legally backed by Presidential Regulation No. 1 on Carbon Pricing. The National Adaptation Plan, rooted in the RAN-API 2013-2025, emphasizes food,

⁴⁴ The Guidelines on Village Development (Permendagri No. 114) require the village government to prepare a Medium-Term Village Development Plan and a Village Annual Development Plan, developed through broad consultation with residents.

⁴⁵ Through the ACHIEVE project, UNDP assisted the government in accelerating progress towards the SDG targets. The focus of ACHIEVE was to strengthen national and subnational capacities to accelerate the SDGs. The Social Innovation Platform (SIP) is a methodology developed by the Agirre Lehendakaria Centre (Spain) with UNDP. SIP consists of six steps: Mapping, Listening, Sensemaking, Co-creation, Prototyping and Scaling. It is an inclusive methodology resulting in a coherent five-level impact portfolio: community initiatives, small/medium-scale projects, large-scale projects, new services and new regulations.

⁴⁶ UNDP Indonesia and National Centre for Indonesia Leadership (2023). *Tailoring and Integrating SIP into the current Village Planning in Indonesia. 1st Report Tailoring of the Social Innovation Platform to Indonesia context, development of training manual and facilitators’ pocketbook.*

⁴⁷ UNDP press release. (22 November 2024). ‘UNDP and Ministry of Village work together on strengthening planning process’. <https://www.undp.org/indonesia/press-releases/undp-ministry-village-work-together-strengthening-planning-process>

⁴⁸ Additional information provided by the Country Office.

water, energy and ecosystems, ensuring the involvement of all stakeholders in its implementation.⁴⁹ Most of UNDP's work in climate change, environment and energy was enabled through its partnership with the Global Environment Facility (GEF).

Finding 7: Climate change. UNDP's support for climate change mitigation and adaptation policies contributed to Indonesia's strengthened preparedness at the international, national and subnational levels. However, bridging local priorities with global and national climate objectives proved challenging to implement.

UNDP supported the government in fulfilling international commitments, including the preparation of the 4th National Communication to the UNFCCC, compliance with Paris Agreement Enhanced Transparency Framework requirements, and engaging with ministries to set the foundation for a carbon market in Indonesia. UNDP's NDC support programme helped the government reach NDC emissions reduction targets through the development of net-zero pathways for private companies, policy recommendations to increase energy sector targets and support for the Indonesia Environment Fund to operate as a carbon credit standby buyer.⁵⁰ UNDP also supported Indonesia's 'National Adaptation Plan' (NAP) through the Green Climate Fund Readiness Programme.

At the national level, UNDP assisted in developing roadmaps for emissions caps on coal power plants, carbon pricing mechanisms for the forestry sector and implementation strategies for a carbon tax.⁵¹ Additionally, both the 'National Long-Term Development Plan (2025-2045)' and the draft 'National Medium-Term Development Plan (2025-2029)' incorporated low-carbon development plans, informed by models and databases developed in collaboration with BAPPENAS and UNDP.⁵² UNDP also supported the Ministry of Marine Affairs and Fisheries in developing blue carbon assessment tools and producing Indonesia's first Blue Carbon Emission Profile, thus establishing a baseline for future NDC negotiations with UNFCCC.⁵³

UNDP Indonesia has played a pivotal role in supporting the operationalization of the NDC by providing targeted technical assistance and strategic guidance to ensure that local and sectoral climate efforts align with national climate goals. One significant initiative in this regard was the Kalimantan Forest (Kalfor) project, where UNDP facilitated the integration of NDC targets into regional forest management. By collaborating with local governments, forestry communities and relevant stakeholders, UNDP encouraged sustainable land-use practices, forest conservation efforts and carbon sequestration initiatives, which were critical to reducing emissions from deforestation and forest degradation.

Finding 8: Chlorofluorocarbons, carbon trading and the circular economy. UNDP support enabled the government to develop a carbon emissions trading framework and a methodology for calculating emission reductions in the power sector. UNDP contributed to strengthening the policy environment for promoting and implementing circular economy approaches and provided capacity building to MSMEs to leverage digital technologies.

⁴⁹ See: https://unfccc.int/sites/default/files/NDC/2022-09/23.09.2022_Enhanced%20NDC%20Indonesia.pdf; UNDP (2023). Indonesia REDD+ Results-Based Payments (RBP) Interim Evaluation Report; <https://climatepromise.undp.org/what-we-do/our-donors-and-partners>; and <https://lcdi-indonesia.id/wp-content/uploads/2020/05/Executive-Summary-NAP.pdf>.

⁵⁰ Advancing Indonesia's NDC Targets Project. (2023). Annual Report 2023.

⁵¹ Climate Promise Initiative. <https://climatepromise.undp.org/>

⁵² UNDP Indonesia. (2023). ROAR 2023.

⁵³ Climate Promise Initiative. (2023). PAR 2023.

UNDP supported the Ministry of Environment and Forestry in developing key elements of the transparency framework required for carbon emissions trading, including the National Registry for Greenhouse Gases (GHGs); monitoring, reporting and verification systems; and carbon emissions reduction certificates. UNDP also supported the establishment of the Carbon House for Collaboration and Consultation within the Ministry, including by providing equipment.

Although Indonesia had an existing national-level monitoring, reporting and verification system, UNDP's support was crucial in developing a project-level methodology for calculating emissions reductions. This methodology enables businesses, local communities and other entities managing low-carbon initiatives to accurately calculate emissions reductions at the project level. It also allows them to register their activities in the National Registry System and obtain tradable Emissions Reductions Certificates, facilitating carbon trading and complementing the government's efforts to strengthen the monitoring, reporting and verification system. The Ministry is keen to apply this methodology to the forestry and waste management sectors. Currently, the system relies on data modelling, and the Ministry expressed the need for support in collecting robust data to determine the economic value of carbon for carbon trading.

The government adopted the circular economy (CE) concept in Indonesia's 'National Medium-Term Development Plan (RPJMN 2020-2024)' to promote sustainable economic growth and job creation while reducing environmental impacts. UNDP support laid the foundation for Indonesia's 'National Circular Economy Strategy', which has been incorporated into 'RPJPN 2025-2045'.⁵⁴

In 2022, UNDP secured funding from the Partnership for Action on Green Economy Secretariat for CE initiatives, including a green recovery assessment, sector studies, and developing the National CE Roadmap and Action Plan.

UNDP helped establish the CE Secretariat in BAPPENAS, raised public awareness on waste management and developed standard operating procedures, policies and regulations. UNDP also conducted workshops and produced knowledge products to raise CE awareness among government partners and the private sector.⁵⁵

Beyond policy development, UNDP fostered practical applications of CE principles in key sectors, such as sustainable marine resource management and waste reduction in fisheries. Through initiatives such as the ASEAN Blue Economy Innovation and the AIS Forum, UNDP championed the use of innovative solutions in coastal communities. Additionally, UNDP supported the Ministry of Environment and Forestry in building a waste processing unit in East Nusa Tenggara to recycle plastic waste into oil for fishing boats.⁵⁶

Finding 9: REDD+, Payment for Ecosystem Services and chlorofluorocarbons. UNDP contributed to strengthening the government's capacity for REDD+ implementation, which entailed managing a high degree of institutional complexity within the government and using an innovative performance-based payment model (Payments for Ecosystem Services) to fund REDD+ strategy activities. UNDP contributed to strengthening the institutional capacities of the Ministry of Environment and Forestry, the Ministry of Finance and the Ministry of Manpower, enabling the government to reduce chlorofluorocarbon emissions and remain on track to achieve its 2030 target.

Aligned with the 'National REDD+ Strategy for 2021-2030', UNDP supported the development of guidelines and regulations for fund distribution and safeguards. UNDP helped improve the 'National Registry System for Climate Change', which is essential for the domestic carbon market, and strengthened the 'National

⁵⁴ UNDP Indonesia. (2023). ROAR 2023.

⁵⁵ UNDP Indonesia. (2022). Project Assurance Report, June–December 2022.

⁵⁶ UNDP Indonesia. (2023). ROAR 2023.

Forest Monitoring System' with enhanced remote sensing and data analysis.⁵⁷ UNDP effectively collaborated with UN partners and managed complex intergovernmental relationships associated with REDD+ reporting, which involved seven directorate generals, 21 technical directorates and 11 working units within the Ministry of Environment and Forestry.⁵⁸

UNDP Indonesia managed \$103 million for the REDD+ Performance-Based Payments (PBP) initiative, an innovative and transformative approach to combating deforestation and forest degradation. The PBP payments have already been processed, with subsequent disbursements further bolstering the architecture of REDD+ implementation. This groundbreaking model not only demonstrates Indonesia's commitment to climate action but also positions the country as a global pioneer in sustainable forest management. At the time of the ICPE, three payments had already been disbursed, reflecting the scale, efficiency and potential replicability of this initiative for other countries facing similar environmental challenges. The project was designed with 164 sub-activities and 317 budget codes, with a substantial proportion of budget lines being less than \$40,000 and over 70 being below \$20,000. The Mid-Term Review flagged the need for consolidation and reprioritization of certain low-budget activities in order to ensure the project's success within the remaining time frame without jeopardizing its overall impact. Addressing these concerns may require a six-month, no-cost extension.⁵⁹

There is a downward trend in hydrochlorofluorocarbon (HCFC) consumption, and Indonesia is on track to achieve its 2030 target. UNDP has been supporting the government in meeting its obligations under the Montreal Protocol, including the ratification of the Kigali Amendment through Presidential Regulation No. 129 of 2022. UNDP also helped strengthen the Government of Indonesia's capacity to ensure compliance with the Ministry of Trade's regulation on the control and import of HCFCs, other ozone-depleting substances and HCFC-based equipment.⁶⁰

UNDP worked with the Ministry of Finance to enhance its capacity to comply with regulations banning HCFC-based equipment. Supported by the HCFC Phase-out Management Plan Stage II, UNDP supported the training of 885 customs officers to identify HCFCs and alternative substances and recognize refrigeration-based equipment. In addition, 2,462 technicians were trained on good practices to minimize ozone-depleting and climate change-exacerbating refrigerant leaks into the atmosphere. UNDP also supported the training of 154 trainers to teach refrigeration and air conditioning servicing practices at vocational training centres and vocational schools.⁶¹ Despite these achievements, stakeholders noted that there were challenges in procuring equipment for refrigeration and AC servicing workshops to comply with national import regulations. Additionally, the limited availability of equipment suppliers in the market has made it difficult to meet demand.

Finding 10: Energy. UNDP support to the energy sector enabled the government to harmonize two key imperatives: transforming the economy and acting on climate change. Government partners valued the depth of technical expertise that UNDP provided for testing new and innovative approaches and financing mechanisms for transitioning the energy sector.

⁵⁷ UNDP. (2023). *Indonesia REDD+ Results-Based Payments (RBP) Interim Evaluation Report*. UNDP Independent Evaluation Office, New York.

⁵⁸ UNDP. (2023). *Indonesia REDD+ Results-Based Payments (RBP) Interim Evaluation Report*; Interviews #24, 27, 31.

⁵⁹ UNDP. (2023). *Indonesia REDD+ Results-Based Payments (RBP) Interim Evaluation Report* and Communication from the Country Office.

⁶⁰ This support was provided through two projects: the Institutional Strengthening project and the HCFC-Management Plan Phase 2 project, which aimed at reducing HCFC consumption by 55 percent of the 2015 baseline.

⁶¹ UNDP Indonesia. (2023). Project Assurance Report, August 2023.

UNDP chaired the Just Energy Working Group within the Just Energy Transition Partnership and helped develop the 'Comprehensive Investment and Policy Plan', which involves a \$97.1 billion investment to be mobilized by the government and provides Indonesia's first Just Energy Transition roadmap.⁶² Implementing the Policy Plan is the next crucial step. The Ministry of Energy and Mineral Resources (MEMR) identified the need for additional support through studies, training and capacity building for local-level Just Energy Transition efforts.

UNDP⁶³ supported the Ministry of Energy and Mineral Resources (MEMR) in prioritizing renewable energy and energy efficiency actions, enhancing market diffusion of renewable energy and energy efficiency technologies and developing a system to measure GHG emission reductions. UNDP support included piloting renewable energy and energy efficiency initiatives in four provinces (East Nusa Tenggara, Jambi, Riau and West Sulawesi) and upgrading websites for renewable energy and energy efficiency investments as well as the Sustainable Energy Fund.

In collaboration with the United Nations Environment Programme (UNEP), these combined efforts led to a reduction of 217,509 metric tons of carbon dioxide equivalent of GHG emissions, exceeding the target by eight times. The efforts also mobilized \$54.6 million in investments, benefiting 334,667 households. UNDP support allowed MEMR to test and improve renewable energy and energy efficiency initiatives before wider rollout and helped develop a blended finance scheme and incentive mechanisms.

A major challenge was the slow approval process for the Solar Photovoltaic Rooftop Incentive, with only 10-15 percent of its capacity connected to the national grid. The terminal evaluation concluded that the Government of Indonesia faces capacity challenges in scaling up renewable energy and energy efficiency policy implementation.⁶⁴

UNDP and UNEP supported MEMR in increasing the use of energy-efficient lighting in Indonesia.⁶⁵ This included developing the 'LED Lighting Development Roadmap' in 2021, creating business plans for local LED lamp producers, finalizing Minimum Energy Performance Standards (MEPS) and energy labels, exploring innovative financing models and implementing pilot LED projects in areas such as West Lombok.⁶⁶

Despite delays due to the COVID-19 pandemic, progress was satisfactory. The LED Roadmap helped MEMR track LED lighting rollout. UNDP assisted in establishing MEPS, legislated in Regulation No. 33 of 2023 on Energy Conservation. In West Lombok, pilot LED street lighting reduced costs, improved night visibility and boosted economic activity. The regional government entered a 10-year public-private partnership for LED street light installation and maintenance. Challenges included low electricity prices, diminishing incentives for LED adoption and the need for proper disposal of old lamps. The regional government identified a need for more technician training.⁶⁷

⁶² UNDP Indonesia. Annual Report 2023, p.9.

⁶³ Market Transformation Through Design and Implementation of Appropriate Mitigation Actions in the Energy Sector (MTRE 3 Project).

⁶⁴ UNDP-GEF. (2023). Terminal Evaluation of UNDP-GEF Project: Market Transformation through Design and Implementation of Appropriate Mitigation Actions in the Energy Sector (MTRE3 Project), June 2023.

⁶⁵ Through the ADLIGHT project.

⁶⁶ UNDP-GEF. (2022). Mid-term Review of project: Advancing Indonesia's lighting market to high-efficient technologies (ADLIGHT), June 2022.

⁶⁷ UNDP-GEF. (2022). Mid-term Review of project: Advancing Indonesia's lighting market to high-efficient technologies (ADLIGHT), June 2022.

With over 150 million motorcycles and vehicles, transportation is the second-highest contributor to GHG emissions in Indonesia after power generation plants. UNDP supported MEMR in establishing the ecosystem for the use of battery-based electric vehicles (BEVs) to reduce GHG emissions and fuel importation.⁶⁸ Although the project was in its early stages, MEMR was optimistic about project results, particularly regarding the development of a tariff fee policy to encourage private-sector investments in BEV charging stations. MEMR was also considering the use of BEVs in fishing boats.

Stable electricity is crucial for local development and livelihoods. UNDP and the Korea International Cooperation Agency (KOICA) supported the electrification of underserved rural areas. This involved installing solar photovoltaic power plants, solar water pumps and efficient solar lamp systems in 23 villages across Central Kalimantan, East Nusa Tenggara, Southeast Sulawesi and West Sulawesi. Villagers were trained to operate and maintain the power plants.

Through UNDP interventions, the number of villages without electricity was reduced from 3,000 to 140 (though not solely due to UNDP support). The initiative also identified and highlighted difficulties in reaching the most underserved areas.

Delays occurred due to COVID-19, equipment procurement issues and price increases. Although technicians were trained, they lacked the necessary equipment. Sustainability challenges included the availability of technicians and spare parts, lightning damage, unwillingness to pay tariffs and infrastructure theft.⁶⁹

2.4 UNDP contributions to environmental conservation (linked to Outcomes 2, 3 and 4)

Indonesia, one of the world's 17 megadiverse countries, is home to significant biodiversity, including 10 percent of the world's flowering plant species and 12 percent of its mammal species. Despite this richness, Indonesia ranks low in environmental performance due to habitat degradation and significant loss of native vegetation, particularly from the expansion of oil palm plantations.

With UNDP support, Indonesia is updating its 'Biodiversity Strategy and Action Plan' to align with global frameworks. In 2024, Indonesia planned to relocate its capital to Nusantara in Kalimantan, with the goal of developing a sustainable city. However, the relocation poses challenges, such as changes to natural habitats and impacts on local communities.⁷⁰

As the world's largest archipelagic state, Indonesia is part of the Coral Triangle, the most biodiverse marine ecosystem globally. The country hosts over 75 percent of the world's reef-building coral species, 3,000 reef fish species, and six of the world's seven marine turtle species.

As the region's second-largest fishing nation, Indonesia's ocean economy is valued at over \$280 billion annually, with significant contributions from marine building and manufacturing. The blue economy, which grew at 10.5 percent annually from 2012 to 2020, aligns with Indonesia's 2045 Vision, which aims for the sector to contribute 12.45 percent to national GDP by 2045. In 2023, Indonesia and the Organisation for Economic Co-operation and Development (OECD) developed a Blue Economy Development Framework to harness this potential.⁷¹

⁶⁸ UNDP Indonesia. (2021-2025). Project Document – ENTREV – Enhancing Readiness for the Transition to Electric Vehicles in Indonesia, 2021-2025.

⁶⁹ UNDP. (2023). Mid-term Evaluation of UNDP project: Accelerating Clean Energy Access to Reduce Inequality (ACCESS), May 2023.

⁷⁰ Convention on Biodiversity. See: <https://www.cbd.int/countries/profile/?country=id>; <https://epi.yale.edu/epi-results/2022/component/epi>; <https://www.theguardian.com/environment/2024/apr/01/indonesia-balikpapan-bay-borneo-nusantara>

⁷¹ <https://oceanexplorer.noaa.gov/oceanos/explorations/10index/background/biodiversity/biodiversity.html>; <https://globalmarinecommodities.org/en/indonesia-2>

Finding 11: Conservation and management. UNDP contributed to improved governance and management of terrestrial species and ecosystems through extensive support for legislation and protected area management. UNDP had early success in securing legislative protection for previously unprotected areas. Through the introduction of the Spatial Monitoring and Reporting Tool (SMART) patrol, which facilitated community and data-driven monitoring, UNDP contributed to combating the illegal trade in wildlife. However, the robustness of overall species monitoring warrants continued attention.

UNDP supported policy and regulatory frameworks for biodiversity conservation and sustainable resource management. It facilitated the update of the 'National Biodiversity Strategy and Action Plan (NBSAP) 2025-2045', which was launched in Jakarta in August 2024 and submitted to the Convention on Biological Diversity in September 2024.⁷² In collaboration with the Ministry of Environment and Forestry, UNDP helped facilitate the issuance of a Ministerial Decision on Forest Moratorium, a policy that banned the clearing of forests.⁷³ UNDP also assisted in revising legislation to combat illegal wildlife trade and in drafting the 'National Strategy and Action Plan for Combating Illegal Trade in Endangered Species (NASTRA CIWT)', which was approved in 2022.⁷⁴

UNDP developed financial sustainability models for protected areas (PAs) in Sulawesi, leading to improved financial sustainability scores,⁷⁵ increased budgets and the establishment of a sustainable finance mechanism. UNDP also trained PA managers on anti-poaching measures and biodiversity monitoring and contributed to the creation of a task force focused on combating trade in illegal wildlife and timber. Management effectiveness scores⁷⁶ improved at all project sites. For example, the establishment of Gandang Dewata National Park (214,186 ha) was a key success. Micro-grants for women supported local economies and conservation efforts. The project's terminal evaluation highlighted the positive impact of participatory management and recommended replicating this approach in other areas of Indonesia.⁷⁷

UNDP achieved notable successes in species conservation and combating illegal wildlife trade. UNDP improved data management and intelligence capabilities within the Directorate-General of Law Enforcement and developed a long-term blueprint for addressing illegal wildlife trade.⁷⁸

Key interventions included threat reduction for flagship species through joint patrolling and the creation of a national roadmap for combating illegal wildlife trading, approved in 2022.⁷⁹ Training on human-wildlife conflict mitigation led to the establishment of village regulations addressing such conflicts, with an emphasis on raising awareness across community segments to reduce demand for protected wildlife.

This community-based approach resulted in the Conservation Authority, in collaboration with trained women champions, forming a conservation partnership with surrounding communities in North Sulawesi through the *Korps Perempuan Relawan Konservasi* (Women for Conservation Volunteer Corps). Women champions and youth groups have since become local conservation leaders.

⁷² UNDP. (2024). Evaluation of UNDP support to ecosystem management and biodiversity conservation. Independent Evaluation Office, United Nations Development Programme, New York.

⁷³ However, this does not preclude ongoing deforestation. See discussion by the Environmental Investigation Agency here: <https://eia-international.org/news/indonesias-moratorium-on-clearing-forests-and-peatlands-now-permanent-but-excludes-vast-areas/>

⁷⁴ UNDP. (2022). ROAR 2022. <https://isbn.perpusnas.go.id/Account/SearchBuku?searchTxt=combating+illegal+wildlife&searchCat=Judul>

⁷⁵ Management effectiveness as measured by the Monitoring Effectiveness Tracking Tool (METT) score; <https://www.protectedplanet.net/en/thematic-areas/protected-areas-management-effectiveness-pame?tab=METT>.

⁷⁶ Management effectiveness as measured by the Monitoring Effectiveness Tracking Tool (METT) score; <https://www.protectedplanet.net/en/thematic-areas/protected-areas-management-effectiveness-pame?tab=METT>

⁷⁷ UNDP. (2020). *Enhancing the Protected Area Network in Sulawesi for Biodiversity Conservation (EPASS)*. Terminal Evaluation.

⁷⁸ Combating Illegal and Unsustainable Trade in Endangered Species in Indonesia (CWIT) was the first UNDP-supported GEF-financed project.

⁷⁹ IWT flagship species are the Sumatran Tiger, Sumatran Rhinoceros, Sumatran Elephant, Black-crested macaque, Anoa and Babirusa.

UNDP supported data-driven decision-making and the development of a common tiger, prey and forest habitat monitoring system in five protected areas (the national parks of Berbak and Sembilang, Bukit Barisan Selatan, Gunung Leuser and Kerinci Seblat).⁸⁰ Local community rangers, who supplement national park staff capacities, were trained in identifying tiger activity, conducting surveys, using camera traps, analysing data and undertaking habitat enrichment measures.

The women's ranger programme encouraged local women to become rangers, fostering empowerment and pride among participants of varying ages.⁸¹ Additionally, local farmer groups received training in ecotourism and invasive species control.⁸²

However, stakeholders identified sustainability challenges, including barriers to using invasive species, navigating ecotourism permits and resolving data backlogs for the SMART patrol system. As scientific verification of species numbers in Indonesia remains controversial, the sustainability of SMART patrol monitoring and the robustness of the national monitoring system warrant continued attention from the government and UNDP.

UNDP expanded its focus from managing specific protected areas to landscape-wide conservation approaches. In Kalimantan, UNDP contributed to the development of 33 forest conservation regulations and initiated collaborations between companies and local communities, including an umbrella framework on Payment for Ecosystem Services. UNDP also conducted an ecosystem services and economic valuation study with the Ministry of Environment and Forestry.⁸³ By 2023, the initiative had resulted in the protection of 665,871 ha of non-state forest, benefiting 16,831 people. Training programmes were provided for horticulture, sewing, food processing and forest fire prevention.

The mid-term review of the UNDP programme highlighted that significant work remained for the actual design of schemes involving performance-based financial incentives. Additionally, providing financial incentives to palm oil companies to reduce deforestation was deemed unfeasible within UNDP activities. Alternative incentive strategies may be better suited to supporting non-timber forest product enterprises that help sustain non-state-owned forest areas.⁸⁴

In Moyo Satonda, UNDP facilitated the government's creation of a long-term management plan, the development and legalization of a zonation plan and the establishment of a site plan for the ecotourism master plan. It assisted in the creation and training of the Women's Ranger Group and the Kakatua Community Rangers. Their enhanced capabilities enabled more effective patrolling and protection of the park's biodiversity, particularly the conservation of the yellow-crested cockatoo. Additionally, a comprehensive survey of the yellow-crested cockatoo was conducted, providing critical data for its conservation.⁸⁵ The training of mahouts (elephant keepers) strengthened their roles in in-situ conservation efforts and human-elephant conflict mitigation strategies.⁸⁶ In all project landscapes, university partnerships were crucial in conducting socio-economic studies and Knowledge, Attitude and Practices surveys, which provided valuable insights into community interactions with conservation efforts.

⁸⁰ UNDP. (2022). *Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran Landscapes (Tiger Project)*. Terminal Evaluation; Interviews #46, 44.

⁸¹ See: <https://www.undp.org/indonesia/news/women-action-defenders-indonesias-national-park-biodiversity-haven-sulawesi> ; <https://news.un.org/en/story/2023/03/1134977>.

⁸² The GEF Tiger project supported the National Tiger Recovery Plan.

⁸³ *Strengthening Forest Area Planning and Management in Kalimantan (KALFOR)* project.

⁸⁴ UNDP. (2021). *Strengthening Forest Area Planning and Management in Kalimantan (KALFOR)*. Mid-term Evaluation.

⁸⁵ Project CONSERVE.

⁸⁶ Information provided by the Country Office.

Finding 12: Marine and aquatic resources. UNDP contributed to the sustainable management of marine ecosystems through several high-profile initiatives that leveraged its strengths in multi-stakeholder collaboration and governance. It also supported improvements in commodities production at sea through cross-sectoral coordination and governance. At present, there is little activity on freshwater conservation and management within the country programme. Discussions are underway regarding UNDP's potential for future involvement in the water–energy–food nexus.

UNDP supported the Ministry of Marine Affairs and Fisheries in the development of a strategic action programme,⁸⁷ which was signed by the Arafura-Timor Seas (ATS) countries (Australia, Indonesia, Papua New Guinea and Timor-Leste) in June 2024. As part of this effort, UNDP supported the production of 11 studies on climate change, pollution, illegal, unreported and unregulated fishing, and biodiversity. The 'Roadmap for New Marine Protected Areas' guided the designation of Kolepom Island as a marine protected area. In addition, the 'Climate Change Vulnerability Assessment' led to the development of the 'Five-year Integrated Coastal Management Plan' for Oeseli Village in East Nusa Tenggara.⁸⁸

To combat marine pollution, UNDP helped implement the 'National Plan of Action on Marine Plastic Debris' and organized the Second Regional Workshop on Combating Marine Debris with ASEAN and GIZ. This event led to the launch of the '3RproMar Knowledge Partnership for Marine Litter Prevention in ASEAN'.⁸⁹ UNDP also provided technical support to the Marine Plastic Litter Secretariat, which coordinated efforts with key stakeholders, including the Asian Development Bank, Agence Française de Développement, British Embassy, Canadian Embassy, Commonwealth Scientific and Industrial Research Organisation, Deutsche Gesellschaft für Internationale Zusammenarbeit, Danish Embassy, Korea International Cooperation Agency, Kreditanstalt für Wiederaufbau and Sea the Future.

At the local level, UNDP supported the construction of a waste processing unit in Labuan Bajo⁹⁰ and coordinated with various stakeholders. With the Indonesia Waste Charity Movement, UNDP engaged communities and religious institutions in waste management. The collaboration partnered with churches, temples, universities, schools, community organizations, government offices and companies across 24 provinces and 62 regencies/cities to educate the public on waste reduction.^{91,92}

Indonesia adopted a multi-stakeholder platform in the fisheries sector⁹³ with UNDP support to address gaps in fishery management and promote legislation for fisheries governance. With support from UNDP, BAPPENAS hosted public-private meetings to promote collaboration on sustainability and advance SDG 14. These platforms addressed management gaps for species such as the blue swimming crab, skipjack and yellowfin tuna, integrating them into regional Fisheries Management Areas.⁹⁴

Freshwater conservation was not a major focus for UNDP. However, under the Cross-cutting Capacity Development project, sustainable watershed management was used to promote global environmental values and strengthen policy alignment with the Rio Conventions.⁹⁵ As part of this initiative, guidelines for a micro-grant

⁸⁷ Through the GEF ATSEA-2 project.

⁸⁸ UNDP. (2022). ATSEA2 Mid-term Review.

⁸⁹ The initiative seeks to promote regional knowledge sharing by offering policy support, capacity building, and knowledge transfer, bridging the gap between scientific understanding and policymaking. <https://www.giz.de/de/downloads/giz2023-en-regional-workshop-booklet.pdf>

⁹⁰ UNDP Indonesia. (2023). ROAR 2023.

⁹¹ <https://www.undp.org/indonesia/news/launching-church-based-waste-charity-movement>

⁹² <https://wriindonesia.org/en/initiatives/Indonesia-national-plastic-action-partnership-npap>

⁹³ *The Global Marine Commodities* project was developed under UNDP's Green Commodities Programme.

⁹⁴ UNDP. (2021). *Global Marine Commodities project Terminal Evaluation*. <https://globalmarinecommodities.org/en/indonesia-2/multistakeholder-platform-for-sustainable-fisheries/>

⁹⁵ *Cross-Cutting Capacity Development* (CCCD) project.

mechanism were developed and implemented in Lampung and East Java. Both provinces subsequently created a 'Micro Watershed Management Plan (2019-2023)' and held a Coordination Forum. Despite poor project design and weak monitoring and evaluation, the terminal evaluation found that implementation in two micro watersheds had significant results, but there was no follow-up after project completion.⁹⁶

2.5 UNDP's integrator roles and contributions to growing sustainable financing and innovations (linked to Outcomes 1, 2 and 3)

Indonesia's commitment to the SDGs was reflected in Presidential Decree No. 111/2022, which mandated the formation of an inclusive SDG Coordination Team, the development of an SDG Roadmap and National Action Plan and the coordination of SDG monitoring, evaluation and financing.

To help Indonesia address its SDG financing gap, UNDP provided support through its Sustainable Finance Hub, promoting innovative finance solutions such as thematic bonds. Initiatives such as the Green Sukuk, SDG Bond and Sovereign Blue Bonds have been launched to fund projects that aligned with environmental and SDG objectives.

In 2022, Indonesia developed an Integrated National Financing Framework to optimize, align and enhance the allocation of various public and private resources towards the SDGs.⁹⁷

Finding 13: Sustainable financing. UNDP helped mobilize over \$10 billion in sustainable financing through sovereign and corporate thematic bonds. Sustainable financing is one of UNDP's core strengths, with notable achievements in resource mobilization, technical assistance and fostering partnerships to close the SDG funding gap. UNDP collaborated with UN partners to strengthen the enabling environment for sustainable finance. Work on green finance, initiated a decade ago, has evolved into significant policy and financial instruments, including the Green Sukuk, the SDG Bond and Indonesia's inaugural Blue Bond. While UNDP effectively leveraged finance for smallholder farmers and entrepreneurs, scaling up local-level pilot interventions proved challenging.

UNDP provided technical inputs to the Ministry of Finance's efforts to establish the SDG Government Securities Framework, which serves as the main reference for issuing thematic bonds in blue, green and SDG-linked sectors. UNDP also supported project pipeline identification and impact reporting on Sovereign Bonds.⁹⁸ With BAPPENAS, UNDP developed the SDG Push/Diagnostic Tool using Economy of the Common Good modelling to assess impacts on GDP, poverty, education and employment. UNDP also helped the government create the SDG Investor Map, identifying private sector investment opportunities to address SDG gaps.⁹⁹ UNDP's assistance to Sarana Multigriya Finansial, a state-owned finance company, led to Indonesia's first social corporate bond, valued at \$45.4 million. The bond aims to enhance housing accessibility for low-income households, contributing to the country's affordable housing programme.

⁹⁶ UNDP. (2021). *Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanism for Sustainable Watershed/Land Management (CCCD). Terminal Evaluation.*

⁹⁷ UNDP. (2023). Case studies on innovations in Islamic finance. United Nations Development Programme, New York. https://www.undp.org/sites/g/files/zskgke326/files/2023-08/islamic_finance_june_2023.pdf p.21; Indonesia CO Annual report 2023; and: https://www.undp.org/sites/g/files/zskgke326/files/2022-09/INFF%202022%20-%20250822_Final.pdf

⁹⁸ See: <https://sdginvest.jointsdgfund.org/sites/default/files/2022-02/Indonesia%20SDG%20%20Bond%201%5B4%5D.pdf>; and <https://www.djppr.kemenkeu.go.id/en/performancereport>

⁹⁹ UNDP. (2023). Indonesia SDG Investor Map Handbook. <https://www.undp.org/indonesia/publications/indonesia-sdg-investor-map-handbook>

Since 2018, UNDP has supported the Government of Indonesia with Green Sukuk¹⁰⁰ (Islamic Financing) by providing critical assistance in framework development and project identification. After issuance, UNDP played a key role in impact reporting and in overseeing external review processes. Additionally, UNDP implemented capacity-building initiatives, including assessments, training sessions, workshops and the development of knowledge products aimed at strengthening institutional capacity.

In collaboration with the Indonesian Waqf¹⁰¹ Board and the Green Waqf Movement Team, UNDP developed the Green Waqf Framework, which serves as a global reference on Islamic finance in Indonesia.¹⁰² The Framework covers comprehensive information and opportunities related to Waqf and climate finance initiatives, involving the government, private sector and grass-roots communities.

In 2023, UNDP provided technical assistance for the third issuance of the SDG Bond, which raised \$482 million to advance social outcomes and sustainable development.¹⁰³ Funds from SDG Bonds issued in 2021 and 2022 and other mechanisms have also been used to support approximately \$30 million in doses of free, complete basic vaccination regimes for babies and scholarships for over 12 million elementary school students.¹⁰⁴

The ICPE team visited a school on Lombok Island, where 135 primary school children from extremely poor households benefited from scholarships funded by SDG Bonds. The school principal and staff noted that these children attended school daily, were motivated to learn and felt included due to having uniforms, stationery and equipment. They proposed that SDG Bond funding be expanded to improve school infrastructure, provide digital tools and to enhance teacher capacities.

Together with the Ministry of Finance and UNICEF, UNDP commissioned a study examining barriers and opportunities in municipal bond issuance in Indonesia, identifying a list of six prospective provincial-level issuers.

In green finance, UNDP worked with Badan Amil Zakat Nasional (BAZNAS) and BAPPENAS to strategize Islamic social funds for biodiversity-positive programmes.¹⁰⁵ Indonesia issued its first Blue Bond in line with the SDG Government Securities Framework, developed with UNDP support and with HSBC and Crédit Agricole as joint underwriters. UNDP and the Ministry of Marine Affairs and Fisheries assessed Indonesia's insurance landscape, leading to the development of the first coral reef insurance initiative, which aims to protect natural resources from climate change impacts.

UNDP, in partnership with the Coordinating Ministry of Maritime and Investment Affairs and the Asian Development Bank, implemented a six-month Blue Finance Accelerator Programme for 12 SMEs/startups, focused on the blue economy.¹⁰⁶ Participants received training in business scalability, impact measurement and management (and its application to their marine-related enterprises), and data collection methods to assess the financial and environmental sustainability of their businesses after the programme. Participants also had the opportunity to showcase their projects and network at the AIS Blue Summit in October 2023 as part of ongoing support for business matchmaking and scaling up. However, the SMEs interviewed during

¹⁰⁰ Green Sukuk is a sharia-compliant bond, where 100 percent of the proceeds go exclusively towards financing or refinancing green projects that contribute to climate change mitigation, adaptation and biodiversity preservation.

¹⁰¹ Waqf is a sustainable and ongoing charitable fund and is a form of sadaqah jariyah – the act of voluntarily making a long-term charitable contribution that will continue to benefit others. It relies on the importance of zakat (a form of alms giving and religious tax) as a pillar of Islam and the need to give in charity.

¹⁰² <https://www.bwi.go.id/wp-content/uploads/2022/09/INS-20SEP-GREEN-WAQF-FRAMEWORK.pdf>

¹⁰³ <https://www.djppr.kemenkeu.go.id/hasillelangsuratutangnegarapadahariselasa,tanggal31oktober2023>

¹⁰⁴ <https://api-djppr.kemenkeu.go.id/web/api/v1/media/DD9300BA-64F0-490C-BE62-C379D611B24D>
<https://api-djppr.kemenkeu.go.id/web/api/v1/media/B993B21F-6C51-46AD-95D5-6164FA4A6157>

¹⁰⁵ BIOFIN Initiative.

¹⁰⁶ Blue Finance Accelerator (Project ASSIST).

the evaluation field mission reported difficulties in securing investment, citing their limited expertise in pitching to investors and an inability to provide due diligence reports to prospective investors because of the high cost of auditor fees.¹⁰⁷

UNDP's work on sustainable finance demonstrated its role as an integrator, facilitating collaboration among government representatives, UN partners and non-state actors. UNDP helped the government formulate and fund new approaches while also bridging administrative complexities by bringing key stakeholders together. Given Indonesia's complex coordination landscape, UNDP played a critical role in facilitating discussions on sustainable financing across various ministries and sectors.

Finding 14: Innovation. UNDP successfully leveraged innovative technology to improve the inclusiveness and responsiveness of public service delivery. Technology-driven innovations anchored within UNDP Indonesia's programme units were effective in generating concrete results and demonstrating the potential for scaling up compared to smaller experimental interventions, such as grass-roots innovations that were not firmly anchored in the work of programme units or were inadequately resourced.

Digital transformation is a key driver of economic change and must be inclusive to narrow the digital divide. UNDP supported MSMEs in leveraging digital technology, but the evaluation found no further details on this intervention.¹⁰⁸ In collaboration with Microsoft, UNDP launched the Skill Our Future Programme in 2023 to democratize access to digital skills and employment for young people not in education, employment or training. Progress towards reaching the target of 400,000 Indonesian youth by 2026 was not available at the time of the evaluation.¹⁰⁹ Given the large size of the youth population, digital skills development and youth employment will remain national priorities.

Recognizing environmental and health concerns, such as pollution and contamination risks with no clear accountability, the Ministry of Health, in partnership with UNDP, leveraged digital technology to enhance effectiveness, efficiency and transparency in waste management. The new system, ME-SMILE, utilizes QR-coded waste bags, digital scales and a mobile app to track the entire waste disposal process, thus enhancing accountability and showing early signs of improving time efficiency. At the time of the evaluation, the system was in its implementation stage.

UNDP contributed to improving the Disaster Information System¹¹⁰ and developing the Micro-Risk Assessment to assess household-level risks. Local communities were trained to use the inaRISK app, which facilitates rapid risk analysis¹¹¹ and data collection. The app processes the data to conduct a rapid analysis and to produce a visualization of the risk assessment results. This technology has the potential to build local capacity for understanding and assessing risks in their neighbourhoods. It also improved fire and air pollution risk management and food insecurity monitoring.

Through its Accelerator Lab (Acclab), UNDP introduced the Nusantara Capital Authority¹¹² to foresight methodology and scenario-building for policymaking using generative artificial intelligence. The Authority credited UNDP with demonstrating the importance of participatory approaches in establishing Indonesia's new capital, especially as the government had faced criticism for its technocratic approach.

¹⁰⁷ Project ASSIST falls under CPD Outcome 4.

¹⁰⁸ UNDP. (2023). Indonesia Annual Report 2023.

¹⁰⁹ UNDP Indonesia. (2024). 'Bridging the Digital Divide: Skill Our Future platforms to empower Indonesian youth'. Press release. 28 March 2024. <https://www.undp.org/indonesia/press-releases/bridging-digital-divide-skill-our-future-platforms-empower-indonesian-youth>

¹¹⁰ With the DX4Resilience project.

¹¹¹ See: <https://www.undp.org/indonesia/blog/inclusive-micro-risk-assessment-power-disaggregated-data-reduce-inequality-towards-resilient-futures>; and <https://inarisk.bnppb.go.id/>

¹¹² Responsible for the establishment of the new capital on Kalimantan.

The Authority also expressed expectations that UNDP, along with other UN agencies, would continue to support the Authority's work in managing the transition to the new capital. This partnership was an important one, as the Authority is responsible for overseeing the politically sensitive relocation of the nation's political capital. The work with the Authority, therefore, entered the terrain of governance and went beyond the use of artificial intelligence technology.

AccLab also implemented solutions mapping, introducing about 20 grass-roots innovations to the public and representatives from government agencies, academia and civil society.¹¹³ While these small-scale experimental initiatives identified potential new solutions, the evaluation found no evidence that they would advance beyond the experimental phase. These solutions also appeared not to be anchored within a specific UNDP programme unit, raising concerns about alignment and long-term stability.

Finding 15: International engagement. UNDP supported the Government of Indonesia in playing a stronger role both regionally and globally by helping the country overcome the challenges of institutionalizing its development cooperation programme and by supporting its leadership of regional and international fora. UNDP also facilitated South-South and triangular collaboration in the digitalization of disaster management solutions.

In 2022, Indonesia presided over the G20 Summit. UNDP seized the opportunity to support the government by leading the Sustainable Financing Working Group and producing key reports, such as the 'G20 Sustainable Finance Report'. In addition, several documents were produced through the Development Working Group, including the 'G20 Roadmap for Stronger Recovery and Resilience in Developing Countries, Including Least Developed Countries (LDCs) and Small Island Developing States (SIDS)', and 'G20 Principles to Scale Up Blended Finance in Developing Countries'.

The Global Blended Finance Alliance was launched at the G20 Summit to develop and scale up blended finance instruments. In 2024, UNDP signed an MOU with the Coordinating Ministry of Maritime and Investment Affairs to take on the role of providing capacity building, knowledge sharing and technical assistance in implementing blended finance projects under the Alliance. Strategic documents developed collaboratively between UNDP and the government, such as the Integrated National Financing Framework and the Environmental, Social and Governance Framework for Public-Private Partnership Projects, were also launched at the G20 Summit.

UNDP hosted the secretariat for the AIS Forum, which addresses sustainable ocean resource use, climate change resilience, ocean pollution, emergency management and sustainable fisheries. Through the AIS Support Facility, UNDP managed programmes, finances and stakeholder networks. Under the AIS Forum, Indonesia published 'A Blue Financing Strategy'.¹¹⁴ At the first AIS Summit, chaired by Indonesia's President, 32 Heads of Government committed to protecting aquatic ecosystems.

UNDP supported Indonesia's South-South and triangular cooperation by helping the government plan, execute, monitor and evaluate its cooperation programme.¹¹⁵ This included developing the Ministry of Foreign Affairs' capacities, supporting a local economic initiative and enhancing Indonesia's profile in global forums. UNDP facilitated dialogue for establishing the Indonesian Agency for International Development (Indonesia AID),¹¹⁶ which has provided IDR 356.58 billion in grants to 58 countries since its establishment,

¹¹³ AccLab Project Assurance Report, January – June 2023.

¹¹⁴ Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran Landscapes (GEF Tiger) project. https://perpustakaan.bappenas.go.id/e-library/file_upload/koleksi/migrasi-data-publikasi/file/Unit_Kerja/Dir%20Industri%2C%20Ekonomi%20dan%20Kreatif/Dummy_Indonesia%20Blue%20Economy%20Roadmap_Ebook.pdf

¹¹⁵ Partnership Initiative for Indonesia's SSTC Institutional Development (PIID-SSTC).

¹¹⁶ UNDP. (2021). *SSTC Institutional Development (PIID-SSTC) Terminal Evaluation*.

focusing mainly on the Asia-Pacific region, but also including Africa and the Middle East since 2019.¹¹⁷ Other examples of UNDP facilitating South-South and triangular cooperation included support to the National Disaster Management Authority in a knowledge exchange with Nepal and Mauritius. This has already contributed to these countries reviewing their hazard mitigation plans and collecting earthquake and structural data to inform decision-making.¹¹⁸ In an exchange facilitated by UNDP, Timor-Leste benefited from the Ministry of Energy and Mineral Resources' experiences in renewable energy.

2.6 UNDP contributions to improving gender equality and empowerment of women, social inclusion and working with youth (linked to outcomes 1, 2, 3 and 4)

The 2023 Human Development Report highlighted Indonesia's persistent gender inequality. Women had a lower Human Development Index (HDI) value (0.688) compared to men (0.732) and a significantly lower estimated Gross National Income per capita. Women held only 21 percent of parliamentary seats and had lower secondary education and labour force participation rates than men. The adolescent birth rate remained high, and gender-based violence remained a significant issue. Indonesia's 'Long-Term National Development Plan 2005-2025', supported by the National Gender Mainstreaming Policy, emphasized increasing women's roles in development and improving the Gender Development Index.

Finding 16: Gender-based violence survivors. UNDP contributed to the design and implementation of innovative service delivery for survivors of gender-based violence that was rolled out to extend support beyond the capital. This positive result was tempered by the lack of progress in addressing structural barriers such as the legal system, which remains inadequate for effectively dealing with perpetrators of gender-based violence.

Data from the Ministry of Women's Empowerment and Child Protection indicated a decline in the prevalence of violence against women aged 15-64 years, from 9.4 percent in 2016 to 8.7 percent in 2021. While this marked an improvement, significant gaps remain in reaching the 2025 target of 6 percent.¹¹⁹

UNDP contributions to this outcome included technical support to Tarakan Hospital in Jakarta to design an integrated, one-stop service for gender-based violence survivors. UNDP support enabled collaboration between the hospital and relevant ministries and agencies, including the police and the Ministry of Women's Empowerment and Child Protection.

UNDP also supported the development of standard operating procedures for integrated gender-based violence services in state health facilities. These standard operating procedures formed the basis for a memorandum of understanding signed in 2021 between the Provincial Government and the Metropolitan Police, allowing the police to conduct gender-based violence investigations on hospital premises. The integrated service model was subsequently rolled out to 33 public hospitals in Jakarta and the West Sumatra region.¹²⁰

The standard operating procedures were critical in ensuring that gender-based violence survivors received comprehensive, integrated services in hospitals. Government partners identified the need for UNDP support in developing common standard operating procedures for all institutions providing services to gender-based violence survivors.

¹¹⁷ 'Indonesia sends 10 million polio vaccines to Afghanistan'. Indonesia AID website news, 8 March 2024. <https://ldkpi.kemenkeu.go.id/en/post/indonesian-government-sends-10-million-polio-vaccines-for-afghanistan>

¹¹⁸ UNDP Indonesia. (2022). ROAR 2022.

¹¹⁹ Ministry of Women's Empowerment and Child Protection. Database accessed 24 June 2024.

¹²⁰ UNDP. (2023). Annual Report, 2023, p. 6.

In addition, UNDP piloted a behavioural insight approach to better understand gender inequality and to prevent gender-based violence. Study findings were used to raise awareness about the barriers gender-based violence survivors face, though the evaluation found no evidence of advocacy for policy changes.

In selected villages in Papua, UNDP conducted gender-based violence awareness campaigns, mapped community priorities and developed local action plans. However, there were no plans to expand this work to additional villages.

Finding 17: Gender seal and inclusion. UNDP Indonesia demonstrated a strong commitment to gender equality in its programmatic work and operations and was awarded the Gold Gender Equality Seal, becoming the first Country Office in the Asia-Pacific region to achieve this distinction. UNDP mainstreamed gender equality into most of its interventions, achieving gender-targeted and gender-responsive results. The Country Office's achievements in gender equality provided a good foundation for addressing the root causes of gender inequality in Indonesia. UNDP's work on social inclusion was still evolving. While youth were included in many interventions, the Country Office lacked consolidated information on this important demographic.

The evaluation found examples of gender-targeted results across all CPD outcomes. For example, following UNDP advocacy, Indonesia modified the national complaints management system to generate sex-disaggregated data. This change enabled ministries to identify different needs and issues raised by women and men. The Capacity Building Initiative for Transparency conducted research on gender indicators for climate change, incorporating these in the work on the Climate Village. There were also gender-responsive results, such as improved electricity access for poor households (especially female-headed households)¹²¹ and integrated services for gender-based violence survivors, which include medical, psychosocial and police support at hospitals to reduce secondary trauma. The Migration Governance project supported female returnees with innovative financing mechanisms.

However, the evaluation did not find evidence of results that addressed the root causes of gender inequality. Some projects challenged gender-stereotyping of roles and occupations, but none addressed the root causes of gender inequality in Indonesia. For example, the Global Climate Fund National Adaptation Plan preparation project collected gender-disaggregated data. While the project highlighted the strategic role of women in biodiversity, it did not propose strategies or interventions to challenge existing power relations in landscape or seascape management. This challenge was not unique to UNDP. Despite laws and decrees that promoted gender equality, the ability and willingness to implement them was often weak at all levels of government.

About 38.8 million people in Indonesia were classified as having a disability.¹²² Persons with disabilities face challenges accessing health care, education services and employment opportunities. Development programmes often (inadvertently) overlook them, putting persons with disabilities at high risk of being left behind. The evaluation found examples of persons with disabilities included in UNDP projects, but the approach to mainstreaming disability was not as systematic as mainstreaming gender equality. Examples included mapping for the disability sector in West Java,¹²³ incorporating persons with disabilities' infrastructure needs in the redesign and reconstruction following the 2018 earthquake, and collaborating with the Indonesian Association of Women with Disabilities (Himpunan Wanita Disabilitas Indonesia) throughout the design and implementation of the COVID-19 recovery project.¹²⁴ One terminal evaluation noted that recovering from COVID-19, especially for persons with disabilities and people in vulnerable

¹²¹ ACCESS project; The Livelihood and Community Development project.

¹²² United Nations Indonesia website article: 'Celebrating the abilities of persons with disabilities', 4 December 2023 <https://indonesia.un.org/en/254698-celebrating-abilities-persons-disabilities>. The actual number may be higher as data are based on self-reporting.

¹²³ Acclab Solutions.

¹²⁴ The RESTORE project.

situations, presents ongoing challenges. It also found that project partners and local governments lacked the knowledge and skills to integrate gender mainstreaming and the inclusion of people with disabilities in disaster management and resilience.¹²⁵

Young people are an important demographic and a challenge for the government—nearly one quarter (23.2 percent) of people aged 15-24 years were not in education, employment or training.¹²⁶ The evaluation found many examples of youth benefiting from projects under the current country programme, including those aimed at preventing violent extremism. This focus was appropriate given young people's susceptibility to extremism. For example, in the countering extremism initiative, youth were targeted with audio-visual materials and podcasts, reportedly reaching 23 million young people.¹²⁷ The National Agency for Counterterrorism acknowledged progress but highlighted the need for a National Plan for Youth in Preventing Violent Extremism. In other cases, youth beneficiaries were not always deliberately targeted or were grouped with women. For example, youth and women received ecotourism training.¹²⁸ The Blue Finance Accelerator included young entrepreneurs, though they were not specifically targeted. The SDG Academy attracted many young people, even though it was not exclusively for youth. The Country Office's monitoring and reporting practices did not adequately capture data on youth beneficiaries, even though the project assurance report template made provision for this disaggregated information. UNDP, therefore, did not have a consolidated view of its interventions' youth beneficiaries. This limited UNDP's ability to identify gaps in its youth-related interventions and missed opportunities for more impactful interventions.

2.7 Cross-cutting (linked to Outcomes 1, 2, 3, 4)

Finding 18: Coherence. UNDP adopted the portfolio approach in 2022, which improved cross-functional teamwork and developed narratives for its programme offers. While there was some synergy between CPD outcomes, coherence within CPD outcomes was not as strong as it should have been. UNDP partnered with other UN agencies, development finance institutions, bilateral development partners, CSOs and other non-state actors. The Country Office used these partnerships effectively to deliver the intended results of the CPD and create synergies where there was space.

In 2022, the Country Office initiated a portfolio approach with the aim of building coherence and synergies within the country programme. According to the Country Office, the portfolio approach would assist it in developing clear programme offers with a coherent narrative and would serve as a framework for the Country Office to make more informed decisions on project selection. The Country Office identified thematic portfolios for climate change, sustainable energy, sustainable finance, resilience, digital transformation and governance, establishing task teams for each portfolio. Draft portfolios, such as those on sustainable finance, climate and resilience, have been presented to select development partners and received positive feedback.¹²⁹ The evaluation found examples of cross-outcome linkages, for example sustainable financing interventions developed under Outcome 4, contributing to interventions in other CPD Outcomes related to Livelihoods and Community Development, the Blue Finance Accelerator, school bursaries, and the roll-out of the Social Innovation Platform. However, as the portfolio approach was still evolving, it was too early to determine its impacts on the coherence between CPD outcomes. The evaluation was informed that each portfolio would have a results framework, which had yet to be developed.

¹²⁵ UNDP. (2023). *Response Toward COVID-19 Resilience (RESTORE) Terminal Evaluation*.

¹²⁶ BPS-Statistics Indonesia database. Accessed June 2024. <https://www.bps.go.id/en/statistics-table/2/MTE4NiMy/percentage-of-youth-aged-15-24-years--not-in-education--employment-or-training--neet.html>

¹²⁷ The GUYUB project.

¹²⁸ Livelihoods and Community Development Project.

¹²⁹ UNDP Indonesia. (2023). ROAR 2023.

The challenge in the country programme was linking UNDP's performance at the output level to changes observed in the outcome indicators for Outcome 2, as numerous external factors influenced these changes, many of which were beyond UNDP's sphere of influence. These indicators included the unemployment rate, the Gini coefficient and the proportion of value added from the non-oil and gas manufacturing sector to gross domestic product.

The country programme had a substantive governance portfolio that included issue areas such as public service delivery systems, citizen participation, anti-corruption, prevention of violent extremism, gender-based violence and migration, housed under Outcome 1. Other country programme outcomes incorporated governance elements for example, the Social Innovation Platform, environmental governance and governance in the Just Energy Transition. However, there was no evidence of cross-unit collaboration to leverage governance expertise within the Country Office. The Country Office was working on articulating its governance portfolio, which may facilitate better integration of a 'governance lens' into the country programme.

UNDP pursued coherence opportunities with some initiatives of other UN agencies in Indonesia.¹³⁰ Key informants suggested that UNDP could strengthen its collaboration with other UN agencies and make better use of UN system resources. UNDP partnered with development finance institutions, including the Asian Development Bank and the Islamic Development Bank, which was important for developing innovative finance mechanisms. Several development partners supported the country programme, including Australia DFAT, Germany (KfW), Japan and KOICA. Development partners that did not fund UNDP saw value in maintaining relationships due to UNDP's strong relationships with government ministries and the Country Office's ability to assist partners in navigating the complexities of the Indonesian government administration.

CSOs played a crucial role in UNDP project implementation, supplementing government capacity in areas such as species monitoring and combating the illegal wildlife trade,¹³¹ gender equality, the prevention of violent extremism, and disability-inclusive infrastructure rebuilding. Additionally, CSOs contributed through the GEF Small Grants Programme. While UNDP collaborated with many CSOs, its work was not guided by an overarching CSO partnership strategy, which could have enabled it to maximize the impacts of its engagement with the civil society sector. The same applied to its partnerships with academic institutions¹³² and the private sector.¹³³

¹³⁰ For example, the work with UN Women and UNODC on the prevention of violent extremism. Aligning the locations for the implementation of village planning processes through the Social Innovation Platform with the locations of the International Fund for Agricultural Development's work was another example of UNDP pursuing external coherence. In 2023, UNDP, UNICEF and WHO, under the auspices of the Ministry of Health, submitted a joint proposal to the Global Alliance for Vaccines and Immunization for technical assistance support for the New Vaccines Initiative. Other examples of UN system collaboration include the Partnership for Action on Green Economy Initiative on the Blue Economy, where UNDP has played an important role in bringing together a range of stakeholders, and the initiative on the green economy with UNEP, UNIDO and ILO. UNDP worked effectively with UNEP on REDD+, as well as ADLIGHT and ASSIST, and with FAO on FOLUR. The RESTORE project engaged UNICEF and the World Food Programme to expand partnerships and ensure that the project design addressed the specific needs and vulnerabilities of women-owned MSMEs. The Migration Governance project with the International Organization for Migration and UN Women is another example of UNDP working with other UN agencies.

¹³¹ UNDP. (2021). Midterm Review, Combating Illegal and Unsustainable Trade in Endangered Species in Indonesia.

¹³² UNDP partnered with national and international academic institutions. ATSEA involved universities to provide training to students, with the hope that they would contribute to post-project sustainability. The UPOPS project collaborated with two universities (Sultan Ageng Tirtayasa University and the University of Surabaya) to monitor UPOP PBDE waste in several large-scale electronic industries in Banten and East Java provinces. In UNDP's work on watersheds, Brawijaya University was involved in creating a marketing analysis for products from local communities. KALFOR worked with several academic institutions, including the University of Antakusuma, the University of Kapuas Sintang and Wageningen University, on capacity building for economic valuation. The CONVEY project on religious moderation partnered with the Centre for Islamic Studies at the University of Indonesia.

¹³³ UNDP involved the private sector in several projects. The RESTORE project engaged provincial chapters of business chambers, as well as the Indonesian Investment Board, the Indonesia Business and Disability Network (IBDN), and associations of microenterprises. ATSEA managed to elicit funding from the East Nusa Tenggara Bank to fund the women's Blue Economy cooperatives. In the SGP project, TerasMitra supported community business development by assisting grantees to improve the quality and quantity of their products, resulting in around 57 percent of grantees accessing markets by themselves. The private sector was also engaged in circular economy initiatives and in energy sector projects.

CHAPTER 3

CONCLUSIONS, RECOMMENDATIONS AND MANAGEMENT RESPONSE



3.1 Conclusions

Conclusion 1: Relevance. The country programme was highly responsive to and addressed key national development priorities and the needs of main stakeholders, including those at risk of being left behind. UNDP was adept at identifying gaps and challenges and using its trusted relationships with the government to broker solutions and influence policy to help address these issues. However, its high level of responsiveness resulted in an expansive country programme portfolio, which not only challenged internal coherence but also risked diluting the country programme's focus.

UNDP's country programme offerings aligned with Indonesia's development priorities and its position as an upper-middle-income country. The country programme was responsive to evolving development needs and priorities, particularly for groups at risk of being left behind. The country programme was closely aligned with Indonesia's 'Long-Term National Development Plan (National RPJP) – Vision 2045' and 'National Medium-Term Development Plan (RPJMN 2020-2024)', as well as the 'UN Sustainable Development Cooperation Framework (UNSDCF) for Indonesia' and 'UNDP Signature Solutions'.

UNDP played a significant role in supporting the government. On urgent issues, UNDP strategically influenced key areas such as SDG financing instruments, the carbon emissions trading framework, the 'Just Energy Transition Comprehensive Investment and Policy Plan' and the updated 'National Biodiversity Strategy and Action Plan'. Several UNDP interventions were adopted into government regulations, such as those on energy conservation and human-wildlife contact. UNDP also contributed to disaster recovery and building back better, providing medium-to-long-term solutions in response to both natural disasters and the COVID-19 pandemic. Additionally, UNDP helped the government strengthen its international role by supporting the convening of the Sustainable Financing Working Group at the G20 Summit and using the AIS Support Facility to mobilize commitments to the 'Blue Financing Strategy'.

UNDP leveraged technology in its health system initiatives, demonstrating how an application could be repurposed to strengthen different services beyond its original purpose. The country programme's future-orientated work was primarily conducted through the Accelerator Lab (AccLab), which developed and tested innovative approaches and tools, including solutions mapping, digitalizing community participation tools, experimenting with artificial intelligence and supporting the Country Office in elaborating the portfolio approach. However, these innovations were not always sufficiently anchored within the country programme, limiting their uptake beyond the experimental sites.

Conclusion 2: Effectiveness. UNDP was largely successful in achieving the intended objectives of the country programme when assessed against its output-level targets. Most outputs were either met or on track to be achieved. However, tracing contributions to outcomes was challenging due to the high-level nature of the indicators. Overall, external coherence of results with other development partners was evident.

UNDP's interventions in Indonesia have enhanced public service delivery, particularly in health, benefiting millions through vaccine distribution and health services. Improvements were observed in public institutions' responsiveness to citizen complaints, especially among young, urban tech users. While anti-corruption behaviour improved, UNDP's direct impact in this area was unclear. A decline in violence against women was noted, with commendable support provided to survivors of gender-based violence. The 'Religious Harmony Index' improved, and UNDP exceeded targets in preventing violent extremism, reflecting strong performance in these areas.

UNDP's efforts in Indonesia's inclusive economic transformation had mixed results. Energy sector interventions created jobs and provided opportunities for SMEs, mainly targeting climate change goals. These interventions also built capacities for vulnerable groups, including women and youth, but

scaling efforts was challenging due to local capacity constraints. While UNDP strengthened the policy environment for the circular economy, its impact on Industry 4.0 capacities (including automation and digital transformation) was unclear. However, UNDP made significant contributions to green growth, particularly by transforming the energy market and leading the Just Energy Working Group, reflecting its expertise and strong partnership with the government.

UNDP's largest expenditure focused on low-carbon development, sustainable natural resource management and disaster resilience with gender-sensitive approaches. These efforts spanned various themes, locations and partners, achieving significant results through strong multi-stakeholder collaboration and governance. UNDP effectively supported disaster recovery and enhanced gender-responsive disaster management. The COVID-19 pandemic underscored the critical need for resilience, and UNDP successfully addressed these challenges.

UNDP advanced the SDGs by addressing the financing gap and strengthening the policy environment. From 2021 onwards, over \$7.7 billion was mobilized for SDG finance, with UNDP contributing through its support for innovative financing instruments. UNDP effectively leveraged technology to improve service delivery, local development planning and disaster risk management. Although the portfolio approach represented a small portion of the country programme, it laid the groundwork for future research and development.

Conclusion 3: Response to COVID-19. UNDP was highly adaptive to the changing context and needs that emerged due to the COVID-19 pandemic and was effective in supporting Indonesia's response and recovery from the pandemic. UNDP made good use of its convening power to bring diverse stakeholders together, managed projects efficiently and delivered results.

UNDP responded to the aftermath of the 2018 earthquake and the COVID-19 pandemic by restoring and rebuilding infrastructure, strengthening the health care system, promoting economic and livelihood recovery, and by fostering green businesses and the circular economy. UNDP performed commendably in a short time frame, particularly given the challenges posed by the COVID-19 pandemic and the inherent delays in infrastructure development projects. This was especially impressive, as some project staff were themselves affected by COVID-19 travel restrictions and were separated from their families while navigating these challenges.

The initiatives on the health care system (particularly the SMILE project) were a strong example of UNDP's support for the national COVID-19 response. Originally developed for routine vaccinations, the system was repurposed to enable the government to distribute and track the delivery of COVID-19 vaccines across Indonesia's vast archipelago. It was further adapted for medical waste management in response to the health sector's need to track and dispose of increased post-pandemic medical waste. UNDP's support for integrated gender-based violence services also responded to the rise in gender-based violence cases during COVID-19-related movement restrictions. Additionally, the project on promoting religious moderation was designed and implemented to mitigate the risk of violent extremism exacerbated by the pandemic's socio-economic impacts.

Conclusion 4: Comparative advantage. UNDP was recognized for its broad development mandate, convening power, perceived impartiality and ability to provide high-quality expertise to meet government and stakeholder needs. The Country Office adeptly seized opportunities, including those presented by crises, to position itself as a key and trusted partner to the government and an integrator for other development partners.

UNDP's broad development mandate was both an asset and a potential liability. It has used this flexibility to position itself as a highly responsive agency that is capable of addressing almost any development challenge. However, this responsiveness also posed risks: UNDP may have spread itself too thin by pursuing a too-broad portfolio of projects that did not necessarily reflect UNDP's added value. Additionally, UNDP may have undertaken interventions independently that could have benefited from greater collaboration with other UN agencies or been better implemented by other UN agencies or development actors. By being highly responsive, UNDP risked becoming too absorbed in addressing immediate needs without allocating sufficient time and resources to its long-term positioning in Indonesia.

UNDP was widely regarded as a trusted partner by the Government of Indonesia, with the capacity to positively influence the policy and decision-making environment for the benefit of women, youth, persons with disabilities, gender minorities, local communities and others excluded by virtue of geography and at risk of being left behind. While UNDP (and other UN agencies) had to carefully manage its relationships with the government, this did not preclude UNDP from using its trusted position judiciously to raise difficult issues.

UNDP positioned itself as a strategic partner to the Government of Indonesia, which highly valued the technical expertise that UNDP provided. The recruitment of highly skilled national staff was a major advantage for the Country Office. In addition to their technical expertise, staff had a deep understanding of the country context, strong relationships with government partners and the ability to navigate the complexities of Indonesia's government administration.

Conclusion 5: Sustainability. There was a high level of national ownership of projects, demonstrated by the government's broader adoption of project results, including their integration into regulatory frameworks.

UNDP made concerted efforts to ensure the ownership and sustainability of initiatives through its selection of partners, capacity building, education and community engagement. The carbon trading project exemplified sustainability, as the government has established a regulatory framework to support carbon trading and energy efficiency standards. The integrated gender-based violence service was another example, with the government scaling up the number of service centres beyond the initial pilot in Jakarta. Community development projects implemented in partnership with BAZNAS will be sustained through BAZNAS' ongoing involvement in beneficiary communities. BAPPENAS ensured the sustainability of results from the Global Marine Commodities project by aligning them with sectoral plans, programmes and policies.¹³⁴

The sustainability of ongoing initiatives in sustainable financing will depend on institutional capacities for implementation, not just within the Ministry of Finance but also among line ministries and partners. UNDP has conducted extensive capacity building to support the broader adoption of sustainable financing measures. This included technical assistance and training on corporate issuance for the private sector, as well as capacity building on thematic bond issuance for municipalities at the subnational level. One suggestion from partners was for UNDP to convene discussions on systematization to reduce long-term reliance on UNDP support.

¹³⁴ UNDP. (2021). *Global Marine Commodities project: Terminal Evaluation*.

3.2 Recommendations

Recommendation 1. In preparing the next CPD, UNDP should identify existing initiatives that can serve as a foundation for a sustainable and impactful country programme. UNDP should build on its successes in the energy sector, as well as retain the priorities of climate, environment and disaster resilience. It should recalibrate its governance portfolio to expand or intensify work on emerging issues.

UNDP should continue its work in the energy sector, especially at strategic levels such as the Just Energy Transition Partnership and its support at national and regional levels on renewable energy and energy efficiency. UNDP's support for carbon emission reductions should extend beyond the energy sector. The climate, environment and disaster resilience portfolio remains crucial for Indonesia.

Within the governance portfolio, UNDP should consider expanding its work on supporting the development of public integrity systems. It should also aim to build on the success of its efforts in preventing violent extremism. Additionally, UNDP should explore expanding its work on gender-based violence to address the emerging challenge of cyber-sexual harassment.

Recommendation 2. UNDP should strengthen the design of its next country programme paying particular attention to improving the internal coherence where possible such as within the governance and environment portfolio, and the robustness of the results framework.

UNDP should strive for better alignment between the next country programme outputs and indicators on the one hand, and the country programme outcomes and indicators on the other. While UNDP is expected to adopt the UNSDCF outcomes in its country programme, it has a stake in shaping how UNSDCF outcomes and indicators are framed and in determining which are best suited for the country programme. The Country Office should therefore be clear in conceptualizing UNDP's contribution to addressing the development issues identified in the forthcoming Common Country Analysis and any new priorities that may emerge under Indonesia's incoming president.

The next CPD should be informed by a robust and realistic theory of change. This should not be a one-off exercise but an iterative process that engages government partners, development partners and other stakeholders. UNDP should utilize the planning tools available through AccLab. In selecting CPD outcome indicators, UNDP should ensure alignment between these and the CPD output indicators. Where UNSDCF outcome indicators are set at a high level, nothing precludes UNDP from including intermediate outcome indicators to bridge the gap. UNDP should also ensure that the data for these indicators can be collected and are reliable.

UNDP has begun implementing the portfolio approach in the current country programme and should conclude the portfolio mapping process to provide a consolidated view of current interventions and gaps to inform CPD planning processes. The portfolio approach should serve as the organizing framework for proposed interventions in the next CPD, strengthening the internal coherence of the country programme. It can also provide a framework for synthesis reviews of results within each portfolio, enriching UNDP's strategies and organizational learning.

Recommendation 3. UNDP should continue to build on the success of supporting Indonesia in engaging with regional and international development collaborations and engagement. In doing so, UNDP should ensure that there is good scope and investment in its future-orientated work and ensure that such work is sufficiently anchored.

UNDP's experience supporting the G20 in 2022, the Archipelagic and Island States Forum, and South-South and triangular cooperation provided valuable learning and forecasting opportunities for its strategic positioning. Given its institutional knowledge and the trust it has gained, the Country Office should build on the success it has achieved by ensuring that the next country programme includes provisions for an enhanced research and development agenda. This agenda should be informed by both issues that the Country Office seeks to address and those for which government partners and other stakeholders require solutions. UNDP should ensure that internal clients for research and development (e.g. UNDP programme staff) are involved in designing research or innovations and take responsibility for applying research findings or rolling out successful innovations. As part of its forward-thinking agenda for the next country programme, UNDP may also wish to consider exploring work on post-2030 scenarios and the Country Office's positioning in Indonesia beyond 2030.

Recommendation 4. UNDP should increase its work with provincial and regional governments as intermediary institutions straddling national and local governments. This can assist in strengthening the sustainability of subnational interventions and scaling up successful interventions.

UNDP demonstrated its ability to navigate the complexity of working across three levels of government administration in Indonesia in selected projects, though many projects tended to exclude provincial/regional governments or involve them only in the initial stages as a courtesy, without giving them a substantial role. In the next country programme, UNDP should aim to involve provincial/regional governments more substantively, as it has done with energy sector projects and initiatives such as SMILE. Their involvement should be informed by their mandate on the issues or sectors covered by the project or programme. It would not be useful to involve provincial or regional governments in projects where they have no mandate.

Consultations with the national, provincial and regional governments should be engaged as early as possible in the design phase, be part of subnational project boards and be provided with clear, negotiated terms of reference for their role in the project(s). Consideration should also be given to strengthening their capacities to perform their intermediary role. In addition, provincial and regional governments need capacity support for their substantive work, as demonstrated by UNDP's assistance in accelerating the energy transition.

Recommendation 5. UNDP should adopt a more coherent approach to partnerships with civil society and aim to strengthen collaboration with them in the next country programme.

UNDP worked with several CSOs across all current country programme outcomes. These partnerships were primarily as grant recipients implementing projects at the local level. UNDP also involved civil society in policy dialogues and knowledge-sharing events. However, with the large volume of projects and numerous civil society organizations, UNDP lacked a consolidated view of its partnerships with civil society as a sector. For the next country programme, UNDP should consider adopting a more strategic approach to collaboration with civil society, treating it as a sector rather than engaging only as individual organizations implementing projects. UNDP should also consider including CSOs on project boards where they can add value and provide input on interventions. Additionally, UNDP should explore ways to improve the enabling environment for CSOs and support the development of their institutional capacities. At the same time, UNDP must carefully balance its relationships with civil society and the government, leveraging its impartiality to demonstrate that these relationships are not mutually exclusive.

Recommendation 6. UNDP should continue to strengthen its work on gender equality and social inclusion. This entails improving the design of projects to move beyond 'gender-targeted results' to have more projects that are 'gender-responsive' and address the root causes of gender inequality. UNDP should be

more systematic in mainstreaming social inclusion into its programmes and extend its work on social inclusion beyond disability, to include people in vulnerable situations and other disadvantaged groups. UNDP should consider increasing its youth-targeted interventions.

UNDP built a solid foundation in its work on gender equality and women's empowerment in the current country programme, with a significant proportion of its projects delivering gender-responsive results. The practice of interrogating project designs to ensure gender mainstreaming has yielded positive outcomes. Designing projects that addressed the underlying causes of gender inequality in Indonesia touched on social and cultural norms and required buy-in from government partners, other stakeholders and beneficiaries. UNDP should partner with UN Women (and other interested agencies) to design an intervention that addresses the root causes of gender inequality, test and document results, and then use the findings for advocacy with the government.

UNDP should adopt a more systematic approach to mainstreaming disability in its work, guided by the United Nations Disability Strategy. Additionally, UNDP should consider targeted support to the Ministry of Administrative and Bureaucratic Reform to improve access to public services for people with disabilities and enhance their employment in the public sector.

Other groups of people in vulnerable situations may be arbitrarily excluded from participating in and benefiting from opportunities that would enable them to live healthy, productive lives. These groups should also be included in social inclusion efforts. UNDP should leverage its relationship with the government and use knowledge and evidence to advocate for inclusion, particularly in politically sensitive contexts. Collaborating with other UN agencies as a collective could strengthen UNDP's advocacy efforts.

Youth represent an important demographic in the pursuit of a just, equitable and prosperous Indonesia. UNDP implemented interventions specifically targeting youth, as well as interventions in which youth were incidental beneficiaries. UNDP should consider introducing more youth-targeted interventions and tracking youth participation in its reporting. This will require engaging with the Ministry of Youth and Sports to coordinate interventions and data on youth. Other UN agencies also have an interest in youth, making this an area for potential inter-agency collaboration.

3.3 Key Recommendations and Management Response

RECOMMENDATION 1.

In preparing the next CPD, UNDP should identify existing initiatives that can serve as a foundation for a sustainable and impactful country programme. UNDP should build on its successes in the energy sector, as well as retain the priority of climate, environment and disaster resilience. It should recalibrate its governance portfolio to expand or intensify work on emerging issues.

Management response: **Fully accepted**

UNDP accepts the recommendation to continue working in the energy, climate, environment and disaster resilience sectors while in parallel revamping the governance portfolio. The work will form part of the ongoing 2025-2030 CPD formulation exercise initiated in the third quarter of 2024 and will be completed when the new CPD is approved by the Executive Board in September 2025.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 Governance consultant to be hired to develop a framework for the way forward, and two concept notes that will help to further the agenda. (Output: Governance Framework, two concept notes developed)	April 2025	RRG		Initiated
1.2 The new CPD will retain energy, climate, environment and disaster resilience in different outputs. (Output: CPD finalised, and endorsed by EB)	31 October 2025 and ongoing	DRR and MPO		Initiated
1.3 Energy will remain a cross-cutting priority in the new country programme, with initiatives planned on gender and energy transition, and energy transition as part of economic transformation. (Output: Specific outputs in the CPD, and proposal concept notes developed)	31 October 2025 and ongoing	DRR, Energy Advisor		Initiated

RECOMMENDATION 2.

UNDP should strengthen the design of its next country programme, paying particular attention to improving the internal coherence where possible, such as within the governance and environment portfolio, and the robustness of the results framework.

Management response: Fully accepted 

UNDP agrees with the recommendation to strengthen internal coherence through the development of cross-cutting portfolios. Moreover, the consolidation of a robust set of results frameworks for the new CPD will be undertaken, which, to the extent possible, will be aligned with portfolio results, resources and monitoring frameworks.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
2.1 Finalize two remaining portfolios (digital & FACS). (Output: Two separate portfolio presentations finalized)	March 2025	Programme Integration & ACCLAB, and Economist		Initiated
2.2 Internal coherence strengthened by consolidating and developing resource framework, partnership and aggregated monitoring framework, and publish compendium of six portfolios (resilience, energy, climate, finance, digital, FACS). (Output: resource framework, and narratives for each portfolio finalized)	June 2025	Programme Integration & ACCLAB, and Economist		Initiated
2.3 IC hired to develop a robust results framework for the new CPD. (Output: Coherent results framework developed as part of CPD)	March 2025	DRR and MPO		Initiated

RECOMMENDATION 3.

UNDP should continue to build on the success of supporting Indonesia in engaging with regional and international development collaborations and engagement. In doing so, UNDP should ensure that there is good scope and investment in its future-orientated work and ensure that such work is sufficiently anchored.

Management response: **Fully accepted**

UNDP will build on its past successes to support the Government of Indonesia in responding to the new government's priorities as well as fostering regional and international development collaborations and engagements. This will be achieved through continued support to the AIS Forum and by facilitating South-South exchanges.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
3.1 Future oriented – responding to new government priorities incorporated into the 2025 Compact. (Output: mission report and action plan)	June 2025	RR, DRR, Economist		Initiated
3.2 UNDP will continue to play a key role in the AIS Forum, including through a new agreement with the Ministry relevant for hosting AIS (Output: agreement or Letter of Exchange with relevant Ministry signed)	March 2025	NCE team		Initiated
3.3 S-S exchanges with different countries, on issues including but not limited to SDG financing, blue economy, energy transition, etc. (Output: exchange visits have taken place, including through the AIS-F Secretariat)	First one within Q1 of 2025, and ongoing	IFL, Energy Advisor, NCE		Initiated
3.4 Develop a S-S Facility proposal on sustainable finance as part of support to IndoAid (Output: Concept note proposed to MoFA/IndoAid)	June 2025	DRR with IFL		Initiated

RECOMMENDATION 4.

UNDP should increase its work with provincial/regional governments as intermediary institutions straddling national and local governments. This can assist in strengthening the sustainability of subnational interventions and scaling up successful interventions.

Management response: Fully accepted 

Although UNDP already has several projects implemented at the subnational level (e.g. NAP, FOLUR, CONSERVE, CFN, etc.), collaboration with subnational governments, especially at the provincial level, will be entrenched by establishing formal channels of collaboration. This is expected to form the basis of future scaling up of successful interventions.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
4.1 Pipelining Local Government-focused proposals.	April 2025	RRG, Programme Integration, IFL		Initiated
4.2 UNDP will continue to play a key role in the AIS Forum, including through a new agreement with the Ministry relevant for hosting AIS (Output: agreement or Letter of Exchange with relevant Ministry signed)	Dec 2025	NCE, & IFL, RRC		Initiated

RECOMMENDATION 5.

UNDP should adopt a more coherent approach to partnerships with civil society and aim to strengthen collaboration with them in the next country programme.

Management response: Fully accepted 

In a bid to strengthen its collaboration with UNDP Indonesia, the Country Office will develop a coherent and comprehensive approach, including entrenching CSO partnerships into the new CPD, identifying clear roles for CSO participation and partnerships, as well as initiating collaboration with at least one CSO umbrella body. Moreover, in recognizing the comparative advantage of CSOs in promoting good governance, the potential collaboration with UNDP in this area will be documented in the Country Office's governance portfolio.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
5.1 Dedicated output on CSO partnerships incorporated into new CPD.	June 2025	DRR		Initiated
5.2 Mapping exercise conducted on potential partnerships, and for what thematic purpose (not as implementers). (Output: Mapping concluded)	March 2025	NCE, RRG, Gender Specialist		Initiated
5.3 Establish partnership with at least one CSO umbrella organization. (Output: Agreement signed with at least one umbrella organization)	September 2025	DRR and MPO		Initiated

RECOMMENDATION 6.

UNDP should continue to strengthen its work on gender equality and social inclusion. This entails improving the design of projects to move beyond ‘gender-targeted results’ to have more projects that are ‘gender-responsive’ and address the root causes of gender inequality. UNDP should be more systematic in mainstreaming social inclusion into its programmes and extend its work on social inclusion beyond disability, to include people in vulnerable situations and other disadvantaged groups. UNDP should consider increasing its youth-targeted interventions.

Management response: Fully accepted

UNDP agrees with this recommendation to strengthen its work on gender equality and social inclusion by mainstreaming Leave No One Behind targets/results into the new CPD, with greater emphasis on women, youth, persons with disabilities and marginalized groups. The Country Office will engage with the Bangkok Regional Hub to gain support for streamlining youth in new and ongoing initiatives. A dedicated output on gender will be incorporated into the new CPD in order to pipeline new GEN3 proposals.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
6.1 Revise and consolidate youth work, with support from BRH. (Output: mission report with recommended action plan)	March 2025	DRR and IFL		Initiated
6.2 UNDP will continue to play a key role in the AIS Forum, including through a new agreement with the Ministry relevant for hosting AIS (Output: agreement or Letter of Exchange with relevant Ministry signed)	October 2025	DRR, Gender Specialist and Gender Task Force		Initiated

* Status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC)

ANNEXES

Annexes to the report (listed below) are available on the Evaluation Resource Centre website of the Independent Evaluation Office at: <https://erc.undp.org/evaluation/documents/detail/24297>.

Annex 1. Terms of reference

Annex 2. Country at a glance

Annex 3. Country office at a glance

Annex 4. Projects under review

Annex 5. Documents consulted

Annex 6. Status of country programme outcome & output indicators

Annex 7. Performance rating



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