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**UNDP Indonesia**

**Partnerships and Communications   
Strategy and Action Plan (PCAP)**

**October 2021**

**A body of water with land around it

Description automatically generated with low confidence**

**Introduction**

The Decade of Action calls for the acceleration of sustainable solutions to the world’s greatest challenges. With just nine years to go, and with the COVID-19 pandemic showing few signs of abating, the need for Indonesia to adopt innovations for delivering the Sustainable Development Goals (SDGs) has become more critical than before. The COVID-19 pandemic has also highlighted more urgency to address inequality and bolster the ‘Leave No One Behind’ commitment as the poor and the vulnerable suffer the brunt of the crisis.

UNDP’s strategic vision is grounded in its continued commitment to eradicating poverty, supporting countries to get back on track towards achieving the SDGs and working towards the Paris Agreement.  It envisions bold goals and enhancing millions of lives, through tackling multidimensional poverty, increasing access to energy, democratic engagement and development financing.

UNDP Indonesia is committed to the vision of UNDP’s Strategic Plan 2022-2025 and contributing to Indonesia’s sustainable development.

UNDP Indonesia’s contribution reflects its comparative advantage and the unique value proposition it brings to the development arena, devising innovativeways of problem solving in the context of **NextGen UNDP.** As stated in the UNDP Indonesia Country Programme Document 2021-2025, UNDP will (i) apply an integrated cross sectoral approach, building complementarities between UN technical agencies and act as a connector to mobilize its wide network, (ii) leverage innovation for new development approaches and solutions, (iii) support public sector reform to strengthen governance effectiveness that permeates across government institutions and (iv) facilitate the formulation and implementation of national and local development plans and policies aligned with the 2030 Agenda and the SDGs; (v) support engagement in the global development debate and its South-South Cooperation on issues of mutual interest;   
(vi) in this Decade of Action, reposition the UN Development System to offer platforms for SDG acceleration through new partnerships and instruments, knowledge sharing, and innovation.

Therefore, it is imperative for UNDP Indonesia to engineer strategic partnerships, leverage and mobilize technical, political, and financial support, and strengthen its strategic positioning as a development partner of choice in the global partnership landscape, with increasing complexity and diversity of development finance flows. This will enable UNDP to innovate and create the conditions for governments, businesses, and civil society to power ahead, together, faster, and further.

UNDP Indonesia has developed a Partnerships and Communications Strategy and Action Plan (PCAP) to support the development of strategic partnerships and resource mobilization (RM). This PCAP document is guided by the Country Programme Document for Indonesia (2021-2025), UNDP Strategic Plan (2022-2025), The United Nations Sustainable Development Framework (UNSDF) 2021-2025, as well as the National Medium Development Strategy of Indonesia (RPJMN) 2020-2024, and Vision Indonesia 2045.

UNDP’s five-year country programme is derived from the 2021-2025 UN Sustainable Development Cooperation Framework(SDCF) and is based on a theory of change drawing on evidence from the Common Country Analysis. The CDP includes 4 outcomes, namely (1) inclusive human development, (2) Economic transformation, (3) Climate resilience and (4) Innovation for SDG acceleration.

The PCAP will focus on building and leveraging a diverse portfolio of partnerships to mobilize resources, while also building knowledge, learning, institutional and advocacy partnerships. To ensure the PCAP remains a valuable and actionable framework, this document will remain a ‘living instrument’- being updated and amended to accommodate emerging trends and changes in the relevant partnerships landscape.

Context :

An emerging middle-income country and one of the world’s largest democracies, Indonesia has achieved remarkable progress over the past two decades. In 2018, it reached the high human development category with an HDI of 0.707 and a ranking of 111 out of 189 countries and territories[[1]](#footnote-2). Poverty has been halved over the past two decades down to 9.8 per cent in 2018[[2]](#footnote-3). However, due to the heavy socio-economic impact of COVID-19, the poverty rate has increased to 10.14 percent in 2021.[[3]](#footnote-4) Unemployment in IIndonesia has touched over 7.07 percent of in 2020, the highest in ten years. Nearly 40 per cent of the population remains vulnerable to poverty[[4]](#footnote-5), and there are marked income, gender, regional and urban/rural inequalities. People living in remote islands especially in Eastern Indonesia, people living with disabilities, rural and coastal communities which are closely tied to agriculture, forestry and fisheries, and women and young people without access to modern skills are most at risk of being left behind.

The Government of Indonesia is firmly committed to the Sustainable Development Goals and the 2030 Agenda. Its National Medium-Term Development Plan (2020-2024) articulates, among its foundational principles, the need to ensure justice, sustainability, and gender equality while developing a strong, resilient and low-carbon economy with reduced regional inequalities[[5]](#footnote-6). Having ratified the Paris Agreement, Indonesia is also committed to addressing climate change and to reducing its emission levels as reflected in the Nationally Determined Contributions (NDC). The NDC envisions a reduction of emissions by 29 percent with its own resources and 41 percent with international support, by 2030. Indonesia has also committed to achieving net zero emissions by 2060.

Despite much progress before COVID-19, the government indicated that it needs   
USD 4.7 trillion to achieve the SDGs, of which approximately 58 percent will be mobilized from non-government sources. Moreover, Indonesia estimates that financial need is approximately USD 322.86 billion for the implementation of climate mitigation actions in the NDC roadmap. The COVID-19 pandemic has caused an unusually large deficit over the last two years — 6.14 percent of GDP in 2020 and an estimated 5.82 percent in 2021, which has exacerbated the SDG and NDC financing gap.

**Funding allocation to Indonesia and recent trends:**

Indonesia’s official development assistance has fluctuated in a downward trend (Figure 1) which could be partly due to the country's steady economic growth. The peak of ODA was in 2005, in the amount of USD 2.49 billion. Bilateral donors remain the largest contributors, with Germany, Japan, France, Australia and the United States in the top five in 2018-2019 (Figure 3). Nevertheless, the contribution of ODA in Indonesia is relatively small compared to the country's economy. For example, the government state revenue in 2018 was IDR 1,943.7 trillion (approx. USD 141.3 billion ) while net ODA in that year was ‘only’ USD 962.6 million or less than 1 percent.

Indonesia received the status of an upper middle income country in mid-2020, where Indonesia's GNI per capita in 2019 had increased to USD 4,050. But the devastating socio-economic consequences of the COVID-19 pandemic have forced the country to revert back to lower-middle income country with a GNI per capita USD 3,870 this year. With the economic recovery on track, it is expected that the status will improve again in the coming years. This is also reinforced by direct investment realization data, after a sharp dip in the second quarter of 2020. Direct investment slowly increased and peaked in the second quarter of 2021, reaching IDR 223 trillion, an increase of 16.2 percent year on year (Figure 5).

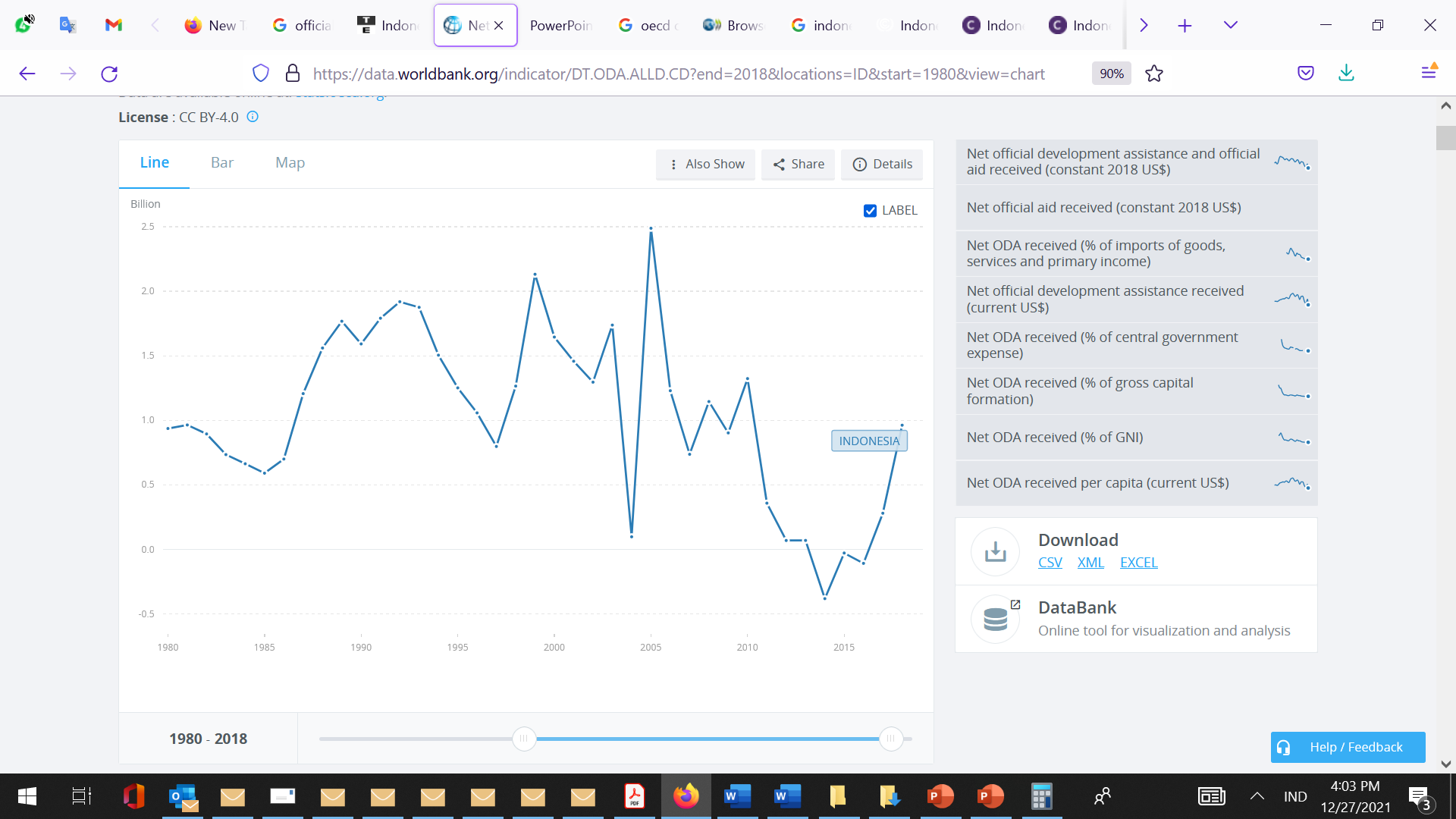


Figure 1: Net official development assistance and official aid received for Indonesia, 1980-2018 (Current USD. Source: World Bank)

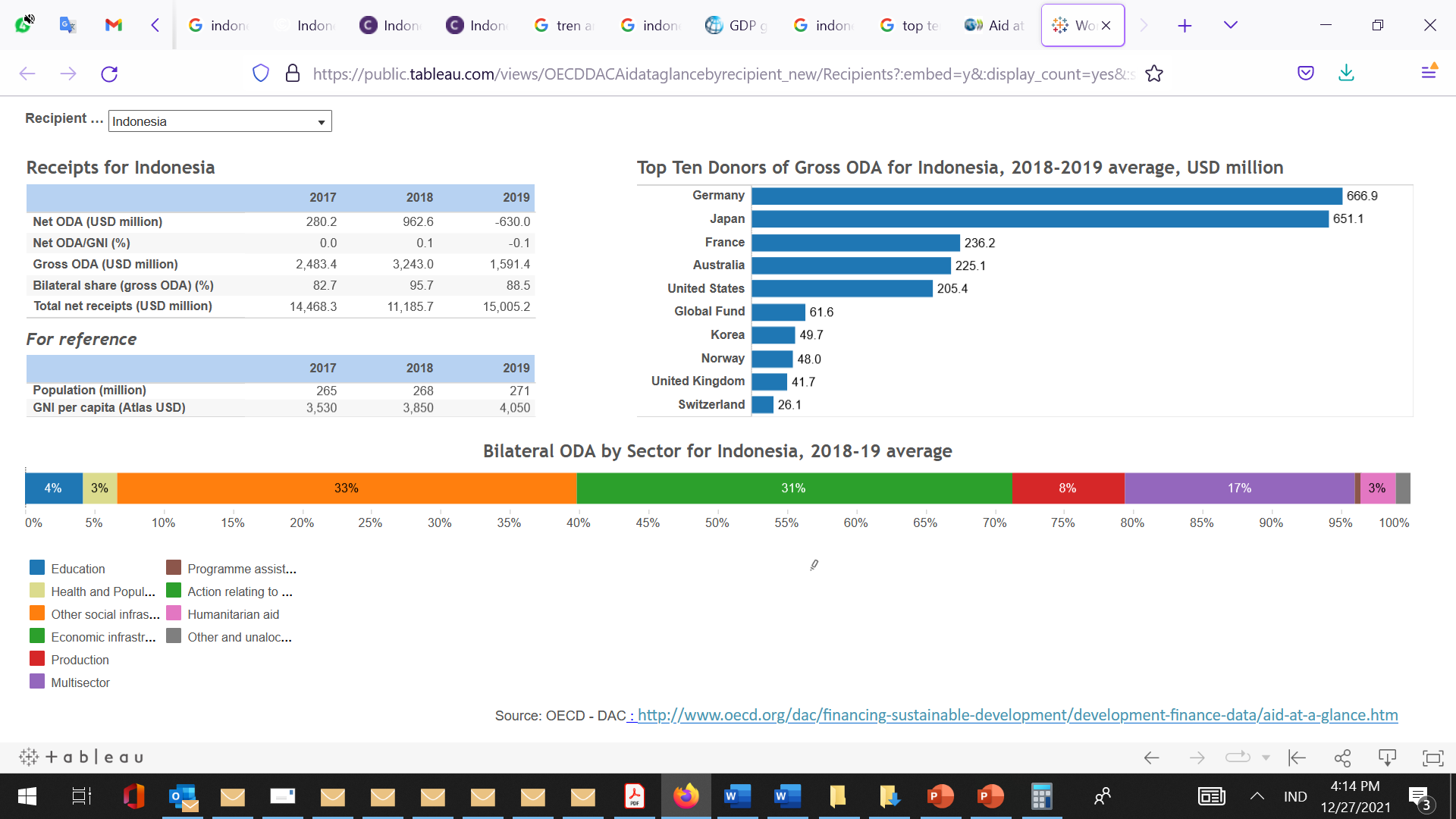


Figure 2: net ODA receipts for Indonesia, 2017-18 (source: OECD aid-at-a-glance)

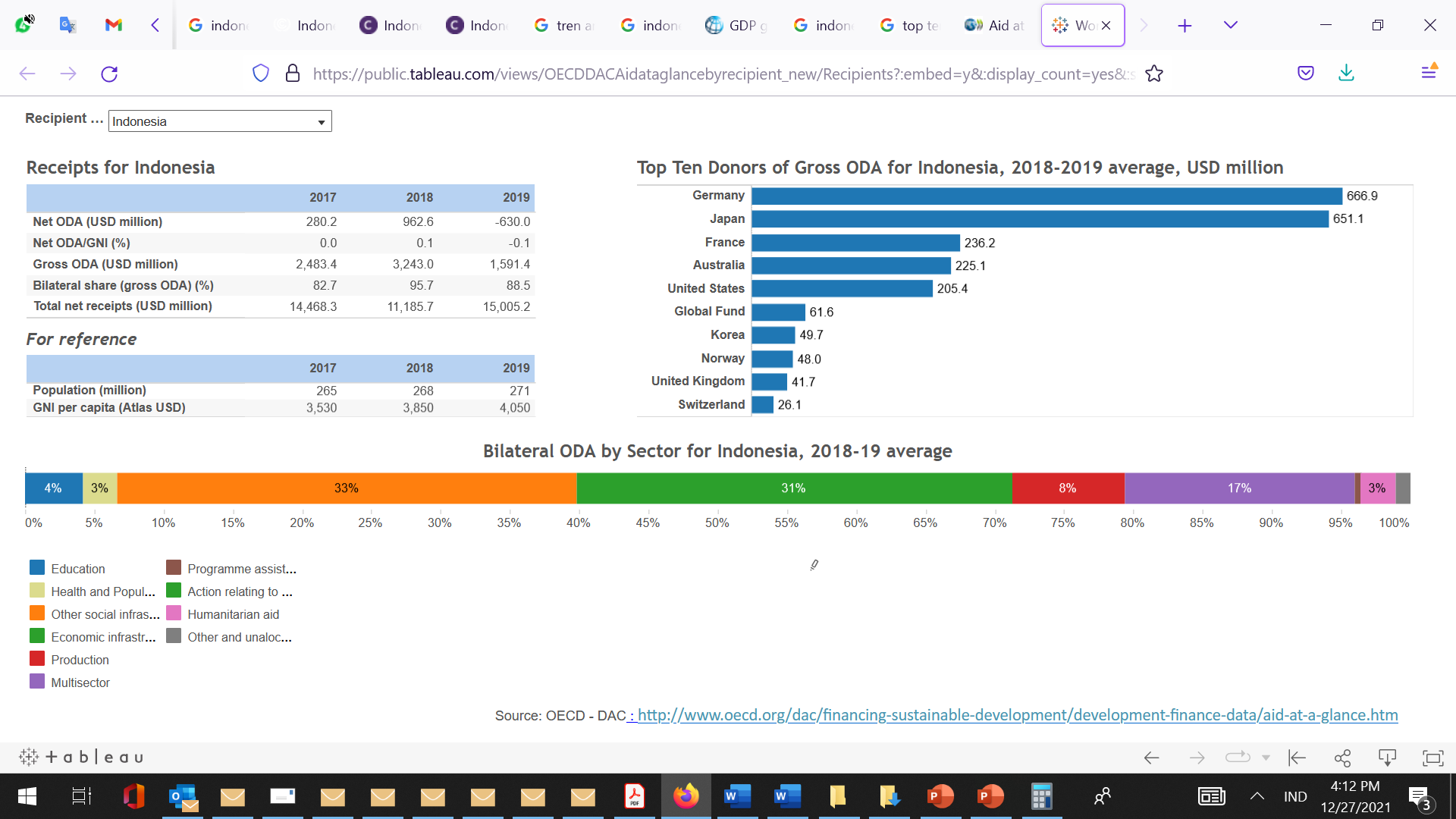


Figure 3: Top ten donors of gross ODA for Indonesia, 2018-19 average (source: OECD aid-at-a-glance)

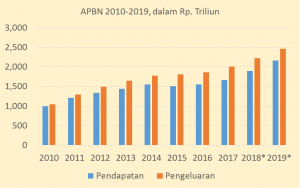




Figure 4: Direct Investment Realization in Indonesia, 2019-Q2 2021, in trillion IDR (Source: Ministry of Finance)

**Vision for the UNDP Indonesia Country Office**:

Over the next 5 years, UNDP Indonesia will remain a strategic and trusted partner to the Government of Indonesia to accelerate the attainment of the Sustainable Development Goals, focus on a green and inclusive recovery from COVID-19, and work towards its national development goals.

UNDP will continue to contribute to the UN Sustainable Development Cooperation Framework, and expand its partnerships with traditional and non-traditional donors, IFIs, bilateral partners, vertical funds, multi-donor trust funds, and the private sector.

UNDP Indonesia, as part of the UN system, will maintain its positioning with the Government of Indonesia and partners at large, as an impartial and trusted partner with global and local knowledge and presence with access to a broad knowledge network. UNDP’s strategic positioning as a prime partner on SDGs localization both at national and sub-national levels, has created opportunities for new pathways of development. These include the circular economy, digitalization and innovative finance, which have helped made it a partner of choice as the government takes up the G20 Presidency in 2022 and ASEAN Chair in 2023. UNDP’s strong internal capacities strive for innovation and prudent accountability systems. Furthermore, its excellent track record of supporting the government to explore financing opportunities globally — and delivering results — is yet another asset which makes UNDP partner of choice in the complex development landscape.

In addition, UNDP’s excellent network with traditional and non-traditional partners, and ability to leverage funding for Indonesia, as well as its ability to ensure programmatic approach and blend resources and capacities provided by various partners have propelled its position as a key partner.

**Past Trends and Prospective allocations for UNDP Indonesia**

UNDP Indonesia’s current CPD resource envelope is estimated to be USD 182.5 million, nearly 20 percent higher than total envelope of CPD 2016-2020. This means that the average annual programme size of the Country Office is USD 36.5 despite the shrinking donor base.

Of the USD 182.5 million estimated for the CPD 2021-2025, USD 2.75 million, or 1.5 percent of the total resource envelope is envisioned from UNDP’s core resources, USD 177.75 million from other, non-core resources, and USD 2.0 million is earmarked as government financing.

The largest portion of resources is allocated for the CPD outcome 3 – on resilience and Climate Change – at 72 percent; followed by Outcome Area 2: Economic transformation – at 15 percent; outcome area 1 – Inclusive Governance – at 8 percent, and outcome area 4 – Innovations for SDGs –at 5 percent :

**Share of resources per CPD Outcome Areas:**

As seen above, UNDP Indonesia’s rich and diverse portfolio remains attractive to the government and donors alike. It enjoys good financial health and has a strong programme pipeline. So far, despite a shrinking donor base, UNDP Indonesia has successfully diversified its funding partnerships at country and regional level and through the Innovative Finance Lab.

In terms of current funding partners, UNDP Indonesia relies heavily on vertical funds. The Green Climate Fund, GEF, The Global Funds provide approximately 70% of available resources. Indonesia, through UNDP, has received the biggest allocation in the world from GCF REDD+ Results Based Payment funding window.

Among bilateral partners, UNDP Indonesia has partnered with KOCIA, BMZ and KFW, the Governments of Japan, Australia, Norway, Denmark, and others. UNDP Indonesia has experience of working with IFIs – with the World Bank, which provided to UNDP Indonesia during previous programme cycles, and ADB with whom UNDP Indonesia has recently signed a MoU.

UNDP Indonesia recently make a breakthrough mobilizing Government Financing via the Archipelagic and Island States Forum, taking a non-standard approach of government financing in the country.

UNDP has also successfully leveraged private financing for its programming. For example, through the Tanoto Foundation, Bank Jambi, IKEA, NCC and others.

UNDP is also partnering with faith-based institutions. The National Zakat Board, BAZNAS, is among the donors to UNDP Indonesia. UNDP Indonesia has also facilitated a global Memorandum of Understanding between UNDP and the World Zakat Forum.

**Resource Outlook for the new country programme (pipeline drawn from Atlas): -**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Focus Area** | **Confirmed Resources with signed contribution agreements**  **(in USD M)** | **Estimated**  **TRAC**  **(in USD M)** | **Hard Pipeline (A)**  **(in USD M)** | **Pipeline (B)**  **(in USD M)** | **Pipeline (C)**  **(in USD M)** | **To be developed**  **(in USD M)** | **Total Envelope**  **(in USD M)** |
| Outcome 1 | 7.07 | 0.70 | 2 | 168.5 | 3.75 | 14.75 | 44.86 |
| Outcome 2 | 0.35 | 0.70 | - | - | 1.35 | - | 2.40 |
| Outcome 3 | 160.35 | 0.70 | 2.16 | 38.08 | 5 | 2 | 208.30 |
| Outcome 4 | 12.95 | 0.70 | - | 0.4 | 3.45 | - | 17.50 |
| **TOTAL** | **180.73** | **2.82** | **4.16** | **55.06** | **13.55** | **16.75** | **273.08** |

Overall, UNDP Indonesia has mobilized USD 152.2 million during the 2016-2020 programme cycle . For the current programme cycle, out of a total estimated USD 182.5 million USD 141.2 million, or 77% of the total funding envelope has already been mobilized.

This said, a reduction in development aid is imminent due to Indonesia’s emerging middle-income status. UNDP will adopt a diversification approach to resource mobilization, through renewed partnerships with donors at the country and regional level, increased private sector engagement, and expanded Government financing as well as fostering new partnerships.

**Strategic Directions for Effective Resource Mobilization**

UNDP’s strong strategic positioning has been confirmed by the latest [**Partnership Survey**](https://intranet.undp.org/unit/pb/resmob/_layouts/15/WopiFrame.aspx?sourcedoc=/unit/pb/resmob/2020%20Partnership%20Survey/RBAP%20Reports/Indonesia.pdf&action=default)[[6]](#footnote-7) conducted in 2020, where all partners showed that they are familiar or very familiar with UNDP. The findings of the Partnership Survey are generally very positive, in particular, in terms of UNDP relevance, impact, value, organizational performance, and contribution to SDGs.

It is expected that the pipeline for GCF will materialized in 2022. In the meantime, the CO will continue active engagement with GCF NDA to identify new programming opportunities under GCF. GCF proposal development, however, is a resource- intensive exercise, and requires sizeable investment from the Country Office.

Similarly, the CO will remain committed to the partnership under GEF (Global Environment Facility)8 though catalyzing sustainable financing for strengthening capacity on Indonesia’s ambitions for sustainable environmental development. Through multi-shareholder engagement, the Country Office aims to address contemporary environmental challenges, consistent with national priorities. The CO recognizes the significant dependence of its environment portfolio on vertical funds and the need for diversification of the donor base in this area. Opportunities are being explored with Coral Reef Fund, the Government of Norway, and other funding partners to leverage resources beyond vertical funds.

UNDP Indonesia has been successful in tapping into the **Japan Supplementary Budget** over the past few years, especially during 2021 and 2022, which significant resources mobilized in the context of COVID-19 response, Micro and Small Enterprise rehabilitation, and support for Digital Health. New pipelines of funding are underway, focusing on COVID-19 vaccination support, support for Indonesia’s pledge on Net Zero Emission, and Business and Human Rights. The CO is also working to ensure continuity of funding for its initiatives on the prevention of violent extremism. While JSB is a convenient mechanism for ensuring funding of initiatives which respond to the immediate urgent needs of the country, the CO has initiated consultations with the Embassy of Japan on leveraging other funding instruments provided by the Government of Japan (e.g., grants). A concept note has already been submitted to the Government of Japan. In addition to the consultations, UNDP and the Embassy of Japan have organized a workshop to better understand each other’s priorities and capacities which should open new areas of cooperation. A concept note has already been submitted to the Government of Japan.

Similar webinars are planned with the Embassy of Australia, the Embassy of New Zealand, the European Union, KfW and other donors.

The partnership with **Norway** is also on the rise. At this stage, this involves two strategic areas – South South and Triangular cooperation, and the reduction of marine plastic debris. Given UNDP’s strong presence in the forestry sector, there are possibilities of partnerships and resource mobilization in forestry sector, including protection of mangroves.

UNDP Indonesia sees opportunities in expanding its partnerships with **Germany and KfW**. Currently UNDP is implementing a USD 28.5 million project on post-disaster reconstruction funded by BMZ through KFW. The Government of Germany is a donor to the Global AccLab Network, which also includes Indonesia. There are areas where Government of Germany and UNDP may partner, including green infrastructure development, energy transition or digitalization.

During recent years UNDP Indonesia successfully leveraged partnerships with **GAVI and the Global Funds** for Health Governance Portfolio. These partnerships will be expanded, as UNDP is working with the Ministry of Health of Indonesia on wide range of initiatives from logistical management of vaccines for COVID-19 and regular immunization programme, enhancing capacities for fighting malaria, tuberculosis and HIV/AIDS, and health digitalization strategy. Discussions are underway about engagement with the **Gates Foundation**.

Mobilization of Government financing remains a priority for UNDP Indonesia. UNDP is proud of its ongoing partnership with the Government of Indonesia, which, as was mentioned above, is based on trust and credibility, and appreciation of UNDP’s value-added support for acceleration of the SDGs in Indonesia. However, due to the reasons outside of UNDP’s control, mobilization of Government financing for development has been, and remains, challenging. UNDP has had its first big success in 2020 when USD 1 million was provided by the Government to UNDP for the AIS Forum. UNDP is building on its successful implementation of the AIS initiative and is in consultation with the Government about the next phase of funding for this initiative. However, provision of government financing remains a highly political issue, which requires patience and continuous engagement at the senior level. UNDP Indonesia’s support for the Government of Indonesia’s Presidency of the G20 will facilitate this agenda in the medium and longer term.

To ensure continuity of engagement with **bilateral partners** who closed their assistance programmes in Indonesia, UNDP will maintain focused, strategic level engagement (e.g., with the European Union, SDC) and concurrently work with the Regional Bureau in Asia and the Pacific, as well as with Global Policy Centers, to explore resources available through regional funding windows. Through this approach, UNDP will continue its engagement with the European Union on PVE/CVE agenda, Palm Oil matters with Switzerland, and the business integrity agenda with the UK Government.

UNDP Indonesia’s partnership with **IFIs** has progressed. Earlier partnerships with the World Bank had advanced Indonesia's preparedness for carbon market development, which eventually led to the Government introducing a carbon tax in April 2022. The partnership with Asian Development Bank has also expanded. Joint work on SDG Investor map, and the initiation of the Blue Accelerator under the recently signed MOU, provides an opportunity for further expansion in a range of areas including energy transition, low carbon development and health digitalization.

UNDP, through its Innovative Financing Lab and other units, will continue to explore opportunities for partnership with faith-based organizations. The partnership with BAZNAS - National Zakat Board will expand further, to leverage further zakat resources. The CO will also continue to leverage other instruments of Islamic Finance – for example, waqaf, through active engagement with the National Waqaf Board and Finance Regulatory Agency. UNDP also has a strong partnership with the Islamic Development Bank, another avenue to expand the Country Office’s Islamic Finance Portfolio. UNDP and IsDB have developed a work plan to expand the partnership, and have organized a workshop to better understand each other's programme and partnership arrangements.

Regarding UNDP’s private sectorengagements, Tanoto Foundation is a good example of a long-term strategic partnership with the private sector, where resources are leveraged for acceleration of the SDGs and capacity building. Consultations have advanced with several national and international companies on joint initiatives, while private sector partners are increasingly involved in UNDP’s projects to support implementation or ensure sustainability of actions. UNDP Indonesia is working with the Government of Indonesia on SDG Investor mapping which also allows to identify and tap into opportunities which could potentially trigger acceleration of SDGs while mobilizing resources for sustainable development. UNDP’s engagement as the Government’s prime partner in establishing an SDG Financing Hub also provides an opportunity for fostering engagement with the private sector. This said, UNDP Indonesia implements a strict screening and due diligence process for the private sector. It must be noted that the private sector regards UNDP as a donor. Gradually, UNDP must transform and position itself as a development partner and a provider of solutions.

Another area for expansion of this partnership is a potential engagement with **State Owned Enterprises**. UNDP has had a good engagement with TransJakarta for the COVID-19 information campaign, and this can be further expanded.

UNDP Indonesia enjoys good partnership with the **UN Agencies**. In 2020, UNDP received funding from WHO and IOM in the amount of USD 2.7 million for health procurement. During the early days of pandemic in 2020 WHO and IOM saw the advantage of working with UNDP for accelerated procurement of much needed critical healthcare equipment – ventilators, autoclaves and incinerators. UNDP is actively involved with various UN Agencies in the framework of joint programmes and joint initiatives. This opens opportunities to tap into the resources from the Multi-donor trust Fund, Joint SDG Funds, or other funding windows which require joint UN Agency action. Currently UNDP is part of 5 joint porgrammes and is a lead agency in 1 joint programme. In addition, UNDP Indonesia’s involvement in regional and global partnership initiatives (e.g., UNDP-UNICEF Regional Initiative on youth empowerment, or UNDP-IOM joint initiative on migration) helps UNDP to expand its programme portfolio and opportunities for resource mobilization.

As a middle-income country, core resource allocation for UNDP Indonesia is rather limited, which limits investment opportunities for the Country Office. To compensate, and to build on available knowledge at global and regional levels, UNDP Indonesia is actively engaged with the Regional Bureau to tap into **Regional funding sources and** expand programmes in new areas. With this support, UNDP Indonesia established its engagement on youth entrepreneurship, business and human rights, climate action, and climate finance network among others. UNDP Indonesia will continue its active engagement with the Regional Bureau to maximize opportunities for Indonesia’s participation in regional programmes.

Opening new and innovative programme areas during the Decade of Action is another opportunity to explore new sources of funds. Circular economy has brought the CO new partnership with the Government of Denmark which has the potential to tap into bigger resources from the Government of Denmark, Germany and the EU. Similarly, UNDP’s engagement in the areas of climate finance, energy transition, or risk insurance may provide new funding opportunities.

UNDP Indonesia is proactively exploring opportunities to participate in **competitive processes** for resource mobilization. Proposals have been developed and submitted to USAID and UK-PAC among others. As it awaits decisions on these submissions, UNDP Indonesia plans to proactively explore more resources.

In the absence of formal **donor coordination mechanisms** in Indonesia, UNDP will continue its practice of organizing issue-based briefings and discussions for the donors and development partners. This also helps to position UNDP as a thought leader and main knowledge partner in areas of critical importance for the country. Innovative finance, circular economy and disaster risk management are good examples of such approaches. Besides, UNDP is a Co-Chair of the UNSDCF Results Group 4 and UNCT SDG Working Group. These provide strategic opportunities to UNDP for patronship building and joint resource mobilization.

**Gender Responsive Programming**

The Indonesia CO was awarded the Gold Gender Equality Seal in 2020 for its efforts to mainstream gender in all aspects of programming and operations. Since then, the Office has continued to advocate for gender mainstreaming, gender sensitive work and gender inclusive work in its partnerships and other joint efforts. To this end, the Indonesia CO has developed a Gender Equality and Social Inclusion 2021-2025 Strategy in line with the new country programme. In addition to serving as a resource point for regional country offices and offering best practices on gender mainstreaming, the Country Office will continue its efforts to create gender-inclusive, gender-sensitive programming as it aims to empower women, and work towards creating a just and equitable society.

**Action Plan:**

The CO will maintain its strong management of resource mobilization according to the commitments made in the Country Programme Document and annual targets in CO Business Plan.

2021 was exceptionally successful in materializing pipeline A. Therefore, now, the task is to grow pipeline B and C. A rigorous pipeline management process has been introduced in the CO with regular meetings organized during the Management Team Meetings and Unit strategic planning meetings. RM targets will be incorporated in the PMDs of Programme Unit Heads and Programme Managers for better accountability.

The CO will continue engagement with the development partners at senior and technical levels to nurture partnership opportunities. To this end, CO will update its so-called donor intelligence system. Introduction of the CRM, of which Indonesia CO is also part, will further support CO’s access to the latest and updated information about the donors.

Thematic meetings will be conducted with selected development partners, which will allow to introduce UNDP Indonesia’s priorities and better understand strategic focus of their cooperation with Indonesia.

The CO will continue **expanding the Vertical Fund Portfolio** – Green Climate Fund, Global Environment Fund, and Adaptation Fund.

Strategic discussions will be initiated with the Government about UNDP’s contribution to Indonesia on tapping into opportunities for GEF-8. Given the CO’s strong role and engagement on the issues of climate finance, carbon tax, biodiversity, energy transition, low carbon development, and forestry, the CO is well positioned explore opportunities under GEF 8, given its solid track record of implementation of GEF portfolio, and strong technical capacity in the country and the region.

UNDP Indonesia will expand its **partnerships with bilateral partners** – Denmark, Norway, the Republic of Korea, Japan, Australia, Germany, and others. These partnerships are often mutually reinforcing.

Following successful partnerships with donors to support its health programme, UNDP is working with the Ministry of Health of Indonesia on wide range of initiatives including fighting malaria, tuberculosis and HIV/AIDS, and health digitalization strategy. Discussions are underway about engagement with the **Gates Foundation**.

In addition to the above, UNDP’s commitment to Deep Demo 2.0, Digitalization, and introduction of portfolio approach will provide opportunity to leverage “programme” funding from the donors. UNDP will engage in active communication campaigns with the partners to explain the advantages of such approaches for effective and flexible funding.

Ensuring due visibility of the donors. While this is largely covered in the communications strategy, it is worth noting here that through joint Op-Ed articles, featured interviews, opportunities for participation in public events, etc. will acknowledge and appreciate the role of funding and strategic partners. Like the outreach meetings and consultations with the Embassy of Japan on visibility of projects funded by the Government of Japan, similar dialogues are planned with the Embassy of Australia, the Embassy of New Zealand, the European Union, KfW and other donors.

CO will strengthen its Quality Assurance and Results Unit by adding a Partnerships Specialist position to oversee partnerships and facilitate the process of clearance of agreements.

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| **Donor** | **Strategic Development Priorities related to UNDP Indonesia** |
| **Vertical Funds** |  |
| GEF | In Indonesia, GEF’s strategic priorities are climate change, biodiversity, and land degradation. GEF provides regular funding installments through its “STAR” system (System for Transparent Allocation of Resources), which determines how much funding a country can receive during a set replenishment period. In the most recent replenishment period (GEF-7, which spans from 2018-2022), funding was allocated for six UNDP-supported projects and enabling activities in Indonesia. To date, three projects have been approved for implementation. GEF funding during this period was also allocated to six global UNDP-supported projects that would benefit Indonesia.  Included among these projects is UNDP’s “Catalyzing Optimum Management of Nature Heritage for Sustainability of Ecosystem, Resources and Viability of Endangered Wildlife Species” (CONSERVE), which received GEF project implementation approval in June of 2021 and is expecting to begin full implementation in early 2022. |
| GCF | GCF was established by the United Nations Framework Convention on Climate Change (UNFCCC) in 2010. Indonesia, through UNDP, has received the biggest allocation in the world from GCF REDD+ Results Based Payment funding window.  GCF’s strategic development priorities in Indonesia focus on biodiversity conservation, environmental risk mitigation, sustainable energy, and the reduction of CO2 emissions. |
| GAVI | GAVI is a public-private partnership organization based in Geneva, Switzerland. GAVI currently provides funding for several immunization programmes in Indonesia, including some under UNDP Indonesia’s health governance portfolio. |
| **Bilateral Partners** |  |
| Japan | Japan has historically been one of Indonesia’s largest bilateral donors, and Indonesia in turn has been one of the largest recipients of Japanese ODA. Japan’s stated development priorities (in the context of their partnership with UNDP) are disaster risk reduction and climate change, democratic governance, women's empowerment, global health, and the promotion of the SDGs.  Funding from Japan has aided UNDP projects including the CONVEY project working against religious extremism, and the RESTORE project for COVID-19 recovery and resilience. |
| Australia | Australia and Indonesia share a unique geopolitical relationship. Australia’s current approach to international development funding in Indonesia builds on the earlier 2006 Lombok Treaty. The current Comprehensive Strategic Partnership (developed in 2018) is based to five pillars: enhancing economic and development partnership, connecting people, securing our and the region’s shared interests, maritime cooperation, and contributing to Indo-Pacific stability and prosperity.  The Australian Department for Foreign Affairs and Trade (DFAT) has supported several projects with UNDP Indonesia, including those within the health governance cluster (HEART) as well as environmentally focused projects like the Multi-Door Approach to Counter Environment Related Crime. |
| Norway | The Government of Norway’s international development policy is based on the following goals: the eradication of extreme poverty by 2030, ensuring good governance and respect for human rights for all by 2030, the promotion rights-based implementation of the SDGs, saving lives, alleviating suffering and protecting human dignity in humanitarian crises, and the promotion of sustainable development and help to make countries independent of aid.  In Indonesia, Norway provides ongoing support to the Marine Plastics Litter Reduction Acceleration project, as well as the Partnership Initiative for South-South and Triangular Cooperation. |
| Germany | Germany recognizes Indonesia as a bilateral partner in development cooperation. In June of 2021 the German embassy in Jakarta signed a new agreement for technical cooperation with the government of Indonesia with planned funding of 59.4 million EUR (equal to 67.29 million USD at the time of the agreement). This new partnership further highlight’s Germany’s bilateral approach to development in Indonesia.  Germany’s development approach in Indonesia is currently focused on the following priorities: renewable energies, green infrastructure, forests and climate change, sustainable economic development and technical vocational educational and training, and governance. |
| Denmark | Denmark’s strategic development priorities in Indonesia are based primarily on the Indonesia-Denmark Energy Partnership Programme (INDODEPP), which focuses on cooperation in the following areas: energy planning, renewable energy integration and improving energy efficiency. |
| Switzerland | Switzerland’s State Secretariat for Economic Affairs (SECO) recognizes Indonesia’s potential for economic development. Their stated priorities are encouraging effective public institutions, particularly in urban areas, and supporting competitive SMEs. |
| EU | The European Union is devoted to supporting Indonesia’s development as an equal partner, in recognition of Indonesia’s continued political and economic growth. The EU’s development priorities are economic cooperation, education, just governance, and the enhancement of national infrastructure. |
| New Zealand | The bilateral aid programme with Indonesia is New Zealand’s largest development programme outside of the Pacific region. New Zealand’s development priorities in Indonesia are stated in the Joint Commitment signed in 2016, and will be their focus until mid-2022. These priorities are renewable energy, agriculture, disaster risk management, and knowledge and skills. |

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| **Resource Outlook for the new country programme (pipeline drawn from Atlas): -** | | | | | | |  |
|  |  |  |  |  |  |  |  |
| **Focus Area** | **Confirmed Resources with signed contribution agreements** | **Estimated** |  | **Pipeline (B)** | **Pipeline (C)** | **To be developed** | **Total Envelope** |
|  |  |  |  |  |  |  |
| **(in USD M)** | **TRAC** | **Hard Pipeline (A)** | **(in USD M)** | **(in USD M)** | **(in USD M)** | **(in USD M)** |
|  |  |  |  |  |  |  |
|  | **(in USD M)** | **(in USD M)** |  |  |  |  |
|  |  |  |  |  |  |  |
| Outcome 1 | 7.074.465 | 706.778 | 2.000.000 | 16.581.697 | 3.750.000 | 14.750.000 | 44.862.940 |
|  |
| Outcome 2 | 351.248 | 706.778 | - | - | 1.350.000 | - | 2.408.026 |  |
|  |
| Outcome 3 | 160.355.117 | 706.778 | 2.163.694 | 38.084.018 | 5.000.000 | 2.000.000 | 208.309.607 |  |
|  |
| Outcome 4 | 12.951.502 | 706.778 | - | 400.000 | 3.450.000 | - | 17.508.280 |  |
|  |
| **TOTAL** | **180.732.332** | **2.827.112** | **4.163.694** | **55.065.715** | **13.550.000** | **16.750.000** | **273.088.853** |  |
|  |

For more information on the pipeline, visit:

<https://intranet.undp.org/apps/snapshot/SitePages/PipelineSummary.aspx?year=2021&hq_co=CO&bureau=RBAP&unit=IDN>

**List of Contributions received up to 28 December 2021**

|  |  |
| --- | --- |
| **Donor** | **Amount in USD** |
| Denmark | 212,557.23 |
| DFAT | 1,459,736.94 |
| IDRC | 157,041.14 |
| Indonesia | 347,192.22 |
| IOM | 1,514.71 |
| Japan | 3,717,371.00 |
| KOICA | 15,081,865.00 |
| MFA Norway | 276,304.15 |
| MPTF | 1,584,826.00 |
| Tanoto Foundation | 241,618.00 |
| UNICEF | 64,751.00 |
| WHO | 953,075.00 |
| GEF | 12,595,740.00 |
| Montreal Protocol | 773,155.00 |
| Green Climate fund | 103,781,250.00 |
| Total | 141,247,997.38 |

**RISKS**

To prepare for, and mitigate some risks involved in the program, the Country Office must develop contingency plans.

Some potential risks include:

**Change of Government and priorities**: While UNDP – and the larger UN system – in Indonesia has an excellent relationship with the Government of Indonesia, elections are scheduled for 2024 and although no significant change in relationship is anticipated, there is a possibility in a shift in priorities. This calls for alignment of policies and other regulations in line with the new government’s priorities while keeping the focus on achieving the SDGs

**Change in socio-economic situation**: With the evolving COVID-19 pandemic and the impact on economic development, there is the risk of changing priorities in terms of budget and resource allocations. UNDP will need to continue its commitment to working with the Government as it develops to the changing landscape during the pandemic.

**Risk of natural disasters**: With Indonesia’s location in the Pacific Ring of Fire, there is a general risk of natural disasters, the scale of which can never be predicted. The country has experienced natural disasters of varying magnitude, the most recent of which, saw UNDP Indonesia stepping in to develop resilience and help the devastated regions (Central Sulawesi and West Nusa Tenggara) reconstruct vital infrastructure. In parallel with contingency plans for the ongoing pandemic, it is essential that the Country Office develop plans to help offset any emergency needs that may occur in the event of a natural disaster.

**COMMUNICATION AND ADOVACY PLAN**

**BACKGROUND**

This plan focuses on UNDP Indonesia’s commitments, as stated in the Country Programme Document and annual targets in the Country Office Business Plan, to further engage and develop solid partnerships with the donor community to strengthen funding schemes to ensure that its projects are well supported. As the Country Office works in partnership with the UN System and the Government of Indonesia, it is critical that its priorities are well articulated and that its achievements are well documented. It will help introduce UNDP Indonesia’s priorities and better understand strategic focus of their cooperation with Indonesia. These areas of focus include UNDP Indonesia’s projects on environment, post-disaster resilience and needs assessment, health governance and poverty reduction.

**COMMUNICATION OBJECTIVES**

UNDP Indonesia’s external communication efforts will focus on informing our results and how they are relevant #DecadeofAction and Indonesia’s medium-term development objectives as set in the RPMJ.:

* Enhance awareness and visibility of the work of UNDP and support CO’s efforts to position itself as “a strategic partner of choice” in Indonesia’s development landscape. UNDP is the technical lead for UN’s socio-economic COVID-19 recovery. We supported the Government to conduct a Rapid Socio-Economic Impact Assessment as the technical lead together with other UN agencies. Through our work in the environment sector, we are working with the Government of Indonesia to advance climate-resilient, and green economy as part of “build forward better” and greener principles, following the pandemic. The other focus area is Inclusive Governance. UNDP is supporting the Government’s efforts to enhance governance systems and institutions to build resilience to enable the country to better prepare for, respond to, and recover from COVID-19, while continuing to address existing and emerging vulnerabilities. We are also gearing up to launch our Accelerator Lab to lead a new kind of change needed to shape the new normal after COVID-19. The Accelerator Lab network is part of UNDP’s global drive to make innovation a core way of working.
* Support resource mobilization efforts and strategic partnership building with donors and partners (IFIs, traditional and emerging donors, private sector, etc.) by creating awareness on the services provided by UNDP
* Position UNDP as a major player and thought leader in inclusive and sustainable development in Indonesia.
* Enhance partner visibility and transparency
* Establish relations with key strategic media outlets through increased engagement to ensure quality coverage of UNDP’s work in Indonesia and dissemination of UNDP-produced/supported knowledge products and best practices to the general public

**STRATEGY – OUR RESOURCES**

Our working strategy is to operate the CO Communication Unit like those in the media newsroom where it’s divided into three main streams: Input desk, Output Desk and a launching pad.

**INPUT DESK**

Communication focal points act as the input producers for UNDP’s 35-40 projects, briefing UNDP Communication unit on progress and milestone and propose draft products and media pitches.

**OUTPUT & PLANNING DESK**

Communication Unit is the output desk for the Country Office. We are responsible for the CO products (Blogs, articles, short videos, Op-Eds) and media engagement, based on input and submitted products from the Communication Focal point.

Communication Country office operates like a newsroom whereby a synergy of projects and CO paves the way for timely publication of communication products.

Our Communication unit staff ;

Tomi Soetjipto – Communication Specialist; Ranjit Jose – Communication and Advocacy Specialist for PETRA project; Enggi Dewanti – SDG Campaigner; Eva Pastora – Graphic Designer; Wiryawan Nimpuno – Certified Translator

**LAUNCH PAD**

Our launch pad is the meeting platform between output and input desk: Weekly Meeting, Calendar of Events, UN International Days, WhatsApp Groups, Trello Boar

1. **Communications Team**

Instead of personnel, the focus is on roles and related tasks

* 1. Creating and publishing content including managing responses – Tomi, Ranjit, Enggi and Eva
  2. Planning, executing events – Tomi, Ranjit, Enggi, Eva
  3. The focal point for managing relations with external stakeholders – Tomi, Ranjit.
  4. Editing and quality control of communication materials – Tomi, Ranjit
  5. Graphics and social media – Eva, Ranjit

**TARGET AUDIENCE**

*Primary*

1. National and provincial Government partners ( Bappenas, Ministry of Environment and Forestry, Ministry of Health, Ministry of Administrative Reform, Ministry of Women’s and Children Welfare, Provincial Governments in project areas such as NTB, Central Sulawesi, Gorontalo, Papua)
2. Leading local Media in Indonesia – Kompas, The Jakarta Post, Detik.com, Katadata, Tempo
3. Indonesian youth
4. Beneficiaries of our projects

*Secondary*

* Government Partners
* Private Sector
* Indonesian Policy Makers / Parliamentarians.

**KEY MESSAGES**

Our key messages are consistent with the CO's priorities for 2021 and the corporate message,. To ensure consistency, we will incorporate at least one of the four key messages into the **proposed and relevant communication products. The four key messages.**

1. **COVID -19 SUPPORT** - Japan's collaboration with UNDP supports the Indonesian government and the people of Indonesia in addressing the devastation caused by the COVID-19 pandemic. The support is done through strengthening the nation’s digital vaccination system and the management of medical waste.
2. **INEQUALITY AND INCLUSIVITY** UNDP supports Indonesian government to address inequality and prioritize inclusivity, including gender equality & women’s empowerment and
3. I**NNOVATION FOR DIGITAL TRANSFORMATION** - UNDP support the Indonesian government to transform the landscape of its inclusive digital support, particularly in the health sector and citizen reporting or digital governance.
4. **TRANSITION TOWARDS GREEN ECONOMY** - UNDP supports Indonesia in its transition towards inclusive green economy. Sub-Main Message –Supporting Net Zero Emission Target

**COMMUNICATION CHANNELS AND PLATFORM**

1. **SDG TALKS -** Bi-monthly discussion with youth on chosen SDG issues, a collaboration with UNDP’s projects and media partners.

1. **Op Ed** - Placement of Opinion pieces in The Jakarta Post on issues that are in line with #Decadeofaction priorities and UNDP Indonesia’s. Below is the proposed timetable

**SOCIAL MEDIA GUIDELINES AND INITIATIVES**

1. Main platforms: Twitter, Instagram and Facebook.
2. External channels – collaborate and target specific stories
3. Stories/content:
   1. Human-interest stories appeal to emotion.
   2. visual
4. Campaign advocacy - 16 Days of activism against GBV: The CO participates in this annual campaign by combining a broad range of publicity materials including SDG Talks, webinars, publication of human interest stories, photo stories, videos, infographics and related material.
5. Influencers – also SDG movers – ask for help to co-create or push stories (work with UNDP ID’s Communication Unit team)
6. Staff as social-media ambassadors

**COMMUNICATIONS INDICATORS**

Social media is a key indicator of UNDP Indonesia’s Communication outreach. The type of content and levels of engagement and continuously monitored and there are plans to engage with a broader audience over the next five years.

There are plans to further expand engagement with universities across Indonesia, particularly in the Eastern regions of the country, with the aim of increasing awareness of UNDP’s work among students and to encourage broader engagement during the Decade of Action.

Furthermore, there will also be increased engagement with the private sector through involvement in Country Office events (such as webinars, the monthly talk show, SDG Talks and related events where representatives will be invited to speak to the broader audience).

As part of plans to increase donor engagement, the CO aims to expand reach beyond joint op-ed articles and related publications and invitations to webinars, to more inclusive engagements such as inviting representatives on field visits with UNDP Indonesia senior management and project staff, to locations where donor funds have been used to affect change and create impact on local communities. These visits will include engagement with beneficiaries, meetings with high level individuals (to highlight the financial support provided for UNDP’s work in the region, etc.) and personal tours led by senior project staff to further inform donors about the project’s work and use of funds.

Snapshot of UNDP Indonesia’s Social Media Engagement and Projections

|  |  |  |
| --- | --- | --- |
| **Platform** | **Followers as of 2021** | **5-year projection** |
| Twitter | 28.6k followers | 550k followers |
| Instagram | 33.4k followers | 750k followers |
| Facebook | 12.3k followers | 50k followers |

**Stories/Content – Flow:**

Influencers > identify and work with relevant social media influencers

Issue Management on Social Media

Comms Team should be on the lookout for red flags on social media platform to respond in internet real time. The steps towards to be taken:

1. Set a mechanism to monitor issues
2. Be mindful of legal implications when posting on social media – there is UU ITE (law concerning electronically-transmitted messages). Always have a professional legal oversight especially when an issue breaks.
3. Issue breaks and spreads on social media in a matter of seconds – the team must be prepared to act.

**CRISIS PREPAREDNESS & ISSUE MAPPING**

A crisis is when a problem or an issue becomes a threat to UNDP ID’s license to operate in Indonesia, and potentially diminish trust of partners, donors, and stakeholders in UNDP in its entirety. An issue is not necessarily a crisis. The Crisis Team should convene and determine if an issue has become a crisis, then the Country Director must declare that it is a crisis and that the Crisis Plan is in effect. During a crisis, it is not business as usual.

The CO Crisis Communications Plan (CCP) should be aligned with UNDP’s crisis plan (also known as business continuation plan). The CCP consists of:

1. The Crisis team, spokespeople & the focal point and work rhythm
2. Communications tree during crisis for all staff
3. Target audience mapping (see above stakeholder’s mapping for reference)
4. Media outlets and contact persons; ground rules for media engagement
5. Holding statements for issues (see issue mapping)
6. Briefing papers, information, data
7. Crisis Center (physical and online)
8. Briefing for staff
9. **The Crisis Team**

The Crisis Team consists of

Team leader – the Project Manager

* 1. Communication leader – Head of the Communications Unit, supported by:
     1. A producer – who must be able to draft and finalize communication materials and publish them on all UNDP channels as fast as possible.
     2. A media relations officer – who must maintain communications with key media and supply all relevant information, including managing a press conference
     3. A crisis comms assistant – who must be able to secure information and materials from all relevant parties, liaise with outside partners/and ensure all communications logistics needs are met.
  2. Crisis Deputy – a leader appointed to fix the source of the Crisis
  3. External Focal Point – could also be the Head of the Communications Unit – he/she will represent the office in all external meetings concerning the crisis
  4. Internal Focal Point - usually the HR head

The Crisis Team must put in action communication channel (it might take form of a WhatsApp Group) and must prioritize this over other matter. The crisis requires the team members to prioritize crisis handling over all other matters.

During crisis situations the Crisis Team meets daily – at least once at the beginning of each day – there will be updates throughout the day (via communication channel) and at the end of the day there will be a report from each member.

**Who should be the spokesperson?**

The spokesperson is the face of UNDP in public – he/she should be media-trained in Indonesia. The spokesperson could be the Program Manager, working with the Crisis Communications Leader as the counsel.

**The crisis communication leader must:**

1. Ensure all updates are recorded and discussed, and there is an action plan based on the updates. It should not be shared with people outside the Crisis Team.
2. Secure the approval of the team for external-facing messaging.
3. Have legal oversight on all the messages – always consult and be in close cooperation with UNDP ID’s Communication Unit Head.
4. Split responsibilities with the Crisis Team leader and project leader about speaking directly to stakeholders on the crisis.
5. Work with HR on staff-facing messaging, timing of informing them (need to be done before external-facing engagement) and Q&A materials for staff (to face external queries on personal level).
6. Work with IT to ensure dark site is ready to go with crisis information.

1. **Communications tree**

1. **Crisis information, holding statements, pre-crisis prepared material**

Three formats for basic information to be created when a crisis occurred:

1. A media release
2. An announcement based on the release to be posted on the site, and as the base for social media engagements and staff communications
3. Holding statement, complete with Q&A

All three must be drafted as soon as all the facts are gathered and verified. If possible, photos concerning the crisis should also be selected to be published.

1. **Briefing for staff**

The staff should be informed of a crisis as soon as the information material is ready. The external communications material should be the same as that for the staff. The Crisis Team should inform the staff first before the external stakeholders/the public. The most ideal format is face-to-face communications (all-hands-on-deck all staff meeting) but if news on a crisis breaks faster than the time required to gather all employees, then all-employee-email should be employed, and it should be marked “Confidential” and “Do not share”.

The second cycle for information, should the crisis continue, can be disseminated through project leaders (in smaller groups). Emailed information/updates to staff who are away or located off the Jakarta-site should be followed by a phone call by the project leaders.

1. Human Development Report 2019 [↑](#footnote-ref-2)
2. Government of Indonesia, 2018 [↑](#footnote-ref-3)
3. Statistics Indonesia, 2021 [↑](#footnote-ref-4)
4. UNSDCF Indonesia Common Country Analysis 2019 [↑](#footnote-ref-5)
5. Paraphrased from the RPJMN 2020-2024 [↑](#footnote-ref-6)
6. Total 71 partners taking place in the survey, including Government of Indonesia (24% of respondents), NGOs (17%), private sector (14%), other UN entities (13%) and donors (10%). 7% to 1% were also respondents from foundations, IFIs, non-UN multilaterals and academia. [↑](#footnote-ref-7)