

Management Response

Partnership Initiative for Institutional Development of Indonesia's South-South and Triangular Cooperation Project Terminal Evaluation

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Evaluation recommendation 1.

To continue to focus on the institutional capacity development of the Government of Indonesia, namely the MoFA, to implement the mandates of the international development cooperation in partnership with the Ministry of Finance, who holds the fiduciary functions and responsibilities of the Indonesia AID and other relevant ministries and agencies. This is to ensure the effective and efficient management and delivery of the Indonesia's SSTC programmes and activities.

Management response: The project will work with MoFA to strengthen the governance aspects of the Indonesia AID. Building on the strategic significance of this project, UNDP will provide technical assistance beyond the practical socio-economic benefits generated on the ground in the border communities, with a special focus on strengthening the capacity of the new entity in the areas of monitoring and impact framework as well as other governance aspects deemed necessary by MoFA. It is expected that the strategic significance of the project will be further appreciated by MoFA through the services provided to Indonesia's SSTC.

Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Implement planned activities as per AWP and RRF	September 2022	UNDP CO		To the end of project
1.2 Improve engagement with relevant directorates at MoFA	September 2022	UNDP CO		To the end of project

Evaluation recommendation 2.

To further expand the management capacity of MoFA in managing Indonesia's SSTC and the demand-driven international development cooperation, more efforts need to take place to develop policy coherence and consistency. Such an endeavour is needed to create an enabling environment for the "business process" of SSTC

to be well understood by all partners, stakeholders and beneficiaries alike. Socialisation of the regulatory and policy frameworks also need to be done to get political buy-in from all parties concerned, including the parliament, media, academia, NGOs/CSOs and others				
Management response: Through the project, UNDP will continue assisting the institutional capacity building of Indonesian AID, especially in programme development and management, based on the Regional Partnership Strategies, including impact monitoring and evaluation. The provision of technical assistance will engage not only with MOFA but also relevant stakeholders such as NGOs/CSOs, parliament, media, and academia.				
Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Ensure the finalization of the Regional Partnership Strategy documents	September 2022	UNDP CO		initiated
1.2 Stronger engagement with other relevant stakeholders	September 2022	UNDP CO		initiated
Evaluation recommendation 3. SSTC dataset and resources must be collated and compiled in a safe, structured and systematised manner, enabling MoFA and its main partners and stakeholders to be able to map out the expertise and resources that the Government of Indonesia has at its disposal to support Southern countries and its SSTC undertakings. For many decades now, Indonesia's SSTC has been involved in various fields such as agriculture, education, family planning, monetary and finance, good governance, democracy, alternative livelihoods, etc. These categories together with the institutions, experts, both technocrats and scholars in the field, should already be listed systematically by name, contact address and a note on SSTC experience or engagement with Southern countries. Some of the datasets could then be publicised and uploaded into the MoFA and Indonesia AID's websites for partner institutions within the Government of Indonesia and also the relevant stakeholders. Prospective beneficiaries could also benefit from the publicly accessible data to seek out possibilities for support and aid from the Government of Indonesia.				
Management response: The points raised in the above recommendation are beyond the responsibility of the SSTC Project as stipulated in the project document. However, UNDP is ready to assist MoFA in collecting and developing database of existing SSTC knowledge and resources. It is expected that this information will enrich MoFA's resources on its SSTC initiatives.				
Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Start developing a knowledge database of the project's strategy, management, implementation, achievements, and limitation	September 2022	UNDP CO		not yet initiated
1.2				
Evaluation recommendation 4. One of the recurring problems related to Indonesia's SSTC pertains to its rather seemingly <i>ad-hoc</i> and unsystematic design and approach to delivering Indonesia's SSTC. This entails the need to systematise the business process and to focus Indonesia's SSTC more on programmatic, multi-year interventions as opposed to one-off, rapid response activities that are most likely unable to fulfil any strategic foreign policy objectives. Thus, with better design, planning, programming, budgeting and financing through the Indonesia AID, the Government				

of Indonesia will gain greater payoffs in its effort to make SSTC as a “tool of diplomacy” in the fulfilment of its foreign policy objectives.				
Management response: UNDP will continue provide technical assistance to MoFA in devising regulations related to Indonesia’s international development cooperation and will continue to support the government to establish the derivative regulations to ensure better management and approach to delivering Indonesia’s SSTC. It is expected that these regulations will provide a solid legal framework for comprehensive program under SSTC led by the ministry.				
Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Conduct technical assistance on the development of the derivative regulations for the framework and tools for Monitoring, Evaluation, and Reporting, as based on the Ministry of Foreign Affairs regulation No. 16 year 2020 is provided.	September 2022	UNDP CO		Initiated
1.2				
Evaluation recommendation 5. Aside from the above, a regional approach seems more desirable to determining priority areas for Indonesia’s SSTC. Thus far, the priority to focus on the ASEAN and Pacific regions (the latter involving countries such as Papua New Guinea, Fiji, Solomon Islands, Nauru, Tuvalu, Kiribatu and Vanuatu) remains prudent. Given its geographic proximity and economic development stage, Indonesia’s SSTC will surely be sought after and, again, provide a good payoff for the country’s diplomacy in these regions. The next phase should therefore focus on intensifying the efforts already made to affirm the RPS for Africa and subsequently establish a process for the next target in Central America and the Caribbean and even perhaps South or Latin America.				
Management response: UNDP will continue to provide technical and strategic advisory to the Government of Indonesia in strategizing its international development cooperation efforts using regional approaches.				
Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Finalization of the brief/ shorter version of the existing document of Regional Partnership Strategy (RPS) for: 1). The Pacific Islands; 2). The Sub-Saharan Africa is done within the project timeline	September 2022	UNDP CO		Initiated
1.2				
Evaluation recommendation 6. For the next phase, the cross-border economic cooperation initiative between Indonesia and Timor Leste should be extended, deepened and enriched, as it was abruptly affected by the Covid-19 pandemic with all the subsequent policies on social distancing, travel restrictions and stay-at-home orders. The collaboration and friendships that have already been established with the participants, i.e. farmers and community members on both sides of the border could and should be capitalised through capacity development training to promote local economic development to ultimately gain peace dividends in the cross-border region.				

Management response: UNDP will consider maintaining the community-based interventions in the two sides of the border between Indonesia and Timor Leste, subject of funding availability. It is expected that with the travel restrictions and stay-at-home orders being lifted, the project will re-examine the actual conditions in the field and take stocks on current progress in the field before deciding on future intervention.				
Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Conduct assessment to examine current situation in the field in both sides of the border.	September 2022	UNDP CO		not yet initiated
1.2				
Evaluation recommendation 7. It is recommended that UNDP Indonesia hire an on-the-ground Community Engagement Officer in Oesilo to facilitate any communication, coordination and engagement with the local community in Oecusse and beyond as well as with the RAEOA-ZEESM, whose task is to supervise any development projects and initiatives in the region within the Timor Leste side. If resources permit, another Officer could be stationed in other cross-border regions. The hired Officers could then help in implementing or monitoring projects and take necessary actions that need to be taken on behalf of the UNDP in coordination with its Country Offices in Jakarta, Dili and Project Offices as well as perhaps with the Indonesian Embassy's extension office in Oesilo.				
Management response: UNDP Indonesia will consult with UNDP Timor Leste on ways to engage local and central government of Timor-Leste, and community members in Oesilo. Based on this consultation, and subject to funding availability, the project will consider increasing its field-presence (both in Oecusse and Dili) to maintain better engagement and ensure more effective project implementation in Timor-Leste.				
Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Hire field staff to be stationed in Napan, NTT, who will also oversee the project implementation in Oesilo, Timor-Leste	July 2022	UNDP CO	The field staff has been hired and is based in Napan, NTT. The staff's contract duration is until 30 September 2022 as per the project's closure.	Completed
1.2				
Evaluation recommendation 8. There are plenty potentially new and exciting areas of work that might be considered for UNDP's engagement with Timor Leste, either through the extension of the PIID-SSTC Project or perhaps independent new projects				

and initiatives. This includes areas such as clean water provision, climate change and mitigation, alternative/renewable energy projects and others.				
Management response: UNDP will organize an internal meeting to explore potential areas of collaboration on potential areas of work in collaboration with Timor Leste, while considering cross-cutting areas such as environmental challenges: renewable energy, climate action, climate-linked socio-economic resilience, in its future endeavours.				
Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Connect and collaborate with other units within UNDP Indonesia who are working on the issues in the same area in NTT and Timor-Leste, i.e. ACCESS, IN-FLORES and potential project, and the GCF Climate-Smart Agriculture in Nusa Tenggara Timur (NTT)	September 2022	SSTC		not yet initiated
1.2 Establish knowledge sharing with other projects within UNDP Indonesia	September 2022	SSTC		not yet initiated
Evaluation recommendation 9. UNDP must consider engaging Indonesia AID and strengthen its partnership with the Royal Embassy of Norway to seek future funding to further support Indonesia's SSTC.				
Management response: UNDP will explore collaboration with any potential donors/ partners beyond Embassy of Norway (EoN) in supporting Indonesia's SSTC,.				
Key action(s) Note: The key action is about moving towards	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 Diversify funding pool or engage new donor, the Islamic Development Bank (IsDB) while closing the current SSTC project that is funded by the EoN.	September 2022	SSTC/ UNDP CO	The project has been in communication with new potential donor, IsDB, to be engaged as new partner. This development has been previously shared and discussed with the EoN and with MoFA, and both partners has agreed to pursue this	Initiated To be carried out until end of September 2022

			new partnership with the IsDB.	
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