Mid-Term Review Report

UNDP Country Programme in Indonesia
2006 – 2010

May 2009

Preface

The Report presents findings and recommendation of the Mid-Term Review (MTR) of UNDP country programme (2006 - 2010). Undertaken at the mid-point of the country programme cycle, the Review supplements regular programme monitoring mechanisms, such as project progress reports and semi-annual reviews of the Country Programme Action Plan, by introducing an additional strategic layer of the analysis. The MTR is applied to the country programme as a whole and focuses on selected performance dimensions.

The analytical approach of the MTR and the selection of performance dimensions were framed by the expectations for UNDP role in the evolving development context. The *Jakarta Commitments on Aid for Development Effectiveness* were put forward by the Government of Indonesia in 2008 and provided key guiding parameters for reflection through the MTR on how UNDP, as part of the broader development community in Indonesia, can be more effective in contributing to national development outcomes and add more value.

Jakarta Commitments take forward the principles and directions of Paris Declaration (2005) and Accra Agenda for Action (2008) and apply them to the context of a middle-income country facing new challenges and opportunities. Jakarta Commitments call for maximizing impact of declining Official Development Assistance on the development effectiveness of national and local programmes and strengthening country ownership and capacities. They expect development partners to provide strategic and focused catalytic support through policy engagements on key issues as well as knowledge-based networking and advice. They promote new partnership paradigm, which emphasizes the importance of learning from and contributing to international best practices, diversifying development resources and broadening the spectrum of partners to include, increasingly, South-South actors, private sector and civil society. They stress the need for closer cooperation with development agencies in further improvement of national systems and processes and making national development plans and instruments more results-oriented, thus facilitating the better alignment of donor support to country's priorities and reliance upon national systems. They call for programme-based approach as the way to enhance focus, relevance and cohesion of interventions and maximize synergies for greater overall impact.

These strategic directions and principles have been consistently finding their way into UNDP programme in Indonesia in the recent years. However, the progress was perceived uneven and not examined with the same rigour with which individual projects and country programme outputs were monitored. Also, new factors come into play, such as global financial and economic crises, climate change, emerging lessons from decentralization, forthcoming 2009 elections and others. These changes in the development context add to the call for strategic reflection and higher-level analysis of UNDP role and proposing adjustments that might be needed to make it a better fit for Indonesia's challenges and opportunities today.

The above considerations served as a premise for the MTR exercise and largely determined the approach that can be summarised as the following guiding principles and sought outcomes:

- To review the progress achieved by UNDP country programme at the mid-point of the programme cycle in a number of key performance dimensions in line with the evolving expectations for aid as expressed in Jakarta Commitments[1].

- To base MTR methodology on a detailed review of twelve projects, or one-third of the country programme, that represent all programme components, and to involve other sources including structured interviews by independent consultants; stakeholder consultations; internal reflection workshops; analysis of programme reviews, studies and evaluations; as well as four consequent semi-annual reviews of the Country Programme Action Plan implementation held during the present country cycle to date.

- To propose key strategic recommendations for the UNDP country programme approach and adjustments to the Results Framework in close consultation with, and agreement of national partners.

- To envisage that, once the Final MTR Report is endorsed by stakeholders, the specific guidance will be provided to the projects to implement MTR recommendations and that UNDP's programme management instruments, such as Monitoring and Evaluation Framework, project appraisal and review procedures, reporting guidelines etc., will be enhanced to better incorporate key performance dimensions. To draw implications for organizational and management processes and mechanisms in order to better support transformation process.

- Through the MTR, to advance the thinking and make contributions towards the development of UNDP next country programme and generate guidance for consultations with national partners in the coming months. Concurrently, to provide inputs and feed recommendations into the UN-wide consultative process including the mid-term review of UNDAF, joint work in geographic areas of common focus and preparations for the new UNDAF development.

This Report consists of five chapters and supporting annexes as following:

Chapter I summarises the recommendations based on the analysis and observations stemming from the review process. Chapter II briefly describes the objectives and methodology of the Mid-Term Review followed by a snapshot overview of the country programme. Chapter IV discusses changes in development context in Indonesia that

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[1] Key performance dimensions include contributions to national outcomes; engagement in policy dialogue and knowledge-sharing; support to capacity development; advancing gender equality; promoting core values such as MDGs and human-rights based approach; strengthening cooperation with UN agencies and specific contributions to UN-wide approaches in Aceh, NTT and Papua; building partnerships; and harmonizing and alignment implementation practices and procedures.

guide overall direction of development intervention in Indonesia. Chapter V contains the main findings and observations based on the analysis of project level information and other available information. The chapter is structured around nine key performance dimensions adapted from Jakarta Commitments.

Annex I include the proposed revision of CPAP output statements to guide the rest of programming period until end of 2010. Annex II includes some basic country data and status of progress towards MDG achievement. Annex III and Annex IV capture the information collected from twelve selected projects and four reviews of CPAP which form the basis for analysis in Chapter V of the main text.

CONTENTS

List of Abbreviations

AGIP	Art Gold Indonesia Programme
AGPT	Aceh Government Transformation Project
ASEAN	Association of Southeast Asian Nations
BRiDGE	Building and Reinventing Decentralised Governance
BRR	Agency of the Reconstruction and Rehabilitation for Aceh and Nias
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CPAP	Country Programme Action Plan
CPR	Crisis Prevention and Recovery
CSOs	Civil Society Organisations
DPD	House of Regional Representatives
DPR	House of Representatives
DRR	Disaster Risk Reduction
Election MDP	Multi-Donor Programme – Support for Indonesia's Democratic Elections
FAO	Food and Agriculture Organisation of United Nations
GoI	Government of Indonesia
GSB	Growing Sustainable Business
ILO	International Labour Organisation
IOM	International Organisation for Migration
IPF	Indonesian Partnership Fund for HIV/AIDS
Kombas Perempuan	National Commission on Violence Against Women
Komnas HAM	National Commission on Human Rights
KPAI	National Commission on Child Protection
LEAD	Legal Empowerment and Assistance for the Disadvantaged
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIC	Middle Income Country
MTR	Mid-Term Review
NEX/NIM	National Execution / National Implementation
NHRI	National Human Rights Institution
NTT	East Nusa Tenggara
OECD	Organisation for Economic Co-operation and Development
PDP	People-centered Development Programme for Papua
PGSP	Provincial Governance Support Programme
PMIG	Project Management and Implementation Guidelines
PNPM	National Program for Community Empowerment
PTD	Peace Through Development
RPJM	National Mid-Term Development Plan
SCDRR	Safer Community through Disaster Risk Reduction
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework

UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNIFEM	United Nations Development Fund for Women
UN-REDD	UN Program on Reducing Emission from Deforestation and Degradation .
WHO	World Health Organisation

I. SUMMARY OF RECOMMENDATIONS

The Mid-Term Review of UNDP's Country Programme in Indonesia 2006-2010 generated a number of recommendations which are derived from the evidence-based analysis and findings of the review that are described in the Section V called main findings as well as summarized in Annex III Project-based evidence. These recommendations will inform subsequent programme and project review processes, feed into the UNDAF review process that is taking place September 2008 to January 2009, and guide the design of UNDP Country Programme and UNDAF, 2011-2015.

1. **Supporting implementation of the "Jakarta Commitments", Indonesia's Road Map for Development Effectiveness**

The Paris Declaration on Aid Effectiveness and the road map for its implementation in Indonesia, the "Jakarta Commitments", signed by the Government of Indonesia and its development partners on 12 January 2009, will serve as the guiding principles for UNDP's programmes in Indonesia.

UNDP has worked with the GoI to develop the Road Map for the implementation of the Jakarta Commitments, and will serve as a key partner in its subsequent implementation. An important role for UNDP will be support to national systems' capacity. This will involve an assessment of existing system capacity, developing a systematic approach and management framework for all participating agencies and donors, tracking of progress, and joint evaluation of interventions. This process is expected to start in the second half of the current Country Programme cycle, and be further developed as part of the following Country Programme 2011-2015.

2. **Aligning with new and evolving national priorities and strategies and continued strong country ownership of UNDP's programme**

By nature of its neutrality and its commitment to national ownership, UNDP's programmes are designed in alignment with, and in support of, national and local priorities and strategies. However, in view of Indonesia's evolving development context, elevation to middle-income status, and shifting priorities, alignment should be treated as an ongoing and dynamic process.

In practical terms, this will involve close engagement with the GoI on the formulation of the National Mid-Term Development Plan (RPJM 2010-2014). It will also involve a review of all ongoing programmes and projects to ensure objectives remain in line with evolving national strategies, as well as provincial and local development strategies in localities in which UNDP is engaged.

3. Addressing new and evolving development challenges

Emerging from a massive post-tsunami recovery effort, shifting to middle-income country status, and grappling with the impact of a global economic crisis, Indonesia is facing rapidly changing development challenges and opportunities. While the four overarching strategic areas of UNDP's Country Programme (Democratic Governance, Poverty Reduction / Millennium Development Goals (MDGs), Environment, and Crisis Prevention/Recovery) still remain relevant today, this new context require a strategic shift in focus and approach for UNDP.

Within the four overarching UNDP programme areas, examples of the evolving focus and new priorities include: (i) a shift in supporting the longer-term post-tsunami and post-conflict recovery and development of Aceh, with special focus on building capacity of provincial and local government, as well as promoting peace for development; (ii) enhanced support to Indonesia's continuing decentralization process, with special emphasis on strengthening the capacity of provincial and district-level governments and parliaments; (iii) deeper involvement in supporting national and local poverty reduction strategies and promoting the MDGs, including support to PNPM; (iv) scaled-up effort to respond to climate change, both in terms of mitigation and adaptation; (v) a special focus on NTT, Papua and Aceh as among the poorest regions of the country; (vi) a longer-term election-cycle approach to strengthening democratic processes and institutions beyond 2009 elections; (vii) support to the launch and implementation of the National Access to Justice Strategy (to be launched early 2009); (viii) consolidating disaster risk reduction initiatives at the central and local level following the establishment of the National Disaster Management Agency; and (ix) supporting a scaled-up and truly multi-sectoral response to HIV/AIDS, as co-sponsor of UNAIDS.

4. Enhancing the impact-focus of UNDP's programme through improved results-based management, monitoring and evaluation and communications

Although the Mid-Term Review, and previous CPAP review, found that the UNDP programme in Indonesia is achieving real and measurable results in most of its areas of engagement, more needs to be done to maximize impact, especially in areas where UNDP's comparative strengths are critical to the task (see recommendation No 11 below).

UNDP should enhance its integrated M&E framework supported by progress indicators. The M&E framework should also link the assessments of results at different levels (e.g. project outputs, Country Programme results and national targets) into a cohesive analytical framework. This would strengthen strategic management of the country programme and allow for timely adjustments of project objectives and activities. The M&E framework should incorporate a greater focus on assessing policy advisory work and the communication of development results. For example, regular M&E should include evaluations of UNDP's success at engaging in policy dialogue, convening forums and providing well-grounded analysis on Indonesia's key development challenges.

Improvements can also be made in amplifying the impact of UNDP's work, especially working with Government partners to communicate programme results to the public, stakeholders and donor agencies, and make sure this is link to policy work. Additional effort should be made to communicate the contribution of UNDP to government policy making processes, capacity development, development outcomes and, ultimately, the achievement of the MDGs. New ways of communicating impact and results for purposes of replication and scaling-up should be explored.

5.   Making capacity development an overarching goal of UNDP's programme

In view of the rapid decentralization process in Indonesia and the ensuing capacity challenges of local governments, capacity development has become the primary focus of UNDP across all programmes. Drawing on international best practice and decades of experience in Indonesia, UNDP and its partners should explore new and innovative ways of developing institutional and functional capacities. In practical terms, this involves the use of systematic capacity assessments and identification of capacity gaps, design of capacity development strategies, including specific functional capacities of different institutions. Measuring and assessing results of capacity developing efforts remains a challenge.

6.   Strengthening policy dialogue engagement and support for policy analysis

UNDP's deep experience across a variety of thematic areas and its global network is a valuable source of knowledge and lessons learnt for Indonesia. This body of knowledge needs to be systematically documented and communicated to feed into policy dialogue and policy making processes at both national and local levels. The National Human Development Report 2009 will be UNDP's flagship publication, and the planned Provincial Human Development Reports will make important contributions to the policy debate on regional development and decentralization. Other publications and information products emerging from specific programmes and projects need better strategic targeting and messaging, quality control, and wider dissemination.

UNDP should make further efforts to consolidate its position as a trusted advisor to government and as a source of analytical expertise for the promotion of policies that promote human development, equitable economic growth, and poverty reduction. In order to increase policy impact, UNDP needs to focus on the quality of its engagement in policy dialogue and its capacity to produce evidence-based analyses of key development issues and implications for policy. UNDP should consider using success and impact stories in narrative form and/or in styles using concrete and measurable indicators. Systems for sharing knowledge products with other countries including good practices derived from local level experiences should be developed.

7.   Prioritising support of UN Reform and engagement with other UN Agencies

While there has been progress in UNDP's engagement in joint UN programmes and programming (Papua, NTT, Aceh, Disaster Risk Reduction, HIV/AIDS, strengthening

National Human Rights Institutions, Montreal Protocol, etc), more must be done to ensure that UNDP engages with other UN agencies to leverage each other's strengths. Given the weakness of the current UNDAF as a planning framework, more effort needs to go into joint programming and UN cooperation in Aceh, NTT and Papua. There are many other opportunities across all programme areas for partnering with other UN agencies that could be better exploited.

8.   Prioritizing Papua, NTT and Aceh

UNCT has agreed with the GoI that the UN will give priority to supporting the achievement of localized MDGs targets in Aceh, NTT and Papua. In Aceh, the development of a UNDP strategy in support of the longer-term post-tsunami and post-conflict recovery and development of the province is very promising and the same should be done for Papua and NTT, where activities could be scaled up. In Papua, UNDP's programme should be expanded and better targeted at local development priorities such as poverty reduction, civil society engagement, and building capacity of provincial and local governments. In NTT, UNDP needs to better define the scope of its contribution to the new Joint Programme in Belu District, and to review its engagement in the province as a whole. In Aceh, UNDP should ensure that its large and growing programme in Aceh remains aligned with the joint UN approach developing under the leadership of the UN Resident Coordinator. Efforts to prioritize Aceh, NTT and Papua should not adversely affect our engagement in other regions and provinces.

9.   Pursuing new partnerships and funding sources

As Indonesia has recently been reclassified as a lower middle-income country, changes in UNDP's resource base are likely. It will be important to explore new sources of funding for UNDP, and to build partnerships with emerging donors and the private sector. In addition, UNDP will need to increase efforts to assist Indonesia in mobilizing resources from global funding mechanisms in areas such as Climate Change and HIV/AIDS. UNDP should also investigate experiences from other countries where governments use UNDP's services to deliver development programme with national resources. UNDP also needs to refine its mechanism for working with national and local civil society organizations and approaches to strengthening their capacity.

10.   Promoting gender equality across all programmes as top priority in 2009 and beyond

The MTR process found that while good work is being done to integrate gender considerations into the programme, and some very good gender-related initiatives are underway, more could be done to elevate gender equality concerns. UNDP should increase efforts to implement its corporate strategy on gender equality, formulate a country-level strategy, and develop a special programme to support the implementation of CEDAW and the CEDAW recommendations for Indonesia, as part of a joint UN effort.

A number of opportunities for further leveraging UNDP's programme to promote gender equality already exist—e.g., promoting women's representation in parliament and the civil service, promoting women's participation in elections, promoting women's economic empowerment through poverty reduction programmes, gender equality in access to justice, and support to CSOs promoting women's empowerment.

11. Leveraging UNDP's comparative advantage

UNDP can further enhance its effectiveness and impact by leveraging the best from each member agency of the UN Country Team in Indonesia. UNDP is also a trusted and neutral partner of the national, provincial and local governments and civil society organizations. This trust can be drawn on for deeper policy engagement and advocacy work.

UNDP Indonesia could make further use of its global network of best practice and expertise extending across 166 countries. As a champion of South-South cooperation, UNDP connect Indonesia with other middle-income countries, contributing to policy analysis and advocacy capacity. UNDP should also continue to build on its operational strength and capacity to support implementation of programmes and projects, in accordance with international best practices on transparency, accountability, financial control mechanisms, results-based planning, monitoring and evaluation, and results-reporting.

II. OBJECTIVE AND METHODOLOGY OF THE MID-TERM REVIEW

The mid-term review is an assessment of progress in achieving the Country Programme's outcomes. The objective is to improve the higher-level results of the Country Programme. As such the exercise is different from the project-based analysis used to assess CPAP *annual targets*. The semi-annual CPAP review process remains the systematic analysis of programme implementation, to which the MTR adds a higher level and more holistic perspective. The MTR is not intended to replace regular project-level monitoring and evaluation but draws on information from those processes.

Using a structured questionnaire for UNDP unit and project staff and partners to gather information, the Mid-Term Review identifies and examines distinctive performance dimensions of the UNDP programme and its strategic approaches. Performance dimensions include:

- Project contribution to higher-level programme results;
- Project alignment with national priorities;
- Utilization of UNDP's comparative strengths;
- Development of substantive and functional capacities of national and local partners;
- Advancement of programmes as sources of national, regional and global development knowledge;
- Contribution to the common UN system focus and activities;
- Identification of lessons and challenges for the overall programme.

Another key input into the review is an analysis of a sample of 12 projects from a portfolio of 37 projects, representing a cross-section of UNDP's programme across its core areas of engagement (poverty reduction and the achievement of the MDGs, democratic governance, environment and sustainable development, crisis prevention and recovery) as well as the Aceh programme.

The empirical and analytical inputs coming from this exercise will inform and guide strategic adjustment of the Country Programme for the remaining half of the multi-year cycle. It is expected that the refined Output statements produced through the MTR will provide guidance for the next semi-annual CPAP reviews. The exercise will also help to lay the ground work for the formulation of a new Country Programme 2011-2015. Finally, the findings and recommendations from the MTR of the UNDP Country Programme will contribute to the mid-term review of the UNDAF as well as other UN-wide consultative and programming processes. Towards this end, two performance indicators are designed to assess UNDP contributions to UN system activities in common geographic focus areas such as Aceh, Papua and NTT, as well as to joint UN approaches broadly.

This paper also reflects discussions of two workshops held as part of the Mid-Term Review process. Following an inception meeting with key partners, a 'stakeholder'

workshop on 15 August 2008 provided an opportunity for Government and UNDP participants to look beyond the project level and exchange views on the performance of the Country Programme as a whole. The second UNDP internal workshop on 28 August 2008 reviewed the focus of the Country Programme, financial and operational management, and partnership aspects. Finalization of the report then benefited from extensive, detailed consultations between programme units of UNDP and respective national partners in each of the thematic areas that took place October through December 2008. This dialogue helped further to discern key observations and lessons and produce recommendations of relevance for the entire country programme and individual projects.

The main findings and recommendations from the in-depth project reviews and discussions with stakeholders are outlined in Section V below. The revised results and resources framework is included in Annex I. The framework details outcomes established at the inception of the country programme alongside revisions coming out of the Mid-Term Review exercise.

III. OVERVIEW OF THE COUNTRY PROGRAMME

The UNDP Country Programme (2006-2010)[2] was developed in 2005, soon after the Indian Ocean tsunami, and reflects development priorities at the time. The Country Programme spans four areas of engagement, plus a special programme for Aceh and Nias, as follows:

(i) Democratic Governance

UNDP's support to the consolidation of democracy in Indonesia includes policy advice and technical assistance, strengthening the capacity of institutions, promoting and brokering dialogue, and engaging in knowledge networking and the sharing of good practices.

Three priority areas: (i) promoting the 'deepening of democracy' through electoral support and parliamentary strengthening; (ii) supporting decentralization and local governance reform; and (iii) promoting human rights-based legal and justice sector reform, with the view to improving access to justice for poor people and vulnerable groups.

(ii) Poverty Reduction and the Millennium Development Goals

UNDP works to support Indonesia's fight against poverty, promote inclusive economic growth, reduce inequalities between groups and regions, and help achieve the eight Millennium Development Goals by 2015 across the country.

Five specific areas of engagement: (i) A special programme promoting the MDGs in Papua; (ii) promoting gender equality and the empowerment of women (MDG3); (iii) contributing to the national response to HIV/AIDS, TB and Malaria (MDG6); (iv) supporting a national campaign to raise awareness about the MDGs; and (v) strengthening the statistical capacity for measuring and monitoring the MDGs at national, regional and local levels.

(iii) Environment and Sustainable Development

UNDP is engaged in efforts to ensure that Indonesia's vast natural resources are effectively managed to support sound economic growth and sustainable development. Partnering with government agencies, civil society organizations, and private sector, UNDP aims to continuously integrate strategic environmental considerations in policy formulation and planning process combined with effective capacity building to support implementation that delivers significant impacts on the ground.

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[2] UNDP's Country Programme is an integral part of the United Nations Development Assistance Framework for Indonesia (2006-2010).

Three key areas of focus for UNDP: (i) national-level action on climate change adaptation, focusing on analysis, policy advice and strategic planning; (ii) community-level action for better management of the environment, focusing on climate change mitigation and adaptation through forestry and watershed protection, improved environmental management, and promotion of sustainable energy; (iii) saving the ozone layer by implementing the Montreal Protocol.

(iv) Crisis Prevention and Recovery

Indonesia is one of the most disaster-prone countries in the world. Natural disasters threaten human development and undermine the achievement of the MDGs. Social conflict is also a serious development impediment. UNDP therefore gives top priority to supporting Indonesia's crisis prevention and recovery efforts.

Three key priorities: (i) peace-building through the promotion of good local governance, community empowerment, and economic opportunities; (ii) disaster mitigation and risk reduction; and (iii) disaster recovery, getting communities back on their feet and rebuilding local governance capacities after disaster strike.

(v) Aceh and North Sumatra Recovery

A significant part of UNDP's work in Indonesia is focused on Aceh and Nias, supporting the continuing recovery from the devastating 2004 Indian Ocean tsunami as well as to 30 years of conflict. UNDP is working in support of the Agency of the Reconstruction and Rehabilitation of Aceh and Nias (BRR) and the Provincial and Central Governments in promoting longer-term recovery and development for a brighter future of the people there.

As the efforts move from recovery to longer-term development, five key priorities for. UNDP support to Aceh and Nias have emerged: (i) efforts dedicated to combat poverty; (ii) the promotion of good governance and access to justice; (iii) promoting peace through develoment; (iv) disaster risk reduction; (v) ensuring environmentally friendly sustainable development.

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COUNTRY PROGRAMME EXPENDITURE (2006 – 2008)

2006 Programme Delivery                    $ 96,816,000    (100%)
• Core/Regular                             $  10,532,000    (11%)
• Non-core/Others                          $  86,284,000    (89%)

2007 Programme Delivery                    $ 83,343,000    (100%)
• Core/Regular                             $  8,226,000     (10%)
• Non-core/Others                          $ 75,116,000     (90%)

2008 Programme Delivery*                   $  70,017,000    (100%)
• Core/Regular                             $   6,484,000     (9%)
• Non-core/Others                          $  63,533,000     (91%)

Total 2006 - 2008                          $ 250,176,000    (100%)
• Core/Regular                             $   25,242,000    (10%)
• Non-core/Others                          $  224,933,000    (90%)

* Estimated as of Dec. 2008
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The Country Programme emphasises national ownership and focuses on capacity development. It is largely funded with resources raised locally from international, bilateral and private sector sources. In 2008 UNDP's portfolio included 36 projects, operating across almost all of Indonesia's provinces, and working across multiple levels of government. Total programme expenditure in 2008 is estimated at US$ 70 million, decreasing from the previous years (US$ 96.8 million in 2006 and US$ 83.3 million) reflecting that the support for the post-tsunami Aceh reconstruction is winding down. In total, US$ 251 million was delivered in the first 3 years of Country Programme 2006 – 2010. Assuming the same level of delivery in 2009 and 2010, the total estimated delivery for the current programming cycle would reach to US$ 391 million which is 143 per cent of the budget envisaged in the original Country Programme Document developed in 2005.

IV. CHANGES IN DEVELOPMENT CONTEXT

More than three years after it was initially developed and roughly at its mid point, the UNDP Country Programme needs to be assessed against how the country's development situation has changed and the extent to which interventions adequately respond to Indonesia's evolving development challenges. The following describe some of the emerging trends that need to be considered during revisions to the Country Programme:

- Indonesia has recently emerged as a low middle-income country with more national budget resources at its disposal and less dependence on foreign development assistance.
- The Government aid policies have changed, tailoring the Paris Declaration to the context of Indonesia's middle-income status and becoming more strategic in its engagement with donors. The *Jakarta Commitment on Aid for Development Effectiveness Roadmap 2009-2014*, effectively localizing the 2005 Paris Declaration targets, has been designed to help the country use its cooperation with external assistance partners more effectively.
- The turmoil in global financial markets exposes Indonesia's vulnerability and may threaten recent development gains if world recession ensues, with serious implications for poverty reduction efforts, employment and livelihoods, social sector budgets and progress towards the MDGs.
- While overall progress is positive, major challenges remain to achieve the MDGs and address wide human development disparities across the country. (See Annex II)
- About 35 million out of a population of 230 million people still live in abject poverty, below the stringent national poverty line. Nearly half the population lives on less than US$ 2 a day. Disparities across the country are stark, with poverty ranging from five per cent in Jakarta to forty per cent in Papua.
- As recently noted in an international seminar on 'Reformulating Regional Development in Indonesia', convened by Bappenas on 25 August, poverty levels rose by 1.8 per cent, equivalent to an additional 4.2 million people in 2006 due to fuel price increases over the previous year.
- Maternal mortality is the highest in ASEAN, access to safe drinking water is limited. HIV is spreading fast among vulnerable groups.
- Education and training are becoming principal vectors in GoI's strategy to accelerate Indonesia's social and economic growth. The President's commitment to allocate twenty per cent of the budget to education is significant in this respect.
- The massive tsunami reconstruction effort is winding down and attention is shifting towards long-term development and peace building in Aceh. A smooth transition of recovery responsibilities, assets and functions from BRR—the national agency established to manage the reconstruction and rehabilitation effort—to the provincial Government in Aceh will be critical for sustaining peace and development in Aceh
- Its rapid "big bang" decentralization process has led to huge capacity development gaps in local governments and the delivery of quality social services, especially in the poorer and more remote regions.
- Development budgets are moving to provincial and local levels. Thirty-seven per cent

of total public funds are spent at the district and provincial levels reflecting a degree of fiscal decentralization greater than the OECD average.

- Climate Change has been acknowledged as a threat to Indonesia's future. The impact of climate change is already being felt by many Indonesians through longer dry seasons, more erratic rainfall, rising sea levels and more frequent flooding. GoI has already resolved to take decisive action to adapt to and mitigate the effects of climate change. Measures to mitigate and adapt to climate change risks require a paradigm shift, placing climate at the centre of development priorities.

Responses to some of the trends are already reflected in new initiatives (see the Recommendations). The MTR provides an opportunity for UNDP and the Government to further discuss how UNDP can best respond to shifts in national needs and priorities.

V. MAIN FINDINGS

The *Jakarta Commitments on Aid for Development Effectiveness* signed by the GoI and its development partners on 12 January 2009 represents a new standard for the measurement of development assistance. Applying the Paris Declaration principles to the MIC environment the Jakarta Commitments calls for (i) stronger national ownership in defining aid architecture and processes; (ii) a shift from a donor-recipient relationship to a paradigm of equal and innovative partnerships; (iii) moving from financial assistance to a more strategic and catalytic role of aid; (iv) transition from scattered project-based assistance to a more programmatic approach; (v) stronger focus on capacity development and results orientation embedded in national programmes; and (vi) greater mutual accountability and alignment between the government and international partners.

The *Jakarta Commitments* provides a useful analytical framework for assessing the effectiveness of UNDP support because a) this framework reflects the key challenges and opportunities Indonesia's transition to middle-income category, b) it reflects UNDP commitment to national ownership and other core principles such as accountability and results-orientation, and c) it highlights remaining needs, vulnerabilities and gaps that UNDP should help to address (including gaps in capacities and in the use of global knowledge). In this Section, the information collected from the twelve selected projects and other sources such as CPAP semi-annual reviews, project reviews, etc. have been reviewed and analysed against key performance dimensions adapted from Jakarta Commitments.

(i)   Contribution to national outcomes, results, impact

Responsiveness to national/local needs and alignment with national priorities
UNDP's Country Programme has been firmly anchored to Indonesia's national development agenda as defined principally in the GoI's Medium-Term Development Plan (RPJM) 2005-2009 and in accordance with priorities identified at the time the programme was formulated, e.g. President's Annual State Address, Government Budget Statement, and plans for reconstruction in Aceh. UNDP alignment with government priorities is reflected in project engagements across different levels of government. Examples at the national level are support to National Access to Justice Strategy as an input to RPJM, advisory work on the national DRR strategy, support to National HIV/AIDS Action Plan implementation. Examples at the provincial level are AGTP and inputs to Papua provincial plan RESPEK which was informed by the UNDP-supported needs assessment. At the local level UNDP is working on bottom-up participatory planning including village plan development e.g. in Papua Programme.

The Country Programme is also shaped by UNDP's corporately mandated areas of focus (Poverty and MDGs, Democratic Governance, Environment & Energy and CPR), representing the fields in which UNDP has accumulated significant experience and has a proven record of results. These two sets of guiding parameters—country and corporate—

allow UNDP to define more specific niches where UNDP support can be more effective. One such example is a focus on decentralization, which is reflected not only in UNDP's governance portfolio, but also in other thematic areas such as anti-poverty or climate change-related interventions in the decentralised environment.

A second line of approach was the geographic specialization within the UN system joint common programming framework (UNDAF), hence the focus on Aceh, Papua and NTT. Working across different levels poses a unique set of challenges, e.g. adapting to different local governance dynamics and absorptive capacity. While responding to local needs is a key driving factor in UNDP programmes, more needs to be done to assess and factor in local governance conditions to project design and implementation. While UNDP might be engaged in three similar interventions in three localities (e.g. pro-poor planning and budgeting) UNDP should be mindful that the approach and pace required will vary between locations, and manage programmes accordingly.

Application of Results-based Approaches in Programme Design and Management
National goalposts and UNDP's corporately established areas of focus provide the necessary reference point for the UNDP Results Framework including Country Programme outcomes, outputs and project-level results. While results-based management approaches are a key element of the UNDP programme, its application is not always consistent. Project-level results are defined and monitored routinely, and inform the monitoring of the implementation of the Country Programme Action Plan (CPAP) where achievements are assessed as contributions to higher-level results.

Higher-level results should not be stated too broadly or their usefulness for measurement and monitoring will be limited. The formulation of the outputs and outcomes should be the subject of continuous improvement, especially in a large and diverse country programme like Indonesia. Semi-annual reviews of CPAP and the present MTR exercise are the processes through which the refinements of CPAP output statements can be made to improve the measurability of results and to recommend adjustments to projects and programmes.

As part of the MTR process, refinements to the Results Framework are expected to reflect new priorities and strategic adjustments to existing outputs. These will provide guidance both to projects linked to these outputs and to new interventions. Inputs into the Results Framework should begin in the lead up to the design of the new Country Programme. Suggested refinements to the existing Results and Resources Framework are presented in the Annex I to this document. GoI should continue to be intimately involved in the further discussion and elaboration of refinements to the framework.

Accommodating newly emerged priorities and taking advantage of new opportunities
New national priorities are being incorporated into the UNDP Country Programme and this process should continue. Climate change and aid effectiveness are two areas where this is already happening. Building on the momentum created by the UN Climate Change conference in Bali last year, UNDP has served as adviser on programmatic and financing options for climate change policy, and convenor of the cross-sectoral dialogue to assist

GoI to formulate a broad-based 'National Action Plan on Climate Change' that will enable better integration of the global mandate on climate change into national and local planning processes.

Following the completion of major rehabilitation work and the end of protracted conflict in Aceh, priorities have shifted from emergency recovery to the challenges of sustainable human development. By capitalizing on its unique position of engagement with policy makers at national and provincial levels, and its work on the ground, the new strategy paper identifies the most effective ways UNDP can support Aceh's transition to sustainable human development

Focus on Human Development, poverty, vulnerabilities, disparities
True to its 'human development' vision, UNDP's Country Programme maintains a focus on enlarging people's choices through enhancing capabilities and freedoms. This is particularly important in Indonesia where a large segment of the population lives just above the poverty line and many more remain vulnerable to external shock or natural disasters. UNDP places particular emphasis on vulnerabilities, such as the threat of HIV/AIDS and the risk of natural disaster and conflict, and disparities, such as strong regional disparities in poverty incidence or the poor's limited access to justice. Accordingly, it is important to assess the impact of UNDP's Country Programme on such vulnerable communities.

An example of UNDP work in this area is support for GoI to undertake analytical work on disaster risk reduction and preparedness. UNDP's Peace Through Development (PTD) programme aims to prevent conflict and build lasting peace by strengthening governance capacity in conflict-sensitive planning and improving livelihoods in the conflict-prone provinces of Maluku, North Maluku and Central Sulawesi.

UNDP's geographical focus areas are designed to address acute regional disparities. In Papua, UNDP is helping to draft a pro-poor and MDG-oriented policies and regulations, giving specific attention to the poorest, women and other vulnerable groups. Local institutions are benefiting from capacity development activities, including the development of strategic plans, the collection of baseline data on MDG indicators, the publication of local MDG reports and the strengthening of provincial audit bodies. UNDP also provides grants to CSOs for basic social service provision and facilitates community participation in decision-making processes.

For many Indonesians, access to justice is inhibited by a lack of information on basic rights, economic hurdles, and other governance challenges. To address this situation UNDP has launched the Legal Empowerment and Assistance for the Disadvantaged (LEAD) Programme, harnessing GoI momentum towards developing a comprehensive national access to justice strategy and including it in the National Medium Term Development Plan 2010 to 2014. Complementing this effort, the project also works at the community level to enhance awareness of access to justice as a basic human right and increase CSO capacity for providing legal aid.

UNDP's new national and regional Human Development Reports will provide critical information for planning, dialogue with national partners and the design of future interventions. As work on the human development report progresses, it is clear that obtaining reliable data remains a challenge. This is an area that will require greater efforts and new solutions.

Utilizing UNDP Comparative Advantages

Policy Advocacy: UNDP's *advocacy and policy dialogue* role cuts across all focus areas of the Country Programme. In the environment field, for example, UNDP is helping to move Indonesia's climate change agenda forward. This involves, inter .alia, the publication of the report *'The Other Half of Climate Change: Why Indonesia Must Adapt to Protect its Poorest People'* in 2007, which contributed to the climate change agenda, the preparation of the National Action Plan on Climate Change and now a programme to support the implementation of the Climate Change agenda. UNDP is also involved in strengthening the policy and regulatory framework for the implementation of international treaties, such as the Montreal Protocol or its assistance to the development of policies for environmentally strategic regions. The human development paradigm and MDGs provide the overall umbrella for UNDP's advocacy efforts on poverty, gender, the environment, and development partnership.

UNDP has been assisting government efforts to monitor progress in achieving the MDGs, in reinforcing and gearing efforts towards the MDGs. Advocacy efforts were built on the MDG Monitoring Report 2007, which has also been published in 2008 as a special advocacy version targeting the broader public. It is set to intensify advocacy efforts through the media, development partners and CSO networks to improve awareness of the MDGs and promote further action among stakeholders.

UNDP's contribution and support to the range of national and sub-national level partners, including CSOs, the media and the private sector needs to be better communicated and promoted, especially regarding progress toward MDGs.

Facilitation and Coordination: UNDP's impartial facilitator role in *governance* and sensitive policy areas is most prominently demonstrated in the field of electoral support, where UNDP has been tasked again with supporting the coordination and implementation of a Multi-Donor Programme for preparing the 2009 elections, building the requisite capacities of the national and district Election Commissions and relevant government agencies, as well as supporting voters' education. Implementation will be guided by the *Jakarta Commitments*. Other illustrations of UNDP's facilitation and coordination work in the governance area include: assistance in developing an Indonesian Democracy Index to track democratic progress; strengthening the participation of multi-stakeholders in planning and implementing key public services in the context of local government reform; conducting comprehensive access to justice assessments; the development of provincial-level Human Development Reports and Indices as a tool for consensus building in the regional development planning agenda and monitoring progress; partnering with CSOs to conduct human rights and legal public awareness campaigns;

strengthening the capacity of civil society to monitor and advocate for the rights of the most vulnerable and marginalized. UNDP has been facilitating consultations on the draft Bill on Conflict Management in select regions and promoted conflict-sensitive planning to support long-term conflict prevention and peace building in its Peace Through Development programme.

Stakeholders suggest that UNDP's coordination role be strengthened further, particularly with regard to aonor coordination in resource mobilisation. This would allow for greater predictability in resource flows.

(ii) Policy dialogue, knowledge building and sharing, communication of development results

Linking policy and practice: A concern for linking policy and practice is shared by all UNDP projects and programmes. The projects included in this review were largely aimed either at facilitating policy formulation or at supporting implementation of specific policies. One of the distinct ways through which the Country Programme is attempting to link policy and practice is by ensuring that budgetary allocations are made for the financing of activities, e.g., ensuring that provisions for HIV prevention are included in programme sector budgets.

The Country Programme has supported Indonesia in the formulation and enactment of various policies and regulations including those that govern the establishment of national and sub-national commissions such as those for HIV/AIDS prevention as well as those that set out policies for addressing specific target groups such as intravenous drug users for HIV/AIDS prevention and indigenous communities for poverty reduction. It also supports the formulation of national as well as sub-national action plans and strategies as well as the conduct of policy reviews. Situation analyses have been produced and research based dialogues conducted with the support of the Country Programme. The Programme also promotes dialogue on policy issues and facilitates linkages among decision-makers, executive bodies and civil society groups.

Another project that demonstrates linkages between policy and practice is the Peace Through Development (PTD) programme, which supports the formulation of conflict sensitive policies both at the national and local levels. The elaboration of the Law on Conflict Management involved NGOs, academics, practitioners, etc. Similarly, UNDP's project on Legal Empowerment and Assistance for the Disadvantaged (LEAD) is designed to increase access to justice and promote good governance practices in Indonesia. The LEAD project attempts to influence government policy on access to justice in both national as well as provincial level by supporting the work of a multi-partner Access to Justice Working Group, involving representatives from NGO, CSO, Academia and Government officials, and a series of consultative meetings with local stakeholders. All relevant inputs from regional consultative meetings will be included in the National Strategy on Access to Justice which is expected to be incorporated into the next RPJM, 2010-2014. There are many examples of UNDP demonstrating strong

linkages between policy and practice. It will be important to continue close interaction between UNDP and government on all such initiatives.

Knowledge building and sharing: The UNDP Country Programme connects Indonesia's development community to a wealth of global knowledge using UNDP's network of country offices, technical resource networks, knowledge warehouse and access to development partners worldwide. The multiple channels of knowledge acquisition include adapting knowledge gained in other countries to the Indonesian context, e.g., guidelines, policies or project designs, bringing in international technical experts as project advisers or for in-depth evaluations, sending Indonesians abroad on study tours and training courses to get first-hand exposure to other experience. The GoI highly values the organization's global reach, and access to world-wide expertise. The request from the GoI for UNDP to play a coordinating role through the Multi-Donor Support Programme (Election MDP) for the 2009 Presidential and parliamentary elections and the request for UNDP to support the development of the *Jakarta Commitments,* which is the roadmap outlining steps to localize the Paris Declaration indicators are just two examples of GoI recognition of the value of UNDP knowledge network services in supporting national priorities.

The Country Programme produces and draws on a large number of knowledge products, ranging from guidelines, analytical reports, academic texts for draft laws and regulations to strategies, studies and assessments to promotional and informational activities across the media. The value of UNDP's knowledge products needs to be measured in terms of their contribution to advancing the national development agenda.

Among the most prominent knowledge products of UNDP are those related to its advocacy function. Examples of knowledge products, with advocacy and policy functions include: (i) Provincial and Regional Human Development Reports; (ii) MDG Monitoring Report; (iii) Papua Needs Assessment and the ensuing People-Centred Development Programme for Papua (PDP). Knowledge products relating to the development and dissemination of technical expertise include inputs prepared for the Disaster Management Bill; expertise on how to mainstream women and human rights issues into the national programme framework; and technical expertise for developing the National Montreal Protocol Unit in the Ministry of Environment. Finally, certain knowledge products support national coordination (Election MDP) and resource mobilization (National AIDS Action Plan).

The combined impact of UNDP's diverse range of knowledge products on the different national and thematic outcomes is not yet adequately understood. While assessing the added value of individual knowledge products may be difficult in many instances, the quality of knowledge products and their use can be monitored more closely. Within the range of knowledge products, access to international best practices and technical resource networking still fall short of their potential. South-south cooperation through UNDP's knowledge network is an area that is in its infancy. In contrast to the strong global knowledge nexus, UNDP could be more effective in making use of local expertise, stimulating synergies between the development sector and Indonesian universities and

academics, and knowledge sharing between institutions and geographic areas. UNDP should strengthen its systematic documentation of the rich experience of Indonesia to as a source of development knowledge both within Indonesia and for other countries.

Communication of Development Results: Communication is bound to be a major challenge in such a large and diverse Country Programme. While communication is carefully crafted at the country office level, communication at the project level is not always as consistent. Project-level communication is commonly geared to project-specific messages and not to projecting the role and contribution of UNDP. Project staff are also sometimes unclear about how their work relates to UNDP's overall contribution to development in Indonesia. Project-level communication should be part and parcel of a clear value-based communication strategy that is carefully targeted to UNDP's various audiences. UNDP is advised to better explain the business model that provides the common thread for UNDP's various activities. A more sophisticated communication strategy may also be able to modulate communications over time in accordance with advocacy needs.

(iii) Capacity development

The Country Programme shows evidence that a more comprehensive capacity development approach is slowly taking hold. Strong emphasis on training as the mantra of capacity building is gradually being replaced by a more integrative approach addressing institutional arrangements and incentive mechanisms, leadership development, knowledge building (education, training and learning), and accountability and voice mechanisms.[3] The Indonesian Partnership Fund (IPF) for HIV/AIDS and the BRiDGE project supporting local governance reform are examples of projects putting these more sophisticated approaches into practice.

The IPF helps strengthen the institutional arrangement for coordination of the HIV/AIDS response and supports strong leadership at national and provincial levels, including within the National AIDS Commission Secretariat, relevant line ministries and civil society. At the same time, it supports substantive capacities through training, guidelines and other knowledge products. The BRiDGE project takes a functional capacity angle to leadership and knowledge capacities by supporting needs assessment, policy formulation, budget management and monitoring and evaluation functions with local and provincial-level planning boards. Participatory planning and feedback mechanisms add accountability and voice to the institutional arrangements.

UNDP has already begun to strengthen the use of systematic approaches to capacity development. One example is the comprehensive needs assessment of local government capacities, civil society and community-based organizations' activities, community conditions and livelihood needs that informed the development of the Papua Development Programme (PDP). The information has been influential in shaping the

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3 The UNDP Approach to Capacity Development can be accessed via the following link: http://www.capacity.undp.org/index.cfm?module=Library&page=Document&DocumentID=6211

vision, guidelines and operational procedures of provincial authorities, including the national action plan for accelerating Papua development. Capacity assessments also informed the development of the Aceh Justice Project, Aceh Governance Transformation Programme and the Provincial Governance Support Programme (PGSP).

A number of UNDP capacity building programmes could use further strengthening. For example, training and workshops for human resource development are often not accompanied by alignment of institutional arrangements. More attention must be given to building functional capacities to support policy implementation in a way that reflects inter-connectedness of functions from planning and budgeting to monitoring, assessment and reporting. Ad hoc approaches to building functional capacities are not helpful in addressing delays, bottlenecks and other implementation problems. Another common problem appears to be short time frames. Short time frames rush projects into shortcuts such as the adoption of unsustainable capacity substitution measures rather than sustainable strategies involving knowledge transfer and institutional change. Another challenge for UNDP is achieving continuity and sustainability in the face of changing leadership in partner organizations.

The new framework of development cooperation proposed under the *Jakarta Commitments* calls for strengthening capacities and using stronger government systems, notably better articulation of capacity development objectives and targets within sector plans and thematic strategies, monitoring and review mechanisms, and progressive integration and alignment of donor programmes. This is an opportunity for UNDP to become more systematic in supporting Government-led capacity development[4] in the context of its human development vision and the MDGs. This can be achieved through:

(a) *Capacity assessments* – supporting countries in mapping their capacity assets and needs in relation to what is required to accelerate human development and achieve the MDGs;

(b) *Capacity-building and development strategies* – facilitating partnerships to support the development of national capacity-building and development strategies based on the assessments, and providing policy and technical services in institutional reform, leadership capacities, training and learning, and accountability mechanisms;

(c) *Costing capacity-building* – providing a systematic costing of strategies; and

(d) *Monitoring and evaluation of capacity-building and development* – adopting measurable indicators so that national clients can track progress in capacity development through monitoring and evaluation systems.

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4   There could be also a different take on capacity development. UNDP in its coordination support role, including M&E, would be tasked with making sure that, in the external aid context, capacities are developed in a systematic fashion.

(iv)   Gender equality

The MDGs cannot be achieved without gender equality and the empowerment of women. UNDP has integrated a gender perspective into its four focus areas to increase development effectiveness. Consistent with the UNDP's corporate Gender Strategy 2008-2010, the country office has supported national capacity to integrate gender concerns and a series of specific initiatives that benefit women. Most significantly, UNDP has supported the development and implementation of the National Action Plan for Gender Mainstreaming that aims to integrate gender across government ministries and agencies at the national and local level. Specific results include supporting the Ministry of Women's Empowerment to develop national indicators for measurement and capacity development support for adoption and implementation of the action plan in line ministries. At least three provinces and five districts have allocated local budgets for gender mainstreaming.

At the national level UNDP has supported advocacy for increasing women representation in the House of Representatives (DPR), the House of Regional Representatives (DPD), to achieve the 30 per cent quote for women in Parliament, permitting gender sensitive policy making processes. The Legal Empowerment and Assistance for the Disadvantaged (LEAD) project supports policy inputs for a National Access to Justice Strategy. A gender and GoI/ CSO Balanced Access to Justice Working Group has produced a series of inputs relating to land, natural resources and gender, targeting issues affecting the most vulnerable for inclusion in the national access to justice strategy.

The crisis prevention portfolio integrates gender in its national disaster risk management component. The Safer Community through Disaster Risk Reduction (SCDRR) project conducted a gender sensitive baseline study and survey on public education. The SCDRR project also facilitated a series of workshops aimed to identify partners to support the national framework development for DRR in line with good governance and the Hyogo Framework for Action. The Peace Through Development (PTD) project's conflict sensitive strategies and processes, which are based on conflict analysis of multi-stakeholders, are made gender sensitive through training on conflict sensitive planning. The participation of women and vulnerable groups in conflict resolution and peace-building processes at the local level is supported through the *musrenbang*, the local collaborative planning process. The PTD has facilitated initiatives to support gender sensitive livelihood re-generation, conducted a study on economic recovery for women in a post-conflict economy, and for promoting the National Law on Domestic Violence that affected women at the local level. UNDP, through the Technical Assistance to BRR program, contributed to the government's issuing of legal certificates for joint land title between wife and husband, a previously uncommon practice in Aceh.

While early results are promising, there is still work to be done to integrate gender concerns across the spread of programmes. Shortcomings include a lack of harmonization between units at the country office level, resulting in a fragmented approach to achieving gender equality. Effective implementation of the country office's gender action plan and

an empowered gender focal point could help overcome this fragmentation. Project level achievements are many and varied, but need to be taken to scale to have lasting impact.

There is scope to strengthen the design and systematic implementation of a gender mainstreaming strategy. A number of relevant knowledge products are already in place, including a country level manual for basic gender training, training material for 'gender equality integration at the Program and Project level' and a training manual for gender budgeting. The CO has also published a Report on Gender Assessment in Indonesia, a guideline for national gender mainstreaming for the Ministry of Empowerment, and a Gender Assessment in Papua. However, so far only the crisis portfolio is able to disaggregate beneficiaries in quarterly progress reports by gender.

(v)   Promoting core values: MDGs and the human-rights based approach

As part of the joint UN Country Team initiative, UNDP aims to strengthen the capacity of stakeholders, including multiple levels of government, CSOs, the media and the private sector, to monitor and advocate the MDGs. UNDP is supporting the development of a common MDG baseline. The Papua-based UN agencies have already made progress in developing UN joint baselines and monitoring for human development and MDGs. Since early 2007, UN agencies in Papua (UNDP, UNICEF, ILO, UNFPA, WHO) have worked with the provincial planning agencies and the National Statistics Bureau to prepare the first ever MDG Annual Report (2007) for Papua. The publication was prepared with data from 18 local governments in Papua and West Papua where UN agencies provide support. Sources of data include BPS economic surveys, a Bappeda village survey, and surveys conducted by UNDP, UNICEF, UNFPA and the ILO. The results of this initiative will help inform the revitalization of the UNDAF, which will use the MDG framework for measuring, monitoring and coordinating development responses.

The mid-point of the UNDP Country Programme coincides with the mid-point in achieving the MDG targets (2000-2015). The outcome of the MTR will inform the development of the new Country Programme (2011 to 2015)—the last chance for meaningful programming before the MDG target deadline. While there has been some progress toward meeting the MDGs in Indonesia, challenges remain. Important gains have been achieved in reducing infant and child mortality across Indonesia and increasing gender parity in education. Further efforts are required to reduce maternal mortality, (Indonesia's rate remains the highest of all ASEAN countries), halt or reverse the spread of HIV and AIDS, mitigate the spread of deforestation and overcome regional disparities. Almost half of all Indonesians (110 million) are near poor, just above the national poverty line, or living on less than US$ 2 per day. Poverty is particularly acute in some provinces.

(vi)   Advancing Cooperation with UN Agencies

The General Assembly has called for a more effective and efficient UN development system. This is documented in various General Assembly Resolutions and more recently, the *High Level Panel Report on System-Wide Coherence*. At the country level, the UN Development Assistance Framework (UNDAF) is explicit in its commitment to an integrated response to national priorities. Examples of UNDP pursuing opportunities for synergies with other UN agencies are many. One example is the *Indonesian Partnership Fund (IPF)*—an innovative, multi-donor funding mechanism accessible by all stakeholders, including government institutions, national and international NGOs, CSOs (PLHIV Networks) and UN agencies. The mechanism is managed by the National Aids Commission (NAC) with UNDP as the fiduciary manager. The IPF has been instrumental in supporting the NAC in its mandate to lead, coordinate and manage the national response.

In another example of inter-agency cooperation, UNDP conducted in conjunction with ILO, *Employment Policy Reviews* in Papua and West Papua Provinces. UNDP-ILO cooperation is also evident in the areas of post-conflict employment creation, income generation and reintegration. A joint UNDP-ILO project was launched following the 2004 Indian Ocean tsunami, with a budget almost USD 12 million. Together with UNAIDS, UNV and the World Bank, UNDP and the ILO are preparing another study entitled: *The Socio-economic impact of HIV at the Household Level*. The report will be launched at the 9th International Conference on AIDS in Asia and the Pacific (ICAAP) to be held in Indonesia in August 2009.

UNDP, UNFPA and UNICEF and the OHCHR are developing a joint programme to strengthen the capacity of Indonesia's three National Human Rights Institutions (NHRI) to discharge their core responsibilities of monitoring, providing human rights advice to the government and promoting human rights principles. This joint UN effort is helping the three commissions—the National Commission on Human Rights (Komnas HAM), the National Commission on Violence Against Women (Komas Perempuan) and the National Commission on Child Protection (KPAI)—deal with challenges in human resources, organizational structure, financing, public profile, coordination with other actors in civil society and recognition by the authorities. It is anticipated that other members of UNCT will participate in this initiative as the programme develops.

Further operations for collaboration can be found in the environment sector. A collaborative programme of UN agencies on Reducing Emissions from Deforestation and Degradation to Support Developing Countries (UN-REDD) emerged from the Bali Conference on Climate Change. The rationale of the UN-REDD is to assist forested developing countries and help facilitate international cooperation on various methodologies, risk management formulae, payment structures and support to the UNFCCC process. This integrated initiative builds on the comparative advantages of UNDP, FAO, UNEP and aims to establish cross-sectoral and multi-stakeholder responses.

Despite these many examples of inter-agency collaboration, more work needs to be done to leverage the comparative advantage of UNCT's different members. One recommendation from the internal workshop is to pursue a more active programmatic dialogue, facilitated by a revitalized UNDAF process. The idea of "whole of UN" programme implementation is still in its infancy. The realisation of this goal will require further efforts, especially at the programme design and resource-mobilisation stages.

(vii)   Partnerships

Indonesia's recent classification as a lower middle-income country has been accompanied by a changing government outlook on aid and relations with external development partners. As noted earlier, the *Jakarta Commitments* on aid effectiveness expresses a spirit of equal partnership. Through its commitment to supporting national development priorities and by allowing GoI to take a lead role in identifying projects, UNDP already operates largely within the new partnership paradigm. A good example is the human rights programme, where UNDP respects national priorities and encourages nationally owned solutions. Another example is the development of Project Management and Implementation Guidelines, which are being developed in alignment with GoI regulations on foreign aid.

UNDP's approach has helped to build durable relationships with government agencies. UNDP's strong relationship with Bappenas is a good example. This relationship provides the entry point for UNDP policy advocacy and facilitation. The selection of UNDP to manage the multi-donor support facility for presidential and parliamentary election of 2009 is further example of UNDP's privileged access to government in Indonesia.

Partnerships with Sub-National Governments: UNDP has also expanded its partnerships with sub-national levels of government. The ART GOLD Indonesia (AGI) Programme is the latest addition to the long standing strong local government portfolio of UNDP. The objective of AGI is to create, support and strengthen decentralized cooperation partnerships between municipalities in Indonesia and European municipalities and regions, which will set a foundation for a broader process of local development and support to the decentralization process in Indonesia. AGIP uses a territorial development approach as its main methodology, in which strategic priorities of provincial governments serve as the basis for programme design and development. Within that framework AGIP is also fostering South-South cooperation. The AGIP will work in conjunction with the PGSP in the pilot provinces. UNDP recently agreed with BAPPENAS that AGIP will work in Gorontalo and NTT for up to three years. Other important partnerships with provincial and district-level governments are established in Aceh, Papua and West Papua.

Private Sector Partnerships: In addition to important partnerships with traditional donors, during the first half of the Country Programme UNDP has developed long-standing partnerships with the private sector. Partnerships with the private sector take many forms. UNPD supports the local network of the Global Compact, a consortium of over one hundred Indonesian businesses across the country. The *Growing Sustainable*

Business Initiative (GSB) is the UNDP's flagship partnership platform for pro-poor investment. It enables the private sector to make a greater contribution to poverty reduction and sustainable development by brokering pro-poor commercially viable activities with corporate partners. UNDP is also working with the Global Compact on environmental protection by supporting Indonesia's adherence to the Montreal Protocol on Substances that Deplete the Ozone Layer.

Another example of private-sector partnerships is UNDP's work with Yamaha Motors. UNDP is collaborating with **Yamaha Motors** in a feasibility study of Yamaha's slow-sand water filtration facilities as one means of addressing the fact that over 100 million people in Indonesia lack access to safe water and more than 70 per cent rely on water obtained from potentially contaminated sources. Other examples of partnerships with the private sector include **Bank Mandiri** – raising awareness of the MDGs, **PT Indosat** – producing a special edition of pre-paid cellular phone vouchers entitled *Indonesian Children;* **MTV** – holding a one-day rock concert to raise awareness of HIV/AIDS; **Kepustakaan Popular Gramedia** (Indonesia's largest publishing company) – raising civic and political awareness. In Aceh UNDP worked with consulting company **Accenture** in the provision of strategic advice to improve supply chains for Aceh's coffee growers; **Coca-Cola** in the provision of water and sanitation facilities for rural schools and villages; and **Nike** and **MercyCorps** in the provision of much needed sports equipment to 6,600 beneficiaries in schools, universities and football clubs across Aceh.

Partnerships with CSOs: UNDP works with a wide range of international, national and local NGOs in the implementation of its programs. The Peace through Development (PTD) programme's support for the formulation of conflict sensitive policies involves NGOs, academics and practitioners. Together, they provided inputs into the Law on Conflict Management. Similarly, UNDP's Legal Empowerment and Assistance for the Disadvantaged (LEAD) project attempts supports an access to justice working group involving representatives from NGOs, CSOs, academia and government. All relevant input from regional consultative meetings participants will be included in the National Strategy on Access to Justice, which is expected to be incorporated into the next RPJM, 2010-2014. The Papua Development Programme also works with NGOs to support, coach, and oversee the community-based operations of less experienced CSOs.

South-south cooperation: UNDP's role in south-south cooperation is still in early stages of development. Urgent work needs to be done to systematically develop the south-south portfolio, perhaps in conjunction with a senior government advisory group. A delegation of senior officials from the Ministry of Home Affairs, Bappenas and Gorontalo Province undertook a bilateral visit to Sri Lanka. The purpose of the visit was to exchange experiences on the decentralization process in both countries in relation to accelerating good local governance within the two countries and to share practices on service delivery entrusted to local authorities such as agricultural production, business and tourism. Based on the workshops and roundtable discussions, senior government officials from the two regions identified areas for future cooperation.

The *Jakarta Commitment on Aid for development Effectiveness Roadmap 2010-2104,* was significantly shaped by consultative processes with countries in the region, including a series of workshops leading to the completion of the Paris Declaration Survey (January 2007), in conjunction with experts from the Bangladesh Ministry of Finance. Study-tours, regional workshops and training took place in Bangkok and Cambodia. The GoI also hosted delegations from Lao PDR and Papua New Guinea. While such ad hoc exchanges provide good opportunities to share experiences, they could be better systematized.

(viii)   Contributions to UN-wide approaches in Aceh, NTT, Papua

At the country level, the UN Development Assistance Framework (UNDAF) explicitly commits to providing an integrated response to national priorities in Indonesia's most vulnerable provinces. UNDP is working with other UN agencies across a range of programs in Aceh, Papua and NTT.

NTT: Following several months of joint efforts, the UN Joint Programme in NTT was finally approved in October, 2008. UNDP contributes to three of the six UN Joint Programme outcomes: (i) improved opportunities for sustainable livelihoods; (ii) increased governance effectiveness, accountability, transparency and participation; and, (iii) reduced longer-term vulnerability to conflict and natural disasters through a shift from crisis response to crisis prevention. The presence of a UNDP Joint Programme Coordinator since early 2008 brings coherence to the different UNDP components of the joint programme. Joint programme coordination mechanisms are emerging at the district, provincial and national · level. There are promising opportunities for collaboration between UN agencies, through the recently established Joint Secretariat, a multi-stakeholder coordination and information-sharing body working at the district level.

Papua: Papua has the poorest development outcomes in all of Indonesia, highlighting the need for an integrated UN approach. The maternal mortality rate is almost four times the national average, the HIV epidemic is the highest in Indonesia (prevalence rate of 2.4%). Key human development indicators are even lower for the indigenous living in the Papuan highlands. Select activities of the US$ 4.1 million UNDP *People Centred Development Programme (PDP),* have been extended and are included in the UN Joint Programme. UNDP contributes in various ways to the UN joint programme in the areas of governance (pro-poor and transparent local planning and budgeting), poverty reduction (support to CSOs) and health and education (support to CSOs). Coordination mechanisms are also emerging at the national, provincial and district levels. One UN agency acts as a programme coordinator (rotational) and an integrated project team exists at the field level. The project team reports to a provincial-level working group. Despite the many inter-agency linkages the NTT and Papua programmes are probably best described as 'aspiring' joint programmes. To become fully integrated, UN agencies will need to do more to harmonize annual workplans, budgets and funding mechanisms.

Aceh: UNDP's contribution to the joint UN programme in Aceh is articulated in the UNDP Aceh Strategy, which is aligned with new national and provincial government

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priorities. UNDP's contribution to a UN-wide approach will build on four years of results achieved in developing the capacity of local government, building partnerships with CSOs and piloting a range of livelihood interventions and recovery strategies for conflict-affected communities. UNDP is seeking strategic partnerships with ILO and FAO in the area of poverty reduction, UNICEF, IOM, ILO, and UNIFEM in the area of peace and conflict prevention, UNESCO and UNICEF in disaster risk reduction, and UNEP, FAO, UNIDO in the area of environmentally sustainable development. Joint efforts will reduce government transactions costs in doing business with the UN and enable programmes to draw on the best available experts from across the UN. Given the common theme of capacity development that cuts across all UN programmes in Aceh, UNDP will join forces with its sister UN agencies to work together to strengthen provincial and local government for improved delivery of services.

Cooperation with other UN agencies in NTT, Papua and Aceh clearly poses a number of challenges that remain to be overcome. Chief among them are implementation delays, procedural differences, different national, regional and local counterparts and the complexities of coordination, both centrally and locally. Although a systematic evaluation has not been conducted, anecdotal evidence suggests UNDP's participation in the UN-wide approaches varies across programmes. While there are many examples of joint activities and the application of the emerging UN-wide cross-cutting dimensions, such as the use of the MDG framework for assessment, monitoring and management of development, consultative and coordination mechanisms do not always result in increased synergies and complementarities.

There are broader implications of UNDP efforts to contribute to UN-wide work, including inputs to the UNDAF MTR and spearheading practical cooperation in three geographic areas as source of collaborative modalities. Shared knowledge, joint planning, common programme implementation will result in UN agencies maximizing their respective comparative advantages.

(ix) Implementation

As part of the *Jakarta Commitments,* UNDP and other donors agreed to *"increasingly use the government's financial management and procurement systems. Where they do not make use of systems development partners will transparently stage their rational for not using government systems and indicate how they will work with the government (including through capacity development) to align in the future."*

The national execution (NEX/NIM) approach UNDP has adopted as the standard for project implementation gives national government the substantive and financial responsibility for the assistance it receives from UNDP.[5] This modality is preferred by government authorities and has clearly contributed to stronger national ownership of UNDP-assisted projects. Indeed the Jakarta commitments on aid effectiveness advocate

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[5] The Aceh road building project, which is directly executed/implemented by UNDP, is an exception to this rule due to the nature of emergency.

the modality as the norm.

To facilitate common understanding and more effective use of the implementation modalities, UNDP in cooperation with Bappenas is preparing Project Management Implementation Guidelines (PMIG). With publication expected at the end of 2008, the PMIG is a joint effort by UNDP and Government to identify and promote convergence between our respective rules, regulations and practices, etc.

The *Jakarta Commitments* notes that in order to increase the reliance of donor programmes on the use of national systems, the functional capacities of national partners needs strengthening. UNDP is strategically placed to assist with such a process and considers it to be a part of its broader and more systematic effort to integrate capacity development into its programmatic and operational activities.

ANNEX I: Revision to CPAP Output Statements

(Statements not revised will remain as same as the original CPAP outputs)

SP KEY RESULT AREA		SP OUTCOME		CPAP OUTPUT (ORIGINAL)	PROPOSED REVISION TO OUTPUT
FOCUS AREA 1 : POVERTY REDUCTION AND MDG ACHIEVEMENT					
1.1	Promoting Inclusive Growth, Gender Equality, and MDG Achievement: reducing economic, gender, and social inequalities, and securing pro-poor growth, through MDG-based development strategies	1. MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities	1.1.a	Policy support, program and action plan provided to develop and implement localized PRS and Mid Term Development Plan 2010-2014 to realize the MDGs with specific attention to the poorest, women and the vulnerable	Support provided to develop and implement pro-poor policies, plans and programs that improve human development and accelerate the achievement of MDGs for Indonesia's poorest people, women, and other vulnerable groups.
		2. Enhanced national and local capacities to plan; monitor, report and evaluate the MDGs and related national development priorities, including within resource frameworks	1.2	Frameworks and capacity of the national and regional institutions established to: i) advance the achievement of MDGs; and ii) monitor the progress of MDGs	Deleted
		3. Enhanced national and local capacities for national programming and project implementation, including delivery on global funds			
		4. Policies, institutions and mechanisms that facilitate the empowerment of women and girls strengthened and implemented			
		5. Macroeconomic policies, debt-sustainability frameworks, and public financing strategies promote inclusive growth and are consistent with achieving the MDGs			
		6. Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs	1.3	Capacity of CSO networks developed to: i) facilitate the public in decision making process; ii) monitor the national and local policies	Deleted
		7. Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services			
1.2	Fostering inclusive globalization: building national capacities for a more inclusive and equitable globalization,	8. Enhanced capacities of developing countries to compete internationally and to negotiate, interpret and implement agreements on trade, intellectual property, and investment in a manner which			

	including for the achievement of the MDGs	prioritizes poverty and inequality reduction and human development			
		9. Strengthened national capacities to negotiate and manage development finance, including aid and debt, consistent with the achievement of the MDGs and other internationally agreed development goals			
1.3	Mitigating the impact of AIDS on human development: supporting effective coordination, and improving implementation of multi-sectoral AIDS responses to reduce vulnerability to HIV and mitigate the impact of AIDS	10. AIDS responses integrated into poverty reduction strategies, MDG-based national development plans, and macroeconomic processes			
		11. Strengthened national capacity for inclusive governance and coordination of AIDS responses, and increased participation of civil society entities and people living with HIV in the design, implementation and evaluation of AIDS programmes	1.1.b	Fund and coordination mechanism established to raise awareness & control the spread of HIV/AIDS.	Fund and coordination mechanism established, and capacity building assistance, to control the spread of HIV and AIDS.
		12. Policies and programmes implemented through multi-stakeholder approaches to protect the human rights of people affected by AIDS, mitigate gender-related vulnerability, and address the impact of AIDS on women and girls			
		13. Accelerated implementation of AIDS funds and programmes financed through multilateral funding initiatives, including the Global Fund to fight AIDS, Tuberculosis, and Malaria			
		FOCUS AREA 2 : DEMOCRATIC GOVERNANCE			
2.1	Fostering inclusive participation: empowering the poor, women, youth, indigenous peoples, and other marginalized groups, through expanding the core channels of civic engagement, at the national, regional and local levels	1. Civic engagement, through civil society organizations, voluntary associations, trade unions, political parties, and private sector organizations, enables all people to influence public policy processes and to hold governments to account.	3.2	Active citizens' participation and civic engagement in democratic political governance at national and local levels including women.	Strengthened capacity of electoral management bodies to organise elections professionally and that of national and regional parliaments to improve representation and integrity, as well as enhanced civic engagement in electoral and legislative processes.
		2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration			
		3. Communication channels promote government accountability and transparency through e-governance, independent journalism, and access to information policies			

2.2	Strengthening responsive governing institutions: strengthening accountable and responsive governing institutions at national, regional and local decentralized levels that reflect and serve the needs, priorities, and interests of all people, including women, the poor, youth, and minorities	4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services	3.1	Strengthening decentralized governance practices and institutions focusing on increased capacity in public service delivery for the achievement of MDGs in line with existing policy framework	Improved legal and policy framework for decentralization and increased sub-national government capacity and civil society ability to engage in regional development and public service delivery for the achievement of MDGs.
		5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively			
		6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups.	3.3	Strengthened capacities of claim holders, specifically target disadvantaged groups, to access justice, through either the formal or informal justice systems, with a corresponding increase in the capacity of duty bearers to provide remedies that are consistent with international human rights standards.	Improved policy framework for the justice sector aligned with international human rights standards to improve the ability of those seeking justice, specifically disadvantaged groups, to access justice through either the formal or informal systems, and increased capacity of those providing legal services to provide remedies
2.3	Promoting democratic governance practices grounded in international principles	7. Strengthened national, regional and local level capacity to mainstream human rights in government policies and institutions			
		8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions			
		9. Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives			

FOCUS AREA 3 : CRISIS PREVENTION & RECOVERY

3.1	Enhancing conflict and disaster risk management capabilities	1. Solutions generated for natural disaster risk management and conflict prevention through common analysis and inclusive dialogue among government, relevant civil society actors and other partners (i.e. UN, other international organisations, bilateral partners)			
		2. DISASTER: Strengthened national capacities, including the participation of women, to prevent, reduce, mitigate and cope with the impact of the systemic shocks from natural hazards	4.2	Capacities of Government and communities for disaster preparedness and risk reduction have been developed:	
		3. CONFLICT: Strengthened national capacities, including the participation of women, to prevent, reduce, mitigate and cope with the impact of	4.1	Conflict prevention strategies have been mainstreamed in policy and planning of Government and key development partners	

		violent conflict			
3.2	Strengthening post-crisis governance functions for recovery	4. Gender equality and women's empowerment enhanced in post-disaster and post-conflict situations			
		5. DISASTER: Post-disaster governance capacity strengthened, including measures to ensure the reduction of future vulnerabilities	5.3	Government and civil society able to design and implement sustainable development policies demonstrating principles of good governance	Combining 5.1, 5.2 and 5.3: Recovery of livelihoods, community infrastructure, and governance capacity developed in target areas. Government and civil society able to design and implement sustainable development policies, particularly in the three programmatic areas (livelihoods, community infrastructure and governance capacity), demonstrating principles of good governance and build back better.
		6. CONFLICT: Post-conflict governance capacity strengthened, including measures to work towards prevention of resumption of conflict	5.4	Local government and communities in post conflict affected areas have built their capacities to sustain the peace process and generate economic development.	
3.3	Restoring the foundations for development at local level	7. Early post-crisis resumption of local governance functions to facilitate recovery			
		8. CONFLICT: Post-crisis community security and social cohesion at local level restored	5.2	Housing, settlements and associated infrastructure developed in target areas	Combined with 5.1
		9. Post-crisis socio-economic infrastructure restored, economy revived and employment generated; crisis affected groups returned and reintegrated	5.1	Recovery of livelihoods and economic infrastructure in target areas	Combined with 5.1
FOCUS AREA 4 : ENVIRONMENT AND SUSTAINABLE DEVELOPMENT					
4.1	Mainstreaming environment and energy: policy, institutional and fiscal options to widen access, reduce poverty and	1. Strengthened national capacities to mainstream environment and energy concerns into national development plans	2.3	National capacities in adhering to the three Rio conventions, namely UNFCCC, UNDBD and UNCCD, as well as other environment related conventions improved	

inequality, and thus achieve the MDGs	2. Policies, institutions and programs for environmental sustainability and energy that are pro-poor and gender sensitive developed, , funded and implemented through national development plans and systems	2.2	Policy, regulatory, economic, market, technological and information barriers to the effective use of renewable energy and energy efficiency measures are removed, and resulted in optimized use of local energy resources; delivery of basic energy services to poor and remote communities, vitalized local economic activities, and reduced national greenhouse gases emission
4.2 Catalyzing environmental finance: creating conditions that allow markets to provide effective solutions for sustainable development	3. Countries develop markets and access environmental funds to support environmental protection, including (a) biodiversity and ecosystems services; (b) climate change mitigation; (c) sustainable land management and desertification; (d) water resources management; and (e) safe management of chemicals		
4.3 Promoting climate change adaptation: mainstreaming climate change risk management into national development strategies	4. Strengthened capacity of developing countries to mainstream climate change adaptation policies into national development plans based on improved understanding of the linkages between climate change and other development issues and gender-differentiated impacts		
4.4 Developing local capacity to manage the environment and expand access to energy service delivery	5. Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor	2.1	Comprehensive frameworks and effective action plans for regional environment management developed and implemented in priority districts and provinces with critical environment, natural resource management, and poverty reduction challenges that resulted in improved environmental quality and equitable access to natural resources among the poor, leading to improved local livelihoods.

ANNEX II: Indonesia – Basic Country Data[6]

HDI Ranking	107 out of 177 countries	
HDI Value	0.728	
Population below national poverty line (%)	15.4	
GDP growth (annual %)	6.077% (projected 2008)	
GDP per capita (PPP US$)	3,600	
Total population (millions)	231.6	
Population growth (annual %)	1.3	
Median age of total population (years)	26.5	
Life expectancy at birth (years)	68.6	
Inflation, GDP deflator (annual %)	11.5	
Unemployment (% of total labour force)	10.5	
Income level	Lower-Middle Income	
MDG Progress by Goal and Key Data		
Goal 1: Eradicate Extreme Hunger and Poverty - possible		
Population below national poverty line (%)		15.4
Population living below poverty line ($1/day) (%)		7.5
Goal 2: Achieve universal primary education – highly likely		
Net enrolment ratio in primary education (% both sexes)		95
Pupils starting Grade 1 and reach Grade 5 (% both sexes)		79.5
Goal 3: Promote gender equality and empower women – highly likely		
Gender Parity Index in primary level enrolment (ratio of girls to boys)		1.0
Literacy rates of 15-24 years old (% both sexes)		98.9
Seats held by women in national parliament (%)		11.3
Goal 4: Reduce child mortality – highly likely		
Mortality rate of children under 5 years old (per 1,000 live births)		34
1-year-old children immunized against measles (%)		72
Goal 5: Improve maternal health – insufficient data		
Maternal mortality ratio (per 100,000 births)		307
Goal 6: Combat HIV/AIDS, malaria and other diseases – possible		
People living with HIV, 15-49 yrs old (%)		0.2
Prevalence of tuberculosis (per 100,000 people)		253
Goal 7: Ensure environmental sustainability - possible		
Land area covered by forest (%)		48.8
Carbon dioxide emissions per capita (metric tons)		1.6945
Access to improved drinking water sources (% of total pop.)		80
Goal 8: Develop a global partnership for development - possible		
Internet users (per 100 people)		4.7

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[6] Data from www.mdgmonitor.org or Indonesia MDG Report 2008

Annex III Project-Based Evidence

This Annex contains the summary of information collected from twelve (12) selected projects based on the discretion of each Programme Unit. In selecting the projects, each Unit ensured that the totality of selected projects will meet all six criteria set as below:

1. Contribution to the CP Output
2. Utilizing the comparative strengths of UNDP
3. Contribution to capacity development
4. Importance as a source of knowledge and expertise
5. Contribution to the UN common areas of focus
6. Existence of lessons learned or challenges

Information gathered from individual project enabled evidence based analysis of UNDP contribution, which was again structured around nine (9) key performance dimensions guided by Jakarta Commitments.

Criteria 1. Contribution to the Country Programme Output(s)	Relevant Country Programme Output(s) and Contribution to Its Achievement	Linkage and contribution to (1) MDGs & (2) RPJM (2004-09) and other national priorities	Focus on and contribution to CP output and significance of result	Success factors, strategic breakthroughs, innovations, lessons learned and synergies for the achievement of CP Output
The Indonesian Partnership Fund for HIV/AIDS (HIV/AIDS-IPF)	CP Output: 1.1 Policy support provided to develop localized PRS and HIV/AIDS programmes to realize the MDGs with specific attention to the poorest, women and the vulnerable	(1) YES - IPF supports GoI to achieve MDG 6: Combat HIV/AIDS, Malaria and other diseases as well as the UNGASS goals. (2) YES - IPF supports the National HIV Action Framework 2005-2007 and the costed National Action Plan 2007-2010	YES - IPF is a multi-donor funding mechanism developed to support the coordination mechanism for HIV/AIDS in Indonesia in support of the "Three Ones" principles squarely focusing on the CP output. Strengthened capacity of the AIDS Commissions at national and sub-national level to lead and coordinate the HIV response. At least 150 district AIDS commissions in 32 provinces have been established. It contributed to the increased budget allocated for HIV response from the national/state budget (APBN) from USD 105,423 in 2003 to USD 727,532 in 2007.	One success factor is that it is designed to allow a rapid scale up of the national HIV response. Acceleration of the national response covering 32 provinces and 150 districts. HIV response mainstreamed into national and local development plans and budgets allocation. In line with the principles of harmonization and aid effectiveness, the IPF has facilitated the alignment of other HIV/AIDS programmes in the country (bilateral and multilateral) to the national HIV strategy and action plan
People-Centered Development Programme (PDP)	CP output 1.1.a. Policy support, program and action plan provided to develop and implement localized PRS and Mid-term Development Plan 2010-2014 to realize the MDGs with specific attention to the poorest, women and vulnerable	(1) YES - PDP is linked to the MDGs specifically in stimulating policy dialogue for the formulation of pro-poor and MDG oriented policy formulation (2) YES - PDP contributes to the RPJM mission of "Realising a Prosperous Indonesia" through poverty reduction, rural development, human resource development. National Poverty Reduction Strategy and RPJM in particular to promote the achievement of MDGs target in the poorest area set in 2003, Law No. 21/2001 on the Special Autonomy Status for Papua region and INPRES No.5/ 2007 on the Acceleration of Papua Development. RESPEK	YES - PDP helped in identifying various policies related to poverty reduction and human development, review its framework and support the drafting of more pro-poor ad MDG oriented policy and local regulations which all contribute to Output 1.1.	It covers the geographical areas that becomes UNDP and other UN agencies priority of importance – two of the poorest area and have lowest HDI in the country. Decentralized approach of project management is a breakthrough. PDP focuses on the capacity development of the local institutions to address the development issues and it is designed to be flexible enough to respond to the needs of the local government and CSOs to improve their capacity in tackling the needs of the poor people.
Building and Reinventing Decentralized Governance (BRiDGE)	CP Output 3.1: Contribution on-track. Progress: BRiDGE project established 21 local multi-stakeholder working groups consisting of local community members, government, media, DPRD. A number of 315 persons participated in these 21 working groups.	(1) YES - BRiDGE is linked to the MDGs, especially in health and education. (2) YES - BRiDGE contributes to the RPJM mission of "Realising a Prosperous Indonesia" through increasing access to quality education and health services. BRiDGE aims at strengthening decentralized governance practices and institutions focusing on increased capacity in public service delivery for the achievement of MDGs in line with existing policy framework	YES - implementation of BRiDGE project is focusing to achieve CPAP Output 3.1	Potential synergy with other project/programmes can be accomplished by taking lesson learnt and methodology that BRiDGE implemented in the formulation of new decentralization projects, i.e. PGSP (Provincial Governance Support Programme) and AGI (Art Gold Indonesia) Programme.
Criteria 1. Contribution to the Country Programme Output(s)	Relevant Country Programme Output(s) and Contribution to Its Achievement	Linkage and contribution to (1) MDGs & (2) RPJM (2004-09) and other national priorities	Focus on and contribution to CP output and significance of result	Success factors, strategic breakthroughs, innovations, lessons learned and synergies for the achievement of CP Output

Deepening Democracy	CP Output 3.2: Contribution on track. Progress : UNDP's approach for increasing civic education focused both on the policy and grass-root level targeting youth & school aged children. UNDP supported the Revision of Law of No. 8/85 on Mass Organizations.	(1) YES - the Deepening Democracy Programme contributes to the Millennium Declaration by promoting democracy for the pursuit of peace and development. (2) YES - Deepening Democracy programme addresses the priority areas stated in chapter 15 of the National Mid-Term Development Plan (RPJM) 2005-2009 for the improvement and strengthening of democratic institutions. IDI contributes to the achievement of the national priority of developing democracy as a tool to measure progress or setback in democratic characteristics at provincial level	YES - the Deepening Democracy Programme falls within the broader focus of the output. Most activities can be related to strengthening civic engagement and participation.	DPR and DPD projects are executed by one PMU and one programme cluster which greatly facilitated synchronisation, full alignment and more effective intervention. The areas of intervention in these two projects have been synchronised, and fully aligned, ensuring a more effective intervention.
Legal Empowerment and Assistance for the Disadvantaged (LEAD)	CP Output 3.3. on-track. Progress. Through grant making facility, LEAD project has able to support 23 local NGOs in three targeted provinces (North Maluku, Central Sulawesi and Southeast Sulawesi) in variety issues of legal empowerment as relevant to LEAD thematic areas. At the national level, LEAD Project supports Bappenas in the development of National Strategy of Access to Justice.	(1) YES - LEAD Project activities has been contributed in a large sense to the implementation of goal (1), (2) and (3).These are translated into implementation through 5 (five) thematic areas of LEAD project namely Gender, Land and Natural Resources, Local Governance, Legal Services and Justice Sector Reform. (2) YES - RPJM has included two most important issues in legal reform which become LEAD Project priority. These issues are strengthening legal system and acknowledgement and recognition to human rights principles. LEAD Project also supporting Bappenas in the development Access to Justice Strategy that will be inserted into the next period of RPJM from 2010-2014. LEAD also contributes to the poverty reduction agenda of the country by building capacity of claim holders and duty bearers in the fulfillment of rights to justice.	YES - Strengthening the capacity of both claim holder and duty bearer through informal and formal justice. Squarely focusing on the CP output. LEAD is making critical contribution through national A2J strategy, CSO grants and dispute resolution mechanism.	LEAD and Aceh Justice Project are working in the area of access to justice for poor and disadvantaged group in Indonesia. These projects can learn from each other's operation and substantive capacity ensuring that lessons learned are captured and tried out in different areas of focus

Criteria 1. Contribution to the Country Programme Output(s)	Relevant Country Programme Output(s) and Contribution to Its Achievement	Linkage and contribution to (1) MDGs & (2) RPJM (2004-09) and other national priorities	Focus on and contribution to CP output and significance of result	Success factors, strategic breakthroughs, innovations, lessons learned and synergies for the achievement of CP Output
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Manufacturing) Sector in Indonesia (MP-Manufacturing)	CP Output 2.3: National capacities in adhering to the three Rio conventions, namely UNFCCC, UNDBD and UNCCD, as well as other environment related conventions improved.	(1) YES - the project is directly linked to Millennium Development Goals no.7 (ensure environmental sustainability) and 8 (develop a global partnership for development). (2) YES - it contributes to the RPJM mission of "Realising a Prosperous Indonesia", fourth target of improved quality of environment. With the focus on ODS phase out that contributed to ozone layer protection that is closely linked to national priorities meant to protect human health and ensure environmental sustainability.	YES - the project clearly focuses on the relevant CP output and by the end of its implementation, the project will be able to eliminate the use of several ozone depleting substances (ODS) by focusing on technical assistance, new technology application, and capacity building in manufacturing sector.	The project demonstrated result-based approach that significantly contributed to CO outputs through "SMART" definition, monitoring and evaluation of project outputs, namely tonnage of ODS phase out and transfer of ODS technologies to a specific manufacturing sub-sector. This also contributed substantially to the outputs and achievements of the National Ozone Unit under the ministry of Environment. This has resulted in over 6,000 ODS tones phase-out and over 100 manufacturers adopted the new technologies.
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Servicing) Sector in Indonesia (MP-Servicing)	CP Output 2.3: National capacities in adhering to the three Rio conventions, namely UNFCCC, UNDBD and UNCCD, as well as other environment related conventions improved.	(1) YES - the project is directly linked to Millennium Development Goals no.7 (ensure environmental sustainability) and 8 (develop a global partnership for development). (2) YES - it contributes to the RPJM mission of "Realising a Prosperous Indonesia", fourth target of improved quality of environment. With the focus on ODS phase out that contributed to ozone layer protection that is closely linked to national priorities meant to protect human health and ensure environmental sustainability.	YES - the project clearly focuses on the relevant CP output and by the end of its implementation, the project will be able to eliminate the use of several ozone depleting substances (ODS) focusing on retrofitting and capacity building in servicing sector.	The project has reached out to the broader stakeholders involving the smallholders including women in the servicing sector in achieving results, namely raised their awareness on ODS and trained in retrofitting techniques. This was done successfully partly due to "SMART" definition, monitoring and evaluation of project outputs, and significant time and resources were invested in developing the criteria, and process of identification of potential stakeholders in the servicing sector that are scattered across Indonesia. This has contributed ODS phase out as outlined above and technicians from more than 500 workshops were trained.
IDS/SEV/41/INS/159 - Extension of Institutional Strengthening: Phase 4 (MP-IS IV)	CP Output 2.3: National capacities in adhering to the three Rio conventions, namely UNFCCC, UNDBD and UNCCD, as well as other environment related conventions improved.	(1) YES - the project is directly linked to Millennium Development Goals no.7 (ensure environmental sustainability) and 8 (develop a global partnership for development). (2) YES - it contributes to the RPJM mission of "Realising a Prosperous Indonesia", fourth target of improved quality of environment. With the focus on ODS phase out that contributed to ozone layer protection that is closely linked to national priorities meant to protect human health and ensure environmental sustainability.	YES - the project clearly focuses on the relevant CP output and by the end of its implementation, the project will be able to eliminate the use of several ozone depleting substances (ODS) focusing on policy development and adoption, and capacity building, especially focusing on the institutions, namely MOE, Dep. of Trade, Customs, Min of Industry, BPS and Local Governments.	The project strengthened the institutional capacity of the National Ozon Unit of MoE, Customs, Dep of Trade, Min of Industry, BPS and Local Governments, and supported the formulation and implementation of regulations on ODS control at the national level and was able to translate them down to local regulation adapting it to local needs in all provinces. As a result all local government officials in 33 provinces have been capacitated and national regulations on ODS have been adopted.

Criteria 1. Contribution to the Country Programme Output(s)	Relevant Country Programme Output(s) and Contribution to Its Achievement	Linkage and contribution to (1) MDGs & (2) RPJM (2004-09) and other national priorities	Focus on and contribution to CP output and significance of result	Success factors, strategic breakthroughs, innovations, lessons learned and synergies for the achievement of CP Output
Peace through Development Programme (PTD)	CP Output 4.1. Contribution on track. The Conflict Management Legislation Draft has been completed. 255 women were trained in a conflict resolution (cumulative from 2007, including 105 by mid 2008) (etc.)	(1) YES - contribution to MDGs through 1) Peace, 2) Development and eradication of poverty, 3) Human rights, democracy and good governance and 4) protecting the vulnerable thus addressing goal 1 and enabling environment of peace and good governance. (2) YES - all PTD activities are planned to support the achievement of the RPJM (2005-2009), which is to create Indonesia, which is safe and peaceful.	YES - PTD is making critical and clear contribution to the CP output through Law on Conflict Management / support for musrenbang process / conflict sensitive planning and budgeting / gender work	Aceh Waste Management Program helped activities in Ambon.
Early Recovery Assistance Programme for Yogyakarta and Central Java (ERA)	CP output 4.1. Contribution on track. ERA supports on study for DM ancillary regulations, formulation of local action plans for DRR in several localities, disaster information management for Merapi volcano, formulation of risk sensitive local economic development, and the development of model resilient villages.	(1) YES - ERA contributes to the goals on poverty reduction and gender. (2) YES - in general, the post-disaster works done by ERA are in-line with the national development priorities (RKP 2007 and RKP 2008), particularly with the national government's efforts to alleviate poverty.	YES - it could be considered that the project is within the focus of the output's broader emphasis, i.e. enhancing the capacity of the government and the civil society in order that they are able to design and implement crisis sensitive development, which in turn will reduce the vulnerability of communities in the target areas.	ERA currently collaborates with SC-DRR on piloting several initiatives related to the DRR policy framework and community-based DRR. There is a potential to build synergy particularly with MDG-related projects, especially towards reducing vulnerability of the poor people to disaster.
Tsunami Recovery Waste Management Project (TWRMP)	CP Output 5.3 Contribution on-track. Progress in various areas in waste management, capacity development, employment creation, etc.	(1) YES - contribution to MDGs through goal 1 by eradication of poverty; goal 7 by ensuring environmental sustainability and goal 8 by developing partnership with local government to promote good governance (2) YES - it contributes to the RPJM mission of 'Plan to Rehabilitate and Reconstruct Aceh and North Sumatra'	YES - it focuses on CP output (5.1) on Recovery of livelyhoods and economic infrastructure in target areas.	Not available
Technical Support for Badan Rehabilitasi dan Rekonstruksi (BRR) NAD-Nias Project (BRR-TS)	CP Output 5.4. Contribution on-track. Enhanced operational capacity of the BRR to achieve its mandate in a timely, efficient and transparent manner	(1) There is no clear link to the MDGs established in the project document, nor is any indicator used for monitoring purposes. (2) YES - The BRR was set up as a response to the tsunami catastrophe in December 2004. The BRR was tasked with 1. Coordination of all donor support to Aceh and 2. With implementing the master plan, drafted by the GoI in early 2005, through both APBM funds and donor funds. The project provided demand driven technical assistance to BRR.	YES - it focuses on CP output (5.3) on Government and civil society able to design and implement sustainable development policies demonstrating principles of good governance and it has a visible contribution to BRR by providing critical supports in technical capacity in recovery coordination and implementation.	BRR-TA supported the formulation and initiation of AGTP, which will support BRR hand-over to local government.
Other source of information		(2) Providing inputs to the National DRR Strategy		

Criteria 2.

Criteria 2. Utilizing the Comparative Strengths of UNDP	Alignment with Strategic Plan (SP, UNDP corporate areas of focus)	1. Contribution to the linkage between policy and practice / 2. Advocacy and policy dialogue	1. Achieved or potential for replication or upscaling / 2. Catalytic role in partnership building	1. Advancing gender equality / 2. Advancing human rights based approach	Advancing South-South Cooperation	Other cross-cutting values / Establishing synergies and cross-linkages / other comparative advantages
The Indonesian Partnership Fund for HIV/AIDS (HIV/AIDS-IPF)	SP key result area: Mitigating the impact of HIV/AIDS on human development SP outcome: Reaching the MDG target of halting and reversing the spread of HIV/AIDS, Mainstreaming HIV priorities into national planning processes and poverty reduction strategies is critical to ensuring implementation of effective multi-sector action to mitigate the impact of HIV/AIDS on sectors, communities and households	1. YES - IPF supported the formulation of a Presidential Regulation to establish a new National AIDS Commission which included for the first time, civil society organizations and people living with HIV. 2. YES - IPF supports development of government regulation such as: Regulation no 2 (2007) on HIV prevention through Harm Reduction Programme among IDUs; Minister of Home Affairs' regulation no 20 (2007) on the Sub-National AIDS Commission.	1. YES - IPF has supported the decentralized HIV response trialed in 100 districts and this can be further expanded. Districts and provinces have provided counterpart budget to the IPF – thus ensuring the sustainability of the response. 2. YES - IPF has strengthened the collaboration between the key HIV stakeholders in Indonesia; especially the relationship between Government, national and international NGOs, CSOs, people living with HIV, UN agencies and development partners.	1. YES - IPF supports development of National HIV Strategy for Women and Children & Adolescents; Training on "basic gender perspective" to improve knowledge and skills of participants to perform a needs assessment of female IDU in accessing Harm Reduction services. 2. YES - IPF work with the Indonesian PLHIV Network to ensure that their vision and mission is achieved and strengthen their capacity in advocating for and protecting their rights.	YES - IPF and UN Joint Action Programme collaborates very closely with the UNDP Regional Center in Colombo and the HIV focal points in the Asia Pacific region through sharing lessons learned, tools and instruments and technical expertise – such as requesting TA for the decentralized HIV response and socio economic study impact and supporting the Asia Pacific Network of positive people (APN+) to share their experience on developing +ve networks and ensuring GIPA in all aspects of the programme.	YES - IPF has promoted HIV activities in other areas of UNDP such as governance (human rights, access to justice, parliamentary support) as well as conflict prevention and recovery (in the areas of HIV in humanitarian work and the tsunami aftermath to ensure blood safety and universal precautions are upheld). It also has incorporated HIV into other thematic areas such as gender, youth and linking to poverty alleviation.
People-Centered Development Programme (PDP)	SP key result area: Promoting inclusive growth, gender equality and achievement of the MDGs SP outcome: formulating, implementing and monitoring MDG-based national development strategies centred on inclusive growth and gender equality.	1. YES - PDP supported the realization of Papua Governor vision and ideas for community development (RESPEK) by preparing the required guidelines and operational procedures. 2. YES - PDP promotes research base dialogue on policy issue and facilitates the link between decision makers and the civil society groups that work directly with community. PDP has published the report of employment policy review and use it as basis for policy dialogue with the provincial work force agency.	1. YES - PDP started in 8 Districts within the two provinces and there has been requests from several other Districts outside of target areas in Papua province to also include their area as the project sites. 2. YES - PDP contributed significantly to the partnership among government institutions in the national and regional level and between government and civil society to ensure the achievement of higher-level results.	1. YES - with support from Gender Mainstreaming initiatives Papua has been selected as pilot for mainstreaming gender into development policies and programmes under facilitation of Ministry of Women Empowerment. Gender Assessment is done. 2. YES - PDP programme design and objectives have reflected the human rights based approaches, particularly with its focus on local populations in rural areas, which in practice prioritizes indigenous people and the most vulnerable groups.	Not available	YES - initial discussion has been conducted with Crisis Prevention and Recovery Unit also with Environment and Governance Units for possible collaboration in addressing Papua development issues. PDP could contribute to the achievement of higher level outputs thanks to UNDP's key role in influencing development actors in the national level and also facilitating stronger linkage with global resources to tap expertise with international standard to support the capacity development efforts, policy support, advocacy and campaigning.
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Building and Reinventing Decentralized Governance (BRIDGE)	SP key result area: Strengthening accountable and responsive governing institutions at national, regional and local decentralized levels that reflect and serve the needs, priorities, and interests of all people, including women, the poor, youth, and minorities. SP outcome: National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services.	1. YES - BRIDGE initiated policy formulation at district and provincial level to replicate the establishment of working groups and to institutionalise the initiatives on 'school based management' and 'area monitoring health system'. 2. YES - BRIDGE has facilitated a Study on Proliferation of Region that was launched in Palu and Kupang through seminars participated by academics, government, civil society and media. It will establish a Policy Unit to respond to the needs for policy recommendations based on solid analyses. Provincial HDR and HDI will inform regional development discourse by providing insights on regional development issues.	1. YES - plans for replication have been developed by participating local governments and the initiative to scale up the project at district and provincial level was undertaken without full facilitation from the project. 2. YES - BRIDGE multi-stakeholders forums and various other activities (focus group discussions and workshops), which were carried out at the community, local as well as provincial levels, have become an effective means for sharing information, initiating dialogues as well as empowering local stakeholders to participate in the processes of making decisions that affect their interests (especially in maintaining their health and children's education).	1. YES - the membership of multi-stakeholder forums in health centers and schools in five pilot provinces was 50% women.	Not available	Not available

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Deepening Democracy	SP key result area: Fostering inclusive participation. SP outcome: Civic engagement, through civil society organizations, voluntary associations, trade unions, political parties, and private sector organizations, enables all people to influence public policy processes and to hold government to account.	1. YES - DD supported policy development and policy advocacy as well as implementation of newly adopted laws and policies. The programme provided support in the analysis of the recently-approved Election Law on Legislative Election (to vote for the members of House of Representatives (DPR), Council of Regional Representatives (DPD) and Regional House of Representatives (DPR-D). 2. YES - Pilkada Study, Voter Education Assessment and Indonesia Democracy Index have contributed to advocacy and policy dialog.	1. YES - Once the methodology is fully developed and tried, IDI will be replicated by Bappenas / BPS with government budget in the subsequent years. 2. YES - Deepening Democracy Programme has established partnerships with government and donor agencies. Election programme contributed to government's coordination mechanism for donor assistance, which is adopted as a model for Bappenas' multi-donor initiatives	1. YES - Deepening Democracy Programme has primarily focused on the cross-cutting issue of gender. DPR/DPD projects supported advocacy for female quota of 30% seats in the parliaments.	Not available	Not available
Legal Empowerment and Assistance for the Disadvantaged (LEAD)	SP Key Result Area: Strengthening responsive governing institutions: strengthening accountable and responsive governing institutions at national, regional and local decentralized levels that reflect and serve the needs, priorities, and interests of all people, including women, the poor, youth and minorities. SP Corporate Outcome: Effective, responsive, accessible and fair justice systems to promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups	1. YES - LEAD influenced government policy on A2J in both national as well as provincial level through the development of A2J component of RPJM through support on the establishment of A2J working group consisting of NGO, CSO, Academia and Government and a series of consultative meetings with local stakeholders. 2. YES - the National Access to Justice Strategy is expected to be able influenced future policy of the government as critical input to the next medium term development plan (RPJM)	1. YES - LEAD has a potential for scaling up and replication to other provinces once the activities in the current target areas are completed, approaches are consolidated and evaluated for impact to ensure successful scaling up. 2. YES - LEAD is contributing to establishing dialogues between civil society organizations working on A2J issues and government both at local and national level. It is also facilitating a multi-stakeholder working group to develop the national A2J strategy through extensive consultation process ensuring that government builds the capacity to lead such partnership.	1. YES - LEAD project has included gender as one of the key thematic areas and consciously formed gender balanced joint working group for National A2J Strategy. 2. YES - LEAD is designed according to the Human Rights based approach. In the implementation of activities LEAD project has focusing its activities to be consistent with the relevant International Convention of Human Rights such as Convention of the Elimination of All Forms of Discrimination Against Women (CEDAW), International Convention of Civil and Political Rights (ICCPR) and International Convention of Economical and Social Rights (ICESR).	Not available	Not available

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Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Manufacturing) Sector in Indonesia (MP-Manufacturing)	SP key result area: Mainstreaming environment and energy SP outcome: support the combating land degradation and desertification; water governance and resource management; biodiversity and ecosystem services for development; chemical management; and energy service delivery.	1). Yes. The project has successfully facilitated the Ozon Unit of the MoF (GoI) to translate and applied the Montreal Protocol requirements for ODS phase out through the formulation, adoption and implementation of relevant regulations at the national level and what is more, they are also adapted into local regulations in a number of provinces adjusting it even better to the local needs and circumstances 2). The contribution that UNDP bring to the project is in catalysing policy dialogues and advocacy at the national and global taking advantage of UNDP network. In the later UNDP regularly facilitate the close communication between GoI and the Executive Board of Montreal Protocol.	1. YES - nationally MP shown tremendous potentials for replication with the successful adoption of the ODS regulations by a number of local governments and many more will follow. Further replication potentials exist in the new market that have been created by the availability of non ODS substitutes and after sales support. 2. YES - the project has facilitated global (ExCom, OEWG) and regional networks (SEAP Network on ODS Officers), to get closer to the national stakeholders which made up of the regulatory institutions, private companies, market players, thousands of professionals and skilled workers in the sectors advocating for ODS substitutes and connecting Indonesia to support knowledge, experience and resources.	1. the project has been implemented without neglecting the importance of gender. ODS and its risks are to threat both men and women. In fact, a number of women's groups have benefited directly from the campaigns and training provided by the project. 2. YES - project has indeed strengthened human rights to good and healthy environment condition. The project ensures human to have supportive living condition wherever they live.	Yes - Taking advantage of UNDP's global and regional networks, the project has successfully facilitated to tap into the regional expertise and knowledge on ODS technologies. It has also been supported in facilitating the involvement of Indonesian National Ozone Unit to participate in South East and Pacific Islands network and South-South Cooperation.	YES - Most importantly it has contributed to Indonesia's proactive effort in promoting ozone layer protection that has an overarching implication to good governance, address risks which have negative impacts to human health, strengthen the awareness of the level of communities' knowledge on ODS, ODP and GWP which are critical in Indonesia's effort to tackle climate change.

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Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Servicing) Sector in Indonesia (MP-Servicing)	SP key result area: Mainstreaming environment and energy SP outcome: support the combating land degradation and desertification; water governance and resource management; biodiversity and ecosystem services for development; chemical management; and energy service delivery.	1). Yes. The project has successfully facilitated the Ozon Unit of the MoF (GoI) to translate and applied the Montreal Protocol requirements for ODS phase out through the formulation, adoption and implementation of relevant regulations at the national level and what is more, they are also adapted into local regulations in a number of provinces adjusting it even better to the local needs and circumstances 2). The contribution that UNDP bring to the project is in catalysing policy dialogues and advocacy at the national and global taking advantage of UNDP network. In the later UNDP regularly facilitate the close communication between GoI and the Executive Board of Montreal Protocol.	1. YES - nationally MP shown tremendous potentials for replication with the successful adoption of the ODS regulations by a number of local governments and many more will follow. Further replication potentials exist in the new market that have been created by the availability of non ODS substitutes and after sales support. 2. YES - the project has facilitated global (ExCom, OEWG) and regional networks (SEAP Network on ODS Officers), to get closer to the national stakeholders which made up of the regulatory institutions, private companies, market players, thousands of professionals and skilled workers in the sectors advocating for ODS substitutes and connecting Indonesia to support knowledge, experience and resources.	1. the project has been implemented without neglecting the importance of gender. ODS and its risks are to threat both men and women. In fact, a number of women's groups have benefited directly from the campaigns and training provided by the project. 2. YES - project has indeed strengthened human rights to good and healthy environment condition. The project ensures human to have supportive living condition wherever they live.	YES - technicians from South East Asian countries have been facilitated to undertake exchange programme to share their experience and expertise. For instance: a technician from the Philippines was able to share his knowledge to others in a workshop/ training.	YES- (1) Technicians in Indonesia have been exposed to international knowledge on ozone protection and ozone depleting substances. (2) They also have access to be involve in reducing and phasing out ODS in compliance with global treaty, (3) Knowledge gained in Indonesia is similar knowledge being shared in other countries.

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	SP key result area: Mainstreaming environment and energy. SP outcome: support the combating land degradation and desertification; water governance and resource management; biodiversity and ecosystem services for development; chemical management; and energy service delivery.	1. YES - at regulatory level where MOE through NOU has successfully the provision of MP into national policy instruments through the support of ExCom. 2. The above was the result of intense advocacy and dialogues at the international and national levels. Notes: - documents on the decisions being made by Executive Committee of Montreal Protocol have been compiled in the website of Multilateral Fund for the Implementation of the Montreal Protocol <http://www.multilateralfund.org/>. In Indonesia, the compilation of documents/regulations have been published in <http://ozon.menlh.go.id/>	1. YES - nationally MP shown tremendous potentials for replication with the successful adoption of the ODS regulations by a number of local governments and many more will follow. Further replication potentials exist in the new market that have been created by the availability of non ODS substitutes and after sales support. 2. YES - the project has facilitated global (ExCom, OEWG) and regional networks (SEAP Network on ODS Officers), to get closer to the national stakeholders which made up of the regulatory institutions, private companies, market players, thousands of professionals and skilled workers in the sectors advocating for ODS substitutes and connecting Indonesia to support knowledge, experience and resources.	1. the project has been implemented without neglecting the importance of gender. ODS and its risks are to threat both men and women. In fact, a number of women's groups have benefited directly from the campaigns and training provided by the project. 2. YES - project has indeed strengthened human rights to good and healthy environment condition. The project ensures human to have supportive living condition wherever they live.	YES - government officers have been facilitated to gain knowledge in international and regional networks, and South-South Cooperation.	YES- the capacity of officials on the knowledge on ODS and ozone protection layer is similar to others worldwide

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Peace through Development Programme (PTD)	SP key result area: enhancing conflict and disaster risk management capabilities, strengthening post-crisis governance functions for recovery and restoring the foundations for development at local level. SP outcome: reducing vulnerability to crisis, mainstreaming conflict prevention strategy through facilitation and advocacy of policy as well as empowering the development planning process .	1. YES - PTD program supported policy formulation that is conflict sensitive at national and local level. The formulation of the Law on Conflict Management was based on inputs from NGOs, academicians, practitioners, etc. 2. YES - PTD successfully contributed to the emergence of policies in the national and local levels that can be made as a reference for the people in managing the development process.	1. YES - in all target areas of PTD, the regional government suggests expansion of coverage to other areas (districts, sub-districts or other villages). Provincial Government has also shown a desire to replicate the PTD program to other areas using government fund. 2. YES - the partnership between UNDP and the governments, the national government and the sub-national governments, as well as between the local government and the local people, brings a very significant impact on the output achievement of PTD. Several impacts that arise due to this partnership model can be seen from the emergence of the dialog forum of multi-stakeholders, which is a representation of a public control on the development, a change of the planning system that adopts the sensitivity of the conflict in its mechanism and there is a strong effort from the sub-national government to replicate the concept of PTD program to other areas in their respective authorities.	1. YES - PTD program conducted trainings and workshops to improve the capacity of women leadership and developed the Gender Mainstreaming Module in the conflict / post conflict context. PTD also makes an effort of facilitating and advocating the involvement of women in various activities as well as involving women in the process of development decision making. It also facilitated gender sensitive livelihood re-generation, conducted a study on economic recovery for women in post-conflict situation and promoted the law on domestic violence at local level . 2. YES - at activity level, PTD certainly makes an effort to conduct an intervention in the form of facilitation or advocacy of various cases of Human Rights, which are specific in the context of post conflict areas (for example, land rights, basic education and basic services, etc.)	Not available	YES - the involvement of the key development actors as the driver / owner of the project. The creation of the Program Committee in the provincial and district level, which has members from representatives of various elements and are selected democratically, is the reflection of the PTD's effort in supporting the transparency, participation and accountability.

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Early Recovery Assistance Programme for Yogyakarta and Central Java (ERA)	SP key result area: Restoring the foundations for local development, Ensuring improved governance functions post crisisSP outcome: assist national governments with recovery planning as requested, by setting up aid coordination mechanisms and helping expand and strengthen the capacities of local administrations to manage the often overwhelming recovery process effectively	1. YES - ERA is piloting local economic development initiatives that are directly linked to the middle-term development plan of the Bantul District. 2. YES - ERA advocated for the inclusion of pro-poor and risk sensitive local economic development consideration in one district's medium term development plan and also promoted policy dialogue among the multi-stakeholders in developing local action plans for DRR as part of the effort in building the capacity of the local governments in disaster management.	1. YES - Local Economic Development initiatives developed by ERA could be extended to cover wider areas and its Model Resilient Village initiative could be scaled up to wider areas. The Merapi forum could also become a model for an integrated geographical hazard-based development programme. 2. YES - ERA project developed the Merapi forum as a vehicle for integrated geographical hazard-based development.	1. YES - ERA mainstreamed gender into the revised middle-term development plan of one target district, and in every DRR orientation session gender analysis has also been incorporated. 2. YES - in developing its project interventions, ERA in general employs right-based approach.	Not available	YES - ERA project has strategically positioned to bridge the interests of the local and international NGOs with the government. The project has also been able to link the interests of the local governments to the national government, especially related to the DRR aspect.
Tsunami Recovery Waste Management Project (TWRMP)	SP key result area: Restoring the foundations for local development SP outcome: Sustainable recovery in post-conflict and natural disaster settings requires the restoration of security and a revival of the local economy.	1. YES - the project contributes to restoration / or creation of livelihoods in waste management in new districts based on performance of livelihoods programme.	Not available	Not available	Not available	Not available

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Technical Support for Badan Rehabilitasi dan Rekonstruksi (BRR) NAD-Nias Project (BRR-TS)	SP key result area: Restoring the foundations for local development, Ensuring improved governance functions post crisis, Enhancing conflict prevention and disaster risk management capabilities SP outcome: Post-disaster governance capacity strengthened, including measures to ensure the reduction of future vulnerabilities	1. YES - the integrity work and systems were designed taking international best practices into account, adapted to the local context and put in place without fail for the whole of BRR. Strategic policy level advice has resulted in two practical publications being widely disseminated. 2. YES - the project produces policy briefs to inform policy dialogue. One example is Policy Brief 1: THE DECLINE IN NATURAL RESOURCES IN ACEH AND ITS IMPLICATIONS, June 2008, Strategic Asia (Legal team)	1. YES - the experiences from BRR can be replicated for other countries or regions that are affected by and recovering from a major natural disaster or conflict.	1. YES - gender sensitive programming and reporting has been introduced in Phase II in line with CPRU's efforts to promote engendered programmatic interventions. Through BRR, joint land title between wife and husband become legally possible. 2. YES - Human Rights Based Approach is applied consistently in the project design and implementation.	BRR was only to a very limited extent interested in pursuing South-South options in the past. Within the last year, the interest has become bigger, especially since the Governor of NAD is interested in exploring S-S options.	YES - UNDP capacity to deliver the ERTR Programme in efficient manner at the wake of the Indian Ocean Tsunami paved the way for the TA to BRR project. The government trusts UNDP to implement in a transparent and accountable way, while keeping the urgency of the mandate into account.
Other source of information		There are many other examples of advocacy and policy dialogue support: • Climate Change agenda through the publication of "The Other Half of Climate Change: Why Indonesia Must Adapt to Protect Its Poorest People" leading to the development of the National Action Plan on CC. • HDR and MDG reports for advocating sustainable human development and MDGs as overarching theme of UNDP intervention	2. Other examples include • Private sector partnership through Global Compact, Growing Sustainable Business, various private companies • Strategic and extensive partnership with CSOs through LEAD, PTD, PDP, IPF, BRiDGE, etc.	1. Other examples include • Support for development and implementation of the National Action Plan for Gender Mainstreaming with national indicators for measurement and capacity development support by Ministry of Women's Empowerment. • Three provinces and five districts allocated local budget for GM. • SCDRR conducted gender sensitive baseline study	• ART GOLD Indonesia to facilitates cooperation between municipalities in Indonesia and Europe. An exchange programme between Sri Lanka's South Province and Gorontalo has been conducted to share experiences in decentralization, service delivery and to identify areas for future collaboration • Development of the Jakarta Commitment was enriched from ad hoc exchanges with Bangladesh, Cambodia, Lao PDR and Papua New Guinea.	

Criteria 3. Contribution to Capacity Development	Contribution towards issue of institutional arrangements	Contribution towards addressing the issue of leadership	Contribution towards the issue of knowledge building	Contribution towards accountability and voice mechanism	Contribution towards enhancing substantive capacity	Contribution towards enhancing functional capacities
The Indonesian Partnership Fund for HIV/AIDS (HIV/AIDS-IPF)	YES - Stronger coordination and operational capacity of national and local AIDS commissions in implementation of "three ones" principles	YES - stronger national leadership at NAC, sectors and at decentralized levels. strengthening leadership within CS and PLWH	YES - Research on HIV and AIDS issues, development of nat'l guidelines on HIV testing & treatment, and targeted trainings	YES - strengthening national and local capacity in financial management, developing a conflict of interest policy & complaints mechanisms	YES - The IPF's main area is to support the country in responding to HIV AIDS epidemic.	YES - supporting NAC's coordination with key ministries in ensuring proper planning and budgeting for HIV programme at local level. 22 provinces and 81 districts have local budgets allocated for HIV response.
People-Centered Development Programme (PDP)	YES - The project lays strong emphasis on the strengthening of the local government institutions and coordination mechanisms including multistakeholders to assume their tasks more responsibly and in responding to the needs of the poor people in the region.	PDP gives ample opportunity for implementing partners in the provincial and district level to support the efforts for strengthening the leadership capacity of key government leaders, particularly in the regional planning unit and rural development body.	YES - Papua Need Assessment to inform the national action plan for accelerating Papua development. Establishment of community resource center in the district level that would help the community to gain more knowledge and technical expertise on issues relevant to the improvement of their living condition.	Yes - Local audit body/inspectorate agency are trained to ensure accountability measures applied in the implementation of development programmes and financing.	YES - PDP supported provincial actors in gaining insight of key development issues through MDG status report as analysis of investment policy and employment for their understanding of the issues.	YES - PDP provides support to strengthen the capacity of government institutions as implementing partners in coordinating development partners and national programmes to support regional development agenda.
Building and Reinventing Decentralized Governance (BRiDGE)	Yes - BRiDGE project support local governance reform through demonstration of multistakeholder process in public service delivery	Yes - capacity development in the district and provincial level has improved the leadership of local offices (Dinas) and Bappenda in implementing their functions in formulating program and budget based on real needs/demands from the fields.	YES - Trainings provided for medical workers; for teachers on local curriculum; and for local facilitators to improve their job knowledge and skills. At national level, BRiDGE also provided research on proliferation of region for informed policy dialogue	YES - Establishment of multi-stakeholder working group to enable public opinions, feed back, and citizen watch towards public service delivery in community health centers and elementary schools.	YES - Supported local governments and communities to actively participate in the implementation of govt. programs such as school-based management, local curriculum, school operation fund, and area-based health monitoring system.	YES - BRiDGE's 21 multistakeholder working groups established the culture of involvement among the people or institutions in the processes of decision making, implementation, M&E and feedback in health or education sectors
Deepening Democracy	YES - institutional arrangements of between the DPR and DPD better clarified, and internal working mechanisms of parliaments has been improved.	YES - the program approach led to a national programme coordinator facilitating inter-ministry dialogues on different dimensions of democratic development. Specific activities for leadership capacity of individuals include (1) the Leadership Training Academy for young students nationwide and (2) the development of the women parliamentarian network.	YES - Training modules for civic education used by national institutions and schools. IDI contributes to new knowledge on methodologies for indicator development for Government agencies and partners.	YES - Strengthening the DPR and the DPD as accountable and transparent governing institutions and responsive legislative bodies.	YES - through knowledge products such as pilkada study, voter education assessment, etc. and IDI process contributing to better understanding of issues and options for future among government, academia, civil society and general public.	Yes - individual and institutional capacities built at implementing partners for programme and project management, procurement and financial management to produce outputs effectively and efficiently.

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Legal Empowerment and Assistance for the Disadvantaged (LEAD)	Yes, LEAD Project supports the inclusion of access to justice strategy in the national development mid term regulation. LEAD also supporting the socialization of Chief Supreme Court decree on judicial transparency (SK KMA No. 144)	YES - LEAD became a vehicle for Bappenas in leading and coordinating the development of national strategy for access to justice through multi-extensive and unprecedented stakeholder consultation	YES - Support for the national access to justice strategy, Access to Justice assessment in 5 provinces that informs the status of A2J issues in Indonesia and steps to address them.	YES - LEAD grant activities help the claim holders voice out their concern on access to justice issue in their respective area. LEAD in collaboration with local CSOs will also establish a number of public complaint centre for issues relating to access to justice.	YES - Support for developing the national access to justice strategy and strengthening the capacity of local CSOs/NGOs in substantive knowledge of access to justice issues particularly relating to legal empowerment.	YES - Strengthen the role of civil society in the national development through the implementation of the five functional capacities. Supports are given in form of training and technical assistance to CSOs in planning, budgeting, operational management, organization strategy, M&E and financial reporting.
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Manufacturing) Sector in Indonesia	Yes- the project facilitated Indonesia in establishing the institutional arrangement necessary for the implementation of the ODS phase out policy as mandated by the Montreal Protocol and to form a formal engagement with the Executive Board of MP.	YES - Stronger leadership of the National Ozon Unit (NOU) of MOE in coordinating the implementation of ODS phase out policy with relevant institutions and regulatory bodies in comprehensively addressing the issues of ODS which require cross sectoral coordination.	YES - knowledge building has been developed and established through (1) UNDP networks at global and regional level (2) the presence of technical experts based in regional and headquarter offices, (3) Various training, workshops, dissemination, and promotion on ODS, skin cancer as the impacts of Ozone Layer depleting problems for stakeholders in manufacturing sector, (4) growing knowledge network that is shared among various associations of refrigerant importers, distributors and traders.	YES - the existence of the technical manual has made the handling of ODS more transparent and standardized thus, less prone to deviations. It also makes the ODS policy easier to enforce.	YES - the project has contributed to national capacity, namely the industry, market, and practitioners to apply new ODS technologies	YES - in particular from the regulatory side, in that the cross institutional coordination mechanism for regulating and handling ODS is clear from the national level and in some provinces through the local governments
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Servicing) Sector in Indonesia	Yes- the project facilitated Indonesia in establishing the institutional arrangement necessary for the implementation of the ODS phase out policy as mandated by the Montreal Protocol and to form a formal engagement with the Executive Board of MP.	YES - Stronger leadership of the National Ozon Unit (NOU) of MOE in coordinating the implementation of ODS phase out policy with relevant institutions and regulatory bodies in comprehensively addressing the issues of ODS which require cross sectoral coordination.	YES - similar to above with the difference on the participants, i.e. stakeholders on servicing sector.	YES - the existence of the technical manual has made the handling of ODS more transparent and standardized thus, less prone to deviations. It also makes the ODS policy easier to enforce.	YES - the project has contributed to the capacity of technicians across Indonesia to retrofit ODS equipments, maintain them giving the consumers assurance to go for non ODS products, recycle and destruct them when necessary.	YES - in particular from the regulatory side, in that the cross institutional coordination mechanism for regulating and handling ODS is clear from the national level and in some provinces through the local governments

Criteria 3. Contribution to Capacity Development	Contribution towards issue of institutional arrangements	Contribution towards addressing the issue of leadership	Contribution towards the issue of knowledge building	Contribution towards accountability and voice mechanism	Contribution towards enhancing substantive capacity	Contribution towards enhancing functional capacities
IDS/SEV/41/INS/159 - Extension of Institutional Strengthening: Phase 4	YES - Strengthened the effective function of the Ozon Protection Unit of MoE in coordinating the implementation of the ODS phase out policy with other relevant institutions namely Min of Industry, Customs, and Local Governments	YES - the leadership of National Ozon Unit grew stronger when receiving support from of relevant technical, regulatory and legal institutions, making the ODS policy implementation more effective. This is evidenced by the adoption of ODS policies and its effective implementation in all provinces.	YES - knowledge sharing is growing among the institutions and regulatory bodies on ODS policies and its policy instruments. This is further enriched with officials to other countries in the region.	YES - the project has contributed to the practice of good governance in that normative policy were translated further to policy instruments that are applicable across sectors and also adopted into local regulations making it accommodative toward local needs and aspirations.	YES - raised institutional awareness among relevant authorities on handling, importation, distribution and use of ODS.	YES -The leadership of National Ozone Unit of MoE is much strengthened in coordinating cross institutional/ cross sectoral exercise of the ODS phase out policy.
Peace through Development Programme (PTD)	YES - PTD contributed to advocacy and facilitation of legal instruments on conflict sensitivity and local people's economic institutions	YES - development of women leadership in peace building	YES - conflict sensitive planning concept to inform local planning process, academic paper on law of conflict management to contribute to the draft bill and gender mainstreaming concept in the context of conflict and post-conflict to explore the role of women in conflict situation.	YES - PTD supported local planning process strengthened transparency and public accountability in local planning and budgeting.	YES - Conflict sensitive planning (CSP) and gender mainstreaming in conflict & post-conflict concepts .	YES - PTD supported engagement of stakeholders from village to district level in planning and public control activities.
Early Recovery Assistance Programme for Yogyakarta and Central Java (ERA)	YES - local government capacity strengthened in developing risk sensitive enabling environment and building knowledge related to DRR and disaster management and mainstreaming DRR into local development plans.	YES - Supporting local government in addressing issues through multi-stakeholder engagement.	Yes, the project provide support knowledge building through seminar, workshops, training and other capacity building initiatives on DRR and DM	Not available	YES - Mainstreaming disaster risk reduction into development through public outreach for awareness raising among the general public and several specific stakeholders	For limited extent ERA help stakeholders asses the situation and define vision and mandate.
Tsunami Recovery Waste Management Project (TWRMP)	YES - Supporting local government in capacity to complete the development of sustainable municipal waste management systems and expand the geographic coverage to other districts in NAD.	Not available	Not available	Not available	Not available	Not available

| | Tsu Wast Pro | coverage to other districts in NAD. | | | | | |

Contribution to Capacity Development	Contribution towards issue of institutional arrangements	Contribution towards addressing the issue of leadership	Contribution towards the issue of knowledge building	Contribution towards accountability and voice mechanism	Contribution towards enhancing substantive capacity	Contribution towards enhancing functional capacities
Technical Support for Badan Rehabilitasi dan Rekonstruksi (BRR) NAD-Nias Project (BRR-TS)	YES - Supporting reorganization of the BRR and creation of the Office of the Chief Operating Officer through high level advisory support, partly in cooperation with UNOPS.	YES - Providing supplementary leadership capabilities to BRR in areas that were politically or ethically contentious or required independence from BRR.	YES - Placing more than 60 qualified specialists inside all departments of the BRR who applied their technical knowledge working side by side with BRR as well as local government officials.	YES - Secondment of an advisor to the BRR as Head of the Integrity Section which ensured formulation and implementation of accountability mechanisms.	YES - Placing more than 60 qualified specialists inside all departments of the BRR who applied their technical knowledge working side by side with BRR as well as local government officials.	YES - Directly contributed to the government capacity to be able to design and implement policies for the transparent reconstruction of Aceh and Nias through supplementary technical assistance as well as systems designed and delivered for this purpose.

Criteria 4. Importance as a Source of Knowledge	Specific Knowledge Products	Dissemination and Sharing	Planned Knowledge Products
The Indonesian Partnership Fund for HIV/AIDS (HIV/AIDS-IPF)	• Research into knowledge, attitudes and practices among youth on HIV AIDS • Behavioral Change Communication programme module for inmates • Comprehensive STI Control Packages • National Report on Estimates of Adults Vulnerable to HIV Infection in Indonesia (2006) • Costed National AIDS Action Plan	• Trainings and workshops • Outreach activities to the targeted groups • PSAs, radio, and print media and outdoor advertising • NAC website and newsletter • Development partners meetings • Technical Working Groups	
People-Centered Development Programme (PDP)	• Papua Need Assessment • Analysis of Investment Policy and Employment in West Papua Province • Publikasi Awal MDGs di Provinsi Papua dan Papua Barat • Donor Harmonization Booklet • RESPEK: Village Development in Papua • Newsletter of UN agencies in Papua • Technical guidelines for CSOs Block Grants	• Printed materials for national and local distribution • posting on the websites for local, national and international access via UNDP websites • collaboration with local television station to broadcast the program • through radio broadcast, particularly in promoting MDGs	Audio-visual materials for promotion package by documenting best practices and lesson learned from the program
Building and Reinventing Decentralized Governance (BRiDGE)	• Fishbone analysis as a tool to identify problem and formulate strategy • BRiDGE Cycle (in the form of Guideline) as a planning tool used by working group to solve health and education issues at local level	Through trainings and workshops as well as dissemination of publication	• Evaluation of the Proliferation of Administrative Region in Indonesia (July 2008) • Study on Alternative to the Proliferation of Administrative Region (July 2008) • Gorontalo Provincial Human Development Report (2008)
Deepening Democracy	• Voter Education Assessment Report capturing the lessons-learned, strengths and weaknesses from previous voter education practices • Pilkada Study based on data from 9 districts across Indonesia • Indonesia Democracy Index concept	• Through regular coordination meetings with stakeholders • Concept of Indonesian Democracy Index presented to international audience in Oslo and Bangkok • all knowledge products to inform stakeholders to develop appropriate programme / interventions	• Indonesia Democracy Index report (2008) • Annual Reports of the DPR and DPD (2008/2009)
Legal Empowerment and Assistance for the Disadvantaged (LEAD)	• National Strategy on Access to Justice which will be the basis for next Medium Term Development Plan (RPJM 2010 - 2014)	• Through regular consultation meetings with relevant government ministries or agencies at national level • through series of regional consultations involving civil society, academics, government, etc. from regions	• Baseline survey on Access to Justice condition in LEAD targeted provinces • Public complaint mechanism for Land and Natural Resources dispute • A practice note with process and lessons learned from the National Strategy will be developed as a global best practice
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Manufacturing) Sector in Indonesia	YES - the project had successfully facilitated/ translated the efforts of global knowledge, expertise and experience on the requirements of Montreal Protocol and ODS phase out into national and local levels in the forms of technical knowledge and policy instruments that can be implemented on the ground to control and ban ODS. In practice the project supported in the production of technical manuals/guidelines for manufacturers on how to use and handle ODS. The project also undertook campaigning activities to ensure the use of recommended refrigerants and phase out ODS in the scheduled plan. This knowledge products is used and consulted by regulators and practitioners in handling ODS.	The project provided manufacturers with the information on the risks of using ODS and access to appropriate technology transfer incentives through various campaigning materials (billboards, reports/ books, posters, television talk-shows, newspapers, radios) and training.	To continue and update campaigning materials and activities (along with the development of documents/technical guidelines) in accordance with the needs focusing on manufacturing sector.

Criteria 4. Importance as a Source of Knowledge	Specific Knowledge Products	Dissemination and Sharing	Planned Knowledge Products
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Servicing) Sector in Indonesia	YES - Normative mandates of the Montreal Protocol have been interpreted into practical technical measures by the project to allow application by technicians. The project assisted the production of technical guidelines for workshops/ technicians on how to manage recommended refrigerant, ozone depleting substances (ODS) and its wastes in compliance with Montreal Protocol.	The project developed capacity of small-scale technicians (workshops) through various training and workshops which strengthened them to have better knowledge on how to operate equipments able to recover, recycle and reuse certain refrigerants. It could be considered as a knowledge transfer and, at the same time, these technicians were able to gain awareness on the importance of ozone layer, its functions and how to protect it.	To continue and update documents/technical guidelines as supposedly in accordance with the needs focusing on sectoring sector.
IDS/SEV/41/INS/159 - Extension of Institutional Strengthening: Phase 4	YES - the project facilitated the efforts of the government of Indonesia in establishing regulations to monitor the imports, distribution, trade and use of ODS in compliance with Montreal Protocol. The project supported government institutions/officials in the establishment of relevant technical manuals to monitor the imports, distribution and trade of refrigerants. The network of officials from various institutions trained to use the manuals is actually the knowledge product that will continue to share their skills and strengthen cross institutional coordination which is vital for effective handling of ODS.	The project assisted the government officials in the process of regulation development, training and equipment to identify/ monitor refrigerants.	Similar to above focusing on relevant government institutions (such as technical guidelines on how to monitor the imports and distribution of ODS)
Peace through Development Programme (PTD)	• Conflict sensitive planning concept • Academic Paper and the Draft of the Law of Conflict Management • Gender mainstreaming concept in the context of the conflict and post conflict areas	• CSP through direct application through Musrenbang activities, national and regional meetings, via electronic media and local printed media • draft of the Law of Conflict Handling through various public consultation forums, workshops and activities of advocacy • gender mainstreaming concept through modules and trainings	• CSP guidelines • Academic Paper and Draft of the Law on Conflict Management • Musrenbang Facilitator Training Module • Monitoring and evaluation Guidelines • Gender Mainstreaming Module in the conflict / post conflict context • Module of Peace Building Guidelines
Early Recovery Assistance Programme for Yogyakarta and Central Java (ERA)	• Lessons learned from the DRR component (on-going); and several training modules and practice notes	• Through meetings with other colleagues from within UNDP and government officials (from the local as well as national levels) who are interested. • In the future these knowledge products will be packaged in a more interesting manner for distribution to the wider public.	• Lessons learned from the overall Early Recovery initiatives
Tsunami Recovery Waste Management Project (TWRMP)	YES - environmental sustainability planning concept and partnership building with the local government to foster the ownership and good governance practices	• Trainings and workshops • Outreach activities to the targeted groups and regular coordination meeting with stakeholders	Lessons learned from the overall Tsunami Recovery waste management project
Technical Support for Badan Rehabilitasi dan Rekonstruksi (BRR) NAD-Nias Project (BRR-TS)	• Quarterly and annual project reports • lessons learned reports	Within CPRU reports with Lessons Learned are openly accessible to all staff. However so far no organized efforts have been made. For the LL report as described below, scope and dissemination is being discussed with BCPR.	• Comprehensive Phase I Report (August 2005 to April 2008) • Comprehensive Lessons Learned (in cooperation with BCPR), to be completed within 2008 • Phase II Report (April 2008 – April 2009) (no planning as of now)
Other sources of information	• Disaster Management Bill • MDG Monitoring Report • Concept of National Coordination for Multi-Donor Programme		

Criteria 5. Contribution to the UN Common Areas of Focus	1. Contribution to the achievement of development results in Aceh / 2. Coordination mechanism	1. Contribution to the achievement of development results in Papua / 2. Coordination mechanism	1. Contribution to the achievement of development results in NTT / 2. Coordination mechanism	New/potential areas of collaboration for UN-wide focus and joint efforts
The Indonesian Partnership Fund for HIV/AIDS (HIV/AIDS-IPF)	1. YES - Support to the local AIDS commission for capacity building to lead and coordinate the HIV response 2. YES - Under the UNDAF and part of the UN Joint Programme for HIV	1. YES - Supporting national strategy & workplan which consider Papua and West Papua as prioritized provinces through capacitating provincial (2) and district (13) AIDS commissions Secretariats and assisting 10 district local regulations on HIV 2. YES - A UN Joint HIV Programme in Papua and West Papua is being developed by UN Agencies as UNAIDS co-sponsors. The implementation is scheduled to be launched in 2008.	1. YES - Supporting NAC's HIV Acceleration Programme which includes NTT as one of its prioritized provinces through capacitating provincial and 7 district AIDS Commission Secretariats 2. YES - A pilot work in collaboration with UNDP/ILO/UNV and Indonesian Positive Network and the national Bureau of Statistics will start a socio economic impact of HIV at the household level in 4 provinces (Jakarta, Papua, NTT and NTB)	Through the new UN Joint Programme on HIV
People-Centered Development Programme (PDP)	N/A	1. YES - Designed to be a framework for UNDP as well as other agency initiatives, PDP will contribute through its policy support and capacity development of the local development institutions while using expertise of other agencies to complement and build synergy for more significant impact in Papua and West Papua. 2. YES • Facilitates the formulation of UN joint strategic framework for Papua • Regular coordination meeting • Regular sharing of information through the issuance of bi-monthly UN newsletter • Joint activities in particular thematic areas to support local government – example: employment policy review between ILO and UNDP; publication of Papua MDG Report 2007 • Joint project activities/plan piloted in one District/Kabupaten in Papua province • Sharing office building and use of common services by all UN agencies in Papua province	N/A	Collective efforts for capacity development using the specific niche and comparative advantage of each agency within UN system. the new areas for collaboration are promotion of gender equality, crisis prevention and HRBA, environment and indigenous people rights.
Building and Reinventing Decentralized Governance (BRiDGE)	N/A -BRiDGE was implemented in five provinces in Sulawesi and not contributed to the UN-wide efforts in Aceh, Papua, or NTT.	N/A	N/A	New Provincial Governance Support Programme and the ART GOLD Indonesia will be implemented in NTT in coordination with Belu UN Joint Programme. PGSP will specifically contribute to civil service reform
Deepening Democracy	Partially - As part of the nationwide activities of some Deepening Democracy projects, e.g. CIVED and IDI, these areas do benefit from UNDP interventions	Partially - As part of the nationwide activities of some Deepening Democracy projects, e.g. CIVED and IDI, these areas do benefit from UNDP interventions	Partially - As part of the nationwide activities of some Deepening Democracy projects, e.g. CIVED and IDI, these areas do benefit from UNDP interventions	Deepening Democracy will prioritise UN common focus areas in its activities implemented at local level

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Criteria 5. Contribution to the UN Common Areas of Focus	1. Contribution to the achievement of development results in Aceh / 2. Coordination mechanism	1. Contribution to the achievement of development results in Papua / 2. Coordination mechanism	1. Contribution to the achievement of development results in NTT / 2. Coordination mechanism	New/potential areas of collaboration for UN-wide focus and joint efforts
Legal Empowerment and Assistance for the Disadvantaged (LEAD)	N/A - LEAD doesn't work in Aceh - there is another project (Aceh Justice Project) in operation in Aceh	N/A	N/A	LEAD will provide technical assistance to PDP on activities in strengthening access to justice within Papua and West Papua provinces
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Manufacturing) Sector in Indonesia	1. YES - focusing manufacturing sector, the project distributed equipment, provision of training and disseminated knowledge/information in Aceh. 2. The project implementation is coordinated by BAPPEDALDA/ Government Agency in charge for environmental programme in Aceh focusing on manufacturing sector. 3. Support was given with the implementation of MAC sector.	1. YES - the project has been working together with World Bank to reduce potential risks/ danger from skin cancer by using ODS-free substances in their manufacturing activities. 2. Coordination was undertaken with Regional BAPPEDALDA in Makassar and Provincial BAPPEDALDA in Jayapura. 3. Support was given together with the implementation of World Bank project on foam sector.	1. YES - the project provided opportunity for manufacturers in Papua to access no-cost equipment delivered by the Ministry of Environment. 2. Coordination was undertaken with Regional BAPPEDALDA in Denpasar (Bali) and Provincial BAPPEDALDA in Kupang.	1. Potency of further collaboration could be developed through UNDP's engagement with MOE, World Bank and UNIDO that have been working on ODS phase-out plan recommended by Montreal Protocol. 2. HCFCs phase-out management plan. 3. Manufacturers that have been using refrigerants could be strengthened together. 4. It is also closely linked to Climate Change Mitigation initiatives which is worth following up.
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Servicing) Sector in Indonesia	1. YES - the project has been working with servicing workshops, the project facilitated retrofitting activities in Aceh 2. Similar to above with the focus on servicing sector	1. YES - the project strengthened technicians in Papua. Indirectly, it would reduce potential risks of being exposed to mishandling of refrigerants (ODS) and skin diseases. 2. Coordination was undertaken with provincial BAPPEDALDA and UNIDO and World Bank.	YES - the project was able to provide opportunity for small scale workshops/ technicians in improving their capacity on how to handle refrigerants in compliance with Montreal Protocol.	Further implementation could be through the technical implementation of HCFCs phase-out management plan in coordination with the Ministry of Environment, World Bank, UNIDO and other stakeholders at regional, provincial and district/city level.
IDS/SEV/41/INS/159 - Extension of Institutional Strengthening: Phase 4	1. YES - the Aceh government institutions were involved in distributing equipment, providing training and monitoring ODS. 2. Coordination was under Regional BAPPEDALDA in Sumatera & Provincial BAPPEDALDA in Aceh such as in monitoring refrigerants and ODS distribution and use. 3. In this province, UNDP has been working together with the support of World Bank and UNIDO.	1. YES - regional BAPPEDALDA in Makassar has been working to identify the needs in coordination with local BAPPEDALDA. 2. Coordination was with Regional and Provincial BAPPEDALDA in Papua. 3. Similar to Aceh, UNDP has been working together with the support of World Bank and UNIDO.	1. YES - the project improved the capacity of government (institution and individuals/ officials) in facilitating and accessing technology and knowledge transfer to local workshops and technicians. 2. Coordination was undertaken through the presence of provincial BAPPEDALDA in Kupang.	Indonesian government officials have opportunity to learn more on how to identify and monitor the imports, distribution and use of other ODS, i.e. HCFCs.
Peace through Development Programme (PTD)	1. PTD has learned and received assistance from the Aceh Waste Management Program for a similar program in Ambon	N/A	1. YES - PTD program has given a contribution to the UN Wide efforts in NTT through NTT-UN Joint Programme which will implement several basic concept of PTD (empowerment of Musrenbang process, mainstreaming conflict prevention strategy in the local policies, etc.) based on lessons learned that have been obtained during the implementation of PTD in the field.	Experiences and knowledge that have been obtained from PTD can be a valuable input for the upcoming conflict prevention program in Papua

Criteria 5. Contribution to the UN Common Areas of Focus	1. Contribution to the achievement of development results in Aceh / 2. Coordination mechanism	1. Contribution to the achievement of development results in Papua / 2. Coordination mechanism	1. Contribution to the achievement of development results in NTT / 2. Coordination mechanism	New/potential areas of collaboration for UN-wide focus and joint efforts
Early Recovery Assistance Programme for Yogyakarta and Central Java (ERA)	N/A	N/A	N/A	N/A
Tsunami Recovery Waste Management Project (TWRMP)	Not available	N/A	N/A	N/A
Technical Support for Badan Rehabilitasi dan Rekonstruksi (BRR) NAD-Nias Project (BRR-TS)	1. Lessons learned from BRR experience to enrich UN-wide approach in Aceh 2. Technical assistance from difference agencies was coordinated through BRR in line with their priority setting. Room for improvement.	N/A	N/A	N/A
Other sources of Information	UNDP Aceh Strategy to articulate UNDP's contribution to joint UN programme in Aceh		1. Multiple existing projects contributing to the UN Joint Programme in NTT 2. A joint secretariat established at district level for coordination and info-sharing.	

Criteria 6. Existence of Lessons Learned or Challenges	Strategic lessons learned which affect progress towards achieving higher level results	Success factors in achieving higher level results	Most significant challenges in achieving higher level results
The Indonesian	(i) integrated capacity building approach that goes beyond ordinary training has enabled the ...	(i) linkage between policy and prac...	

Criteria 6. Existence of Lessons Learned or Challenges	Strategic lessons learned which affect progress towards achieving higher level results	Success factors in achieving higher level results	Most significant challenges in achieving higher level results
The Indonesian Partnership Fund for HIV/AIDS (HIV/AIDS-IPF)	(i) integrated capacity building approach that goes beyond ordinary training has enabled the National Aids Commission to access more state budget (ABPN) in the 3rd year of IPF implementation (ii) alignment of IPF to the Paris Aid Declaration and donor harmonization made it as one of the successful multi-donor funding mechanism	(i) linkage between policy and practice by supporting the development of the National HIV Action Framework 2005-2007 and the costed National Action Plan 2007-2010 (ii) Project's catalytic role for advocacy and policy dialogue, i.e. Regulation of the President no 75/2006 on the National AIDS Commission, Minister of Home Affairs' regulation no 20/2007 on the Sub-National AIDS commission	• need to strengthen coordination, commitment between related agencies and improve capacity building for the CSOs • Ensuring that domestic resources for HIV activities are leveraged and sustained; and gradually decreasing the dependence on external funding
People-Centered Development Programme (PDP)	(i) building sense of ownership through participatory approach to ensure sustainability (ii) Distribution mechanism of the knowledge product must be carefully selected to produce impactful changes	(i) partnership building between national and local government as well as the CSOs (ii) advocacy / policy dialogue to bridge the policy work with downstream initiatives (iii) combination of policy work and practical concrete interventions has attracted the local government to replicate the program during the second year of the program implementation	• Lack of program ownership by implementing partners of PDP • Difficulty to gain pool of expertise that could provide long term support to the program for significant impact and ensure achievement of results.
Building and Reinventing Decentralized Governance (BRiDGE)	Knowledge-based development projects such as BRiDGE are more effective and full of impacts when they are designed in an iterative project cycle than if they are linear. Knowledge management component should be in place.	(i) Catalytic role in building multi-stakeholders forums at the community level, (ii) leadership of local government and the existence of local champions are the key factor in ensuring sustainability of the project (iii) level of comprehension on the spirit of BRiDGE among local decision makers would be very imperative.	(i) limited project time frame that may not be sufficient to lay a solid foundation to answer sustainability challenges
Deepening Democracy	• Institutionalisation of the programme initiatives by taking carefully into account the power/influence needed for actors in charge to gear change. • Ensure that the contribution and role of Civil Society is ensured and well developed at the start of the programme.	• establishment of partnership with donor, government agencies (Bappenas and MOHA) and General Election Commission (KPU) • establishment of linkage between policies and practices (Election Law 10/2008 and Law 8/85) • catalytic role for advocacy and policy dialogue (Pilkada study and Voter Education assessment)	• The linkages/synergies between the projects showing how one project supports the goals of another project are vaguely formulated. • Resource shortfalls have forced projects to skip/narrow certain activities, which in turn compromised goal attainment.
Legal Empowerment and Assistance for the Disadvantaged (LEAD)	To influence government policy in national and local level can be done by facilitating consultative meeting involving stakeholders at the local and national level.	1. Prior thorough assessment ensuring realities that help the project design 2. Strong ownership and interest from the Implementing Partner	1. Weak capacity of local CSOs/ NGOs 2. The level of interest of technical Ministries in the area of Access to Justice need to be strengthened
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Manufacturing) Sector in Indonesia	1. Within the framework of Montreal Protocol, capacity development is a combination of public awareness, policy adoption and technology transfer strengthened the process of banning ODS, taking into account the local needs and circumstances for enforcing it on the ground by local government and closely involving the practitioners in the industry. 2. Involvement of manufacturers in the project is encouraged by the distribution of appropriate equipment/ infrastructure.	A. At global and regional level, UNDP is supported by the presence of global and regional UNDP networks. Besides the Government of Indonesia has been working together with its regional counterparts facilitated by UNEP. B. At project level: UNDP has good coordination network with the key institutions and authorities from the side of government of Indonesia, C. At technical level: (i) Consumers' awareness on the potential risks in using ODS/ impacts of ODS towards human health and environment encouraged manufacturers to be involved in the Montreal Protocol programme, (ii) Inclusion of sanction and incentive in the Montreal Protocol on Substances that Deplete the Ozone Layer (iii) effective campaign and socialization strategy that build awareness of the stakeholders (iv) effective implementation in coordination with World Bank and UNIDO.	1. Is the government of Indonesia ready/ willing to do more beyond the mandate of Montreal Protocol? 2. The preparation of the government of Indonesia in implementing such programme using its own resources. 3. Volunteer involvement of enterprises (manufacturing and servicing sectors) in releasing ODS to the air would strengthen the process of phasing-out and eliminating ODS.

Criteria 6. Existence of Lessons Learned or Challenges	Strategic lessons learned which affect progress towards achieving higher level results	Success factors in achieving higher level results	Most significant challenges in achieving higher level results
Sector Phase-out Plan for Elimination of CFCs in the Refrigeration (Servicing) Sector in Indonesia	Knowledge is built up through a process of equipment delivery, retrofitting, dissemination, technical assistance and technical manuals/ guidelines. This process was most useful fro the technicians and practitioners in the industry. but also, the process had brought together the concerned institutions and regulatory authorities to work together from end to end.	(1) Technicians' awareness on potential risks in releasing ODS to the air encouraged them to handle refrigerants carefully, (2) Difficulty in accessing banned ODS encouraged technicians to use non ODS, (3) Selection criteria has been undertaken as supposedly in coordination with relevant parties.	1. Strategically, how is the preparation of the government of Indonesia and NOU in implementing the programme using its own programme to strengthen the capacity of technicians across Indonesia? Are they ready to provide technical supports using its own resources? 2. At technical level, higher cost of non ODS.
IDS/SEV/41/INS/159 - Extension of Institutional Strengthening: Phase 4	Government institutions have better awareness on the importance of Ozone Layer Protection through their strong commitment and involvement in monitoring and law enforcement.	Ownership, political will, strong commitment, technical capacity and involvement	Capacity of officials in understanding socio-economic implications on the use of ODS towards human health and environment
Peace through Development Programme (PTD)	(i) Participatory approach is needed to strengthen the commitment and ownership to ensure sustainability. (ii) The regional law is an important factor to bind all stakeholders (iii) The intervention of PTD is carried out up to the lowest level, thus facilitation in the form of technical assistance and companionship becomes an important factor	1. The involvement from the very beginning of the government (central and regional) and the local people in planning, implementing as well as monitoring & evaluating the PTD program. 2. The intervention strategy that uses the government mechanism (Musrenbang) as a medium for a decision making process has a quite significant impact in attaining the program outputs.	The low capacity of development actors, the sustainability of the program through the allocation of budgets in the Regional Budget (APBD) and the needs for continuous advocacy to the legislative. The awareness of stakeholders is low concerning the conflict-sensitive development.
Early Recovery Assistance Programme for Yogyakarta and Central Java (ERA)	Maintaining the linkage between policy and practice during implementation is proven to be beneficial as can be seen in the project's livelihood programme in piloting local economic development initiatives that are directly linked to the middle-term development plan of the Bantul District.	(i) Advantage of project's affiliation with UNDP and Bappenas. It is strategically positioned to bridge the interests of the local and international NGOs with the government. , (ii) Willingness and interest in the part of some government officials in working with the project (champion/change maker approach).	Since for the most part the project works with government officials, the most significant challenge lies on bureaucratic sluggishness
Tsunami Recovery Waste Management Project (TWRMP)	integrated capacity building to ensure that the community can maintain the infrastructures is crucial to address the sustainability issue.	The four components of the TRWMP (Tsunami waste clearance and waste collection, new disposal facilities, recovery of waste materials and programme monitoring) are well integrated and coherent.	
Technical Support for Badan Rehabilitasi dan Rekonstruksi (BRR) NAD-Nias Project (BRR-TS)	Facilitation and coordination: in the BRR context, selecting best communication strategy with stakeholders and using best approach to establish linkages / partnership is crucial to bridge the gap.	(i) The fast implementation of the ERTR Programme paved the way for the TA to BRR project.(ii) Commitment of technical advisers to equip BRR with the skills needed and produce result (iii) operational flexibility and responsiveness essential to the culture of urgency	the capacity assessment done in 2005 was not repeated at a later stage, so that the project did not react fast enough to declining capacities within the BRR

| Summary of Achievements by | | 1st CPAP Review | |

Annex IV. Summary of reviews of Country Programme Action Plan

Summary of Achievements by CPAP Outputs and Programme Components	1st CPAP Review	2nd CPAP Review	3rd CPAP Review	4th CPAP Review
	June 28, 2006	December 14, 2006	July 4, 2007	January 24, 2008
Programme Component 1 Strengthening human development to achieve the MDGs				
Outcome: By 2010, contribute to increased opportunities for achieving sustainable livelihoods and reducing poverty through the development and implementation of appropriate participatory policies and programmes				
1.1. Policy Support	Target: (i). PRS and action plan implemented in 4 districts in 1 province; and 1 Regional Action Programme Implemented for the above (ii). Gender sensitive development plans in 2 provinces, 1 district in each province.	Target: (i) PRS and action plan implemented in 4 districts in 1 province; and 1 Regional Action Programme Implemented for the above (ii) Papua Development Programme (PDP) Demonstrations of appropriate livelihood, health and education services implemented in rural areas through grant mechanism. Includes proper documentation of agreed mechanisms (8 Kabupaten – at least 8 districts (iii) Gender sensitive development plans in 3 provinces, 1 district in each provinces	Target: (1a) i.Pilot localization of MDGs in 2 locations ii. Statistical literacy support for policy makers in districts (1b) Data collection system on MDG indicators evaluated and new system designed; Data collection system evaluated and new system designed and data collection sub-contracted to CSO; Inventory of conflicting local regulations and or local regulations needed to support MDG achievements, through effective services delivery; Base maps for natural resource management collected and or prepared, training needs assessed and training program designed; Facilitators and planners of 4 local governments trained in preparing MDG oriented and integrated district development planning and budgeting (1c) Finalization of the RAN PUG (National Action Plan for Gender Mainstreaming) ii. Draft of the development of Draft national gender performance indicators; iii. Development of lessons learnt and best practices	Target: (1a) i.Pilot localization of MDGs in 2 locations ii. Statistical literacy support for policy makers in districts (1b) Data collection system on MDG indicators evaluated and new system designed; Data collection system evaluated and new system designed and data collection sub-contracted to CSO; Inventory of conflicting local regulations and or local regulations needed to support MDG achievements, through effective services delivery; Base maps for natural resource management collected and or prepared, training needs assessed and training program designed; Facilitators and planners of 4 local governments trained in preparing MDG oriented and integrated district development planning and budgeting.
	Result: (i). Slightly delayed-PRS (ii). On Track-Gender	Result: (I) On track-PRS (ii) On track-PDP (iii) On Track-Gender	Result: (1a) Slightly delayed (1b) Slightly delayed (1c) On track	Result: (1a) On track (1b) Slightly delayed
1.2. HIV/AIDS	Target: (i) 55% of population aged 15-24 equipped with comprehensive correct knowledge of HIV/AIDS; (ii) NAC Secretariat at national level fully operational and the AIDS Commissions operational in 100 high priority districts/ municipalities (based on epidemiological data)	Target: (i) 55% of population aged 15-24 equipped with comprehensive correct knowledge of HIV/AIDS; (ii) NAC Secretariat at national level fully operational and the AIDS Commissions operational in 100 high priority districts/ municipalities (based on epidemiological data)	Target: NAC Secretariat at national level fully operational, fully staffed (full time) and financially sustainable; (2)AIDS Commissions in the 100 districts/cities are fully operational, fully staffed, have a work plan and operational funds to sustain their HIV activities (3)AIDS Commissions operational in at least 10 new additional high priority districts/cities (based on epidemiological data) (4) Developed the National AIDS Strategy (NAS) for 2007-2010 and socialized (5) Developed a Costed National Work Plan for HIV/AIDS based on the NAS	Target: NAC Secretariat at national level fully operational, fully staffed (full time) and financially sustainable; (2)AIDS Commissions in the 100 districts/cities are fully operational, fully staffed, have a work plan and operational funds to sustain their HIV activities (3)AIDS Commissions operational in at least 10 new additional high priority districts/cities (based on epidemiological data) (4) Developed the National AIDS Strategy (NAS) for 2007-2010 and socialized (5) Developed a Costed National Work Plan for HIV/AIDS based on the NAS (6) Access to quality care, treatment and support to people living with HIV and AIDS (7) Increased awareness of general population of vulnerability to HIV and

Summary of Achievements by CPAP Outputs and Programme Components	1st CPAP Review	2nd CPAP Review	3rd CPAP Review	4th CPAP Review
	June 28, 2006	December 14, 2006	July 4, 2007	January 24, 2008
				discriminatory behaviour to people living with and/or affected by HIV and AIDS (PLWHA)
	Result: Slightly delayed	Result: Slightly delayed	Result: On track	Result: On track
1.3. Monitoring Progress Towards MDGs	Target: One MDG Report, one Regional Action Programme	Target: One MDG Report, one Regional Action Programme	Target: MDGR published	Target: MDGR published
	Result: Slightly delayed (new initiative)	Result: Slightly delayed (new initiative)	Result: Slightly delayed	Result: On track
1.4. Strengthening CSO Capacity	Target: (i) At least 3 CSO networks capacitated to become effective on supporting the implementation and monitoring of MDGs, including pro-poor policy	Target: (i) At least 3 CSO networks capacitated to become effective on supporting the implementation and monitoring of MDGs, including pro-poor policy (ii) Papua Development Programme (PDP) Demonstrations of appropriate livelihood, health and education services implemented in rural areas through grant mechanism. Includes proper documentation of agreed mechanisms (8 Kabupaten – at least 8 districts)	Target: (1) At least 8 local CSO partners in 8 Kabupaten in Papua and Irjabar facilitated community development activities for local MDG attainment in the district/ village level. Training Resource centre is established for village development. (2) Capacity of 1 National and 5 Regional CSO Networks enhanced to produce and analyze qualitative data and to influence pro-poor policy; 5 MDG advocacy campaigns undertaken; MDGs Information material produced	Target: (1) At least 8 local CSO partners in 8 Kabupaten in Papua and Irjabar facilitated community development activities for local MDG attainment in the district/ village level. Training Resource centre is established for village development. (2) Capacity of 1 National and 5 Regional CSO Networks enhanced to produce and analyze qualitative data and to influence pro-poor policy; 5 MDG advocacy campaigns undertaken; MDGs Information material produced
	Result: On track	Result: Slightly delayed	Result: Slightly delayed	Result: On track

Programme Component 2: Promoting sustainable environment and effective use of energy
Outcome: By 2010, improved environmental living conditions and sustainable use of energy in Indonesia and establishment of sustainable living conditions in the

| 2.1. Sound Environmental Manage... | Target: (i) Policy framework drafted in two districts and one province (ii) Instit... | Target: (i) Policy framework drafted in two | | |

Programme Component 2 Promoting sustainable environment and effective use of energy
Outcome: By 2010, improved environmental living conditions and sustainable use of energy in Indonesia and establishment of sustainable living conditions in the targeted provinces in Indonesia

2.1. Sound Environmental Management	Target: (i) Policy framework drafted in two districts and one province (ii) Institutional capacity, work programmes increased in two districts and one province (iii) Monitoring evaluation mechanism developed in two districts and one province (iv) Awareness and participation raised in two districts and one province; Two districts & 1 priority province for the above indicator	Target: (i) Policy framework drafted in two districts and one province (ii) Institutional capacity, work programmes increased in two districts and one province (iii) Monitoring evaluation mechanism developed in two districts and one province (iv) Awareness and participation raised in two districts and one province; Two districts & 1 priority province for the above indicator	Target: (i) Policy framework developed (ii) Institutional capacity, work programmes increased (iii) Monitoring evaluation mechanism developed (iv) Awareness and participation raised in Five districts & 2 priority province for the above indicator	Target: (i) Policy framework developed (ii) Institutional capacity, work programmes increased (iii) Monitoring evaluation mechanism developed (iv) Awareness and participation raised in Five districts & 2 priority province for the above indicator
	Result: On track	Result: On track	Result: On track	Result: On track
2.2. Effective Use of Energy Resources	Target: (i) Policy framework drafted in two districts and one province (ii) Institutional capacity, work programmes increased in two districts and one province (iii) Monitoring evaluation mechanism developed in two districts and one province (iv) Awareness and participation raised in two districts and one province; to allow productive use of local sustainable energy resources; and delivery of basic energy services to poor and remote populations	Target: (i) Policy framework drafted in two districts and one province (ii) Institutional capacity, work programmes increased in two districts and one province (iii) Monitoring evaluation mechanism developed in two districts and one province (iv) Awareness and participation raised in two districts and one province; to allow productive use of local sustainable energy resources; and delivery of basic energy services to poor and remote populations	Target: (i) Policy framework developed (ii) Institutional capacity, work programmes increased (iii) Monitoring evaluation mechanism developed (iv) Awareness and participation raised in Five districts & 2 priority province for the above indicator	Target: (i) Policy framework developed (ii) Institutional capacity, work programmes increased (iii) Monitoring evaluation mechanism developed (iv) Awareness and participation raised in Five districts & 2 priority province for the above indicator
	Result: Slightly delayed	Result: Slightly delayed	Result: Delayed	Result: Slightly delayed
2.3. Capacity Development- Advocacy to adhere international agreement instrument	Target: (i)National Communication and NCSA results published (ii)622 tons of phased out (iii)Ozone Layer Protection Programme in Local Government finalized (iii)The key institutions are prepared for ratification of Stockholm convention and phase out framework established.	Target: (i)National Communication and NCSA results published (ii)622 tons of phased out (iii)Ozone Layer Protection Programme in Local Government finalized (iii)The key institutions are prepared for ratification of Stockholm convention and phase out framework established.	Target: (1)NCSA is completed (2) 1,100 tons of ODS phased out (3) Socialization of local framework (4) The key institutions are prepared for ratification of Stockholm convention.	Target: (1)NCSA is completed (2) 1,100 tons of ODS phased out (3) Socialization of local framework (4) The key institutions are prepared for ratification of Stockholm convention.
	Result: On track	Result: On track	Result: On track	Result: On track

Programme Component 3: Promoting democratic governance / Outcome: By 2010, pro-poor democratic and participatory decentralization policy/decentralization and mechanisms in place with public and private institutions adhering to the rule of law and international instruments

	Target / Result	Target / Result
3.1. Accelerating the pace and effectiveness of local government reform	Target: (i)Pro-poor local development process through multi-stakeholder forum at sub-national level demonstrated across 10 kabupaten/kota in 5 provinces (ii) One model of cooperative forum of local government and councils actively engaged in policy dialogue established. Advocacy for greater empowerment of members and facilitating capacity building through knowledge sharing for regional development undertaken. Cases of regional cooperation compiled. Mechanism to provide demand driven services to the members established (iii) Capacity of rural communities to access and use information and communications to improve their skills and livelihoods increased though establishment of 7 telecenters serving at least 1400 direct users and 50 local community groups; 10 telecenter replications initiated by local government and other institutions; A model for Papua is developed and tested (iv)Support for operationalization of decentralization policies /regulations and action plan provided	Target: (i)Pro-poor local development process through multi-stakeholder forum at sub-national level demonstrated across 10 kabupaten/kota in 5 provinces (ii) One model of cooperative forum of local government and councils actively engaged in policy dialogue established. Advocacy for greater empowerment of members and facilitating capacity building through knowledge sharing for regional development undertaken. Cases of regional cooperation compiled. Mechanism to provide demand driven services to the members established (iii) Capacity of rural communities to access and use information and communications to improve their skills and livelihoods increased though establishment of 7 telecenters serving at least 1400 direct users and 50 local community groups; 10 telecenter replications initiated by local government and other institutions; A model for Papua is developed and tested (iv)Support for operationalization of decentralization policies /regulations and action plan provided
	Result On track	Result: Slightly delayed

	Target	Result
	Target: (i) People in 5 provinces have capacity to make informed demands on government while engaging local councils (DPRD) and CSOs. At least 10 multi-stakeholder forums sustained. A new project formulated to strengthen public engagement in decision-making process at district level (ii) Inter-governmental collaboration practices and lessons-learned documented and exposed through media and associations' network. Capacity of the association members in lobbying strengthened. Project exit strategy developed (iii) Pe-PP model for sustainable telecenter developed. Guidelines for Telecenter Development & Management and Infomobilization developed, disseminated, and widely used; 200 telecenter replication initiated by national and local governments and other institutions; Indonesia Telecenter Network established to support the replication initiative; a new project formulated to support telecenter initiatives (iv) A new project formulated based on the findings from Study on "Pemekaran Daerah"	Target: (i) People in 5 provinces have capacity to make informed demands on government while engaging local councils (DPRD) and CSOs. At least 10 multi-stakeholder forums sustained. A new project formulated to strengthen public engagement in decision-making process at district level (ii) Inter-governmental collaboration practices and lessons-learned documented and exposed through media and associations' network. Capacity of the association members in lobbying strengthened. Project exit strategy developed (iii) Pe-PP model for sustainable telecenter developed. Guidelines for Telecenter Development & Management and Infomobilization developed, disseminated, and widely used; 200 telecenter replication initiated by national and local governments and other institutions; Indonesia Telecenter Network established to support the replication initiative; a new project formulated to support telecenter initiatives (iv) A new project formulated based on the findings from Study on "Pemekaran Daerah"
	Result On track	Result On track

Target: (i) Citizens awareness built around a variety of 'Democracy in Action' initiatives (ii) ... stakeholders, civic education on democratic ...

Target: (i-1)Consensus among relevant stakeholders, civic education on democratic ...

Target: (i-1)Consensus among relevant stakeholders ...

3.2. Deepening democracy	Target: (i) Citizens awareness built around a variety of 'Democracy in Action' initiatives (ii) Deepening Democracy Secretariat established and functioning (iii) Capacity of essential democratic institutions (including electoral management body, national, regional and local parliaments) and their actors enhanced	Target: (i) Citizens awareness built around a variety of 'Democracy in Action' initiatives (ii) Deepening Democracy Secretariat established and functioning (iii) Capacity of essential democratic institutions (including electoral management body, national, regional and local parliaments) and their actors enhanced	Target: (i-1)Consensus among relevant stakeholders, civic education on democratic life for the youth & school aged children and public campaign basis expanded in 25 mass media in 10 provinces in Indonesia(i-2) School for Broadcast Media strengthened as financially sustained institution to provide high quality training to enhance Indonesian journalist capacity to serve the need of a democratic society (ii)The Deepening Democracy Facility is established, its rules and regulations are agreed upon by the stakeholders, which include implementing agencies of Deepening Democracy projects, and relevant CSOs concerned with democratic consolidation issues. Inter-agency coordination meetings initiated, and framework for Indonesian Democracy Index is established. (iii) Support for election law reformulation is carried out, with the aim to produce an improved electoral system that allows for new initiatives to be carried out, such as e-voting. A study on Pilkada is accomplished with the aim to identify problems and possible avenues of improvement (iv) Parliamentary reform initiatives, especially on improvement of the capacity of both houses of parliament (DPR and DPD) and their secretariats are taken. Strengthening the mechanism for bringing regional issues to the attention of the central level and how DPR and DPD members can be held accountable by local civil society and constituents. (v) Capacity and performance of DPRD members on legal drafting and budget preparation increase. Regional Support Facilities (RSF) for sustainable support to DPRD empowerment develop and public consultation at DPRD for budget transparency (vi) PGR strengthened as independent institution to catalyze Indonesian governance reform.	Target: (i-1)Consensus among relevant stakeholders, civic education on democratic life for the youth & school aged children and public campaign basis expanded in 25 mass media in 10 provinces in Indonesia(i-2) School for Broadcast Media strengthened as financially sustained institution to provide high quality training to enhance Indonesian journalist capacity to serve the need of a democratic society (ii)The Deepening Democracy Facility is established, its rules and regulations are agreed upon by the stakeholders, which include implementing agencies of Deepening Democracy projects, and relevant CSOs concerned with democratic consolidation issues. Inter-agency coordination meetings initiated, and framework for Indonesian Democracy Index is established. (iii) Support for election law reformulation is carried out, with the aim to produce an improved electoral system that allows for new initiatives to be carried out, such as e-voting. A study on Pilkada is accomplished with the aim to identify problems and possible avenues of improvement (iv) Parliamentary reform initiatives, especially on improvement of the capacity of both houses of parliament (DPR and DPD) and their secretariats are taken. Strengthening the mechanism for bringing regional issues to the attention of the central level and how DPR and DPD members can be held accountable by local civil society and constituents. (v) Capacity and performance of DPRD members on legal drafting and budget preparation increase. Regional Support Facilities (RSF) for sustainable support to DPRD empowerment develop and public consultation at DPRD for budget transparency (vi) PGR strengthened as independent institution to catalyze Indonesian governance reform.
	Result: Slightly delayed	Result: Slightly delayed	Result: Slightly delayed	Result: On track

3.3. Promoting right based legal and justice sector reform	Target: (i) Access to justice assessment finalized; (ii) Communications and Information Centre established in the Department of Law and Human Rights	Target: (i) Access to justice assessment finalized; (ii) Communications and Information Centre established in the Department of Law and Human Rights	Target: (i) At least 12 CSOs in 3 provinces are capacitated to participate in the access to justice programme; Baseline undertaken by Q2 re the number of citizens who say they have access to justice; 10% increase by Q4 in the number of citizens who say they have access to justice (ii) CIC established and functioning; SOPs and CIC Staff Training Manual developed and training given; Guidelines on Legal Drafting drafted; 2 Mini Centres established and functioning in provinces	Target: (i) At least 12 CSOs in 3 provinces are capacitated to participate in the access to justice programme; Baseline undertaken by Q2 re the number of citizens who say they have access to justice; 10% increase by Q4 in the number of citizens who say they have access to justice (ii) CIC established and functioning; SOPs and CIC Staff Training Manual developed and training given; Guidelines on Legal Drafting drafted; 2 Mini Centres established and functioning in provinces
	Result: Slightly delayed	Result: Slightly delayed	Result: Slightly delayed	Result: On track

4.1. Conflict prevention	Target: (i) Conflict Management Legislation academic draft (PTD Project); (ii) 2 districts integrated conflict sensitivity planning (PTD Project); (iii) 60 women leaders received conflict resolution training (PTD Project); (iv) 10% increase in women's participation in community development processes (PTD Project); (v) 25 local government officials trained on conflict sensitive planning across targeted districts (PTD Project)	Target: (i) Conflict Management Legislation academic draft (PTD Project); (ii) 2 districts integrated conflict sensitivity planning (PTD Project); (iii) 60 women leaders received conflict resolution training (PTD Project); (iv) 10% increase in women's participation in community development processes (PTD Project); (v) 25 local government officials trained on conflict sensitive planning across targeted districts (PTD Project)	Target: (i) Draft Conflict Management Legislation socialized in 8 Regions nationwide; (ii) integration of Conflict Sensitive Planning (CSP) mechanism into existing development planning process (Musrenbang) in 3 provinces and 6 districts; (iii) 120 women leaders received conflict resolution training (PTD Project); (iv) 20% increase in women's participation in community development processes (PTD Project); (v) 100 stake holders trained on conflict sensitive planning across targeted districts (PTD Project); (vi) 50 grants for planning process and peace building activities; (vii) baseline study conducted in 2007;(viii) three cross community livelihood projects up and running.	Target: (i) Draft Conflict Management Legislation socialized in 8 Regions nationwide; (ii) integration of Conflict Sensitive Planning (CSP) mechanism into existing development planning process (Musrenbang) in 3 provinces and 6 districts; (iii) 120 women leaders received conflict resolution training (PTD Project); (iv) 20% increase in women's participation in community development processes (PTD Project); (v) 100 stake holders trained on conflict sensitive planning across targeted districts (PTD Project); (vi) 50 grants for planning process and peace building activities; (vii) baseline study conducted in 2007;(viii) three cross community livelihood projects up and running.
	Result: On track	Result: On track	Result: Slightly delayed	Result: On track
4.2. Disaster mitigation and reduction (1.Disaster mitigation and risk reduction) and (2.Post-disaster response)	Target: (i) DM Bill deliberated by Parliament; National Master Plan for Disaster Management endorsed; and National Platform for Disaster Risk Reduction endorsed (ERTR Project); (ii) SWOT Analysis for Coordinating Agency completed; Programme Coordination and Implementation Support Unit (PCISU) established; DRR Partnership Strategy and mechanisms drafted; UN TWG carried out 1 joint project, 6 coordination meetings and 1 retreat workshop (DRR Project); (iii) 1,000 clients reached by public awareness (DRR Project); (iv) 2 EW and 2 HS projects implemented (ERTR Project)	Target: (i) DM Bill deliberated by Parliament; National Master Plan for Disaster Management endorsed; and National Platform for Disaster Risk Reduction endorsed (ERTR Project); (ii) SWOT Analysis for Coordinating Agency completed; Programme Coordination and Implementation Support Unit (PCISU) established; DRR Partnership Strategy and mechanisms drafted; UN TWG carried out 1 joint project, 6 coordination meetings and 1 retreat workshop (DRR Project); (iii) 1,000 clients reached by public awareness (DRR Project); (iv) 2 EW and 2 HS projects implemented (ERTR Project)	Target: (i) Finalization process of DM bill supported; (ii) enacted DM bill socialized; (iii) drafting process of government regulations of DM Bill supported; (iv) drafting process of regional regulation of disaster management in 4 provinces facilitated; (v) finalization of the National Action Plan for Disaster Risk Reduction (DRR) assisted; (vi) formulation of guidelines for regional action plan for DRR in Bappenas and Bakornas PB assisted; (vii) drafting the regional action plan for DRR in 3 provinces facilitated; (viii) DRR Partnership strategy endorsed and implemented; (ix) Disaster Management Information System (DMIS) revitalized at national level; (x) 2 joint projects, 12 coordination meetings and 2 retreat workshops of UN Technical Working Group	Target: (i) Finalization process of DM bill supported; (ii) enacted DM bill socialized; (iii) drafting process of government regulations of DM Bill supported; (iv) drafting process of regional regulation of disaster management in 4 provinces facilitated; (v) finalization of the National Action Plan for Disaster Risk Reduction (DRR) assisted; (vi) formulation of guidelines for regional action plan for DRR in Bappenas and Bakornas PB assisted; (vii) drafting the regional action plan for DRR in 3 provinces facilitated; (viii) DRR Partnership strategy endorsed and implemented; (ix) Disaster Management Information System (DMIS) revitalized at national level; (x) 2 joint projects, 12 coordination meetings and 2 retreat workshops

			(DMIS) revitalized at national level; (x) 2 joint projects, 12 coordination meetings and 2 retreat workshops of UN Technical Working Group completed; (xi) 2,000 clients reached by public awareness (DRR Project); (xii) 4 Early Warning and 2 Hazard Specific projects implemented (ERTR Project); (xiii) Community Based Disaster Risk Management implementation in 3 districts in progress; (xiv) implementing urban DRR projects in 2 cities in progress; (xv) implementing DRR sensitive development planning in 5 districts and cities in progress 4.2.2 ERA: (i) monitoring and evaluation framework for the overall rehabilitation and reconstruction process established at the national level and mainstreamed as policy at the provincial level. (ii) Management Information System developed to support the monitoring and evaluation framework (iii) Comprehensive progress report on the rehabilitation and reconstruction process prepared and reported to multi-stakeholders. (iv) UNDP functions as Early Recovery Cluster Coordinator efficiently tranferred to the local authorities (v) 1000 small and medium business restarted. (vi) Comprehensive strategy on livelihoods rehabilitiation efforts developed and advocated to multi-stakeholders (vii) 1500 households received transitional shelter (vii) Public awareness on Government's rehabilitation and reconstruction policy increased (ix) Regional framework for disaster risk reduction developed by national agency and mainstreamed as a policy at the provincial level (x) Consolidated contingency plan for Merapi developed (xi) Multi-hazard risk assessed and mapped for further decision making	(DMIS) revitalized at national level; (x) 2 joint projects, 12 coordination meetings and 2 retreat workshops of UN Technical Working Group completed; (xi) 2,000 clients reached by public awareness (DRR Project); (xii) 4 Early Warning and 2 Hazard Specific projects implemented (ERTR Project); (xiii) Community Based Disaster Risk Management implementation in 3 districts in progress; (xiv) implementing urban DRR projects in 2 cities in progress; (xv) implementing DRR sensitive development planning in 5 districts and cities in progress 4.2.2 ERA: (i) monitoring and evaluation framework for the overall rehabilitation and reconstruction process established at the national level and mainstreamed as policy at the provincial level. (ii) Management Information System developed to support the monitoring and evaluation framework (iii) Comprehensive progress report on the rehabilitation and reconstruction process prepared and reported to multi-stakeholders. (iv) UNDP functions as Early Recovery Cluster Coordinator efficiently tranferred to the local authorities (v) 1000 small and medium business restarted. (vi) Comprehensive strategy on livelihoods rehabilitiation efforts developed and advocated to multi-stakeholders (vii) 1500 households received transitional shelter (vii) Public awareness on Government's rehabilitation and reconstruction policy increased (ix) Regional framework for disaster risk reduction developed by national agency and mainstreamed as a policy at the provincial level (x) Consolidated contingency plan for Merapi developed (xi) Multi-hazard risk assessed and mapped for further decision making
	Project)	Project)		
	Result: Slightly delayed	Result: On track	Result: 4.2.1 Slightly delayed; 4.2.2. Slightly delayed	Result: 4.2.1 On track; 4.2.2. On track

5.1. Recovery of livelihood and economic infrastructure	i) 30,000 of families benefiting from livelihood support; (ii) Minor rehabilitation work on 4 ports completed, and designs for 3 major port rehabilitations completed; (iii) 300,000 m3 tsunami generated waste cleared; (iv) New waste recovery facilities provided in 3 districts	i) 30,000 of families benefiting from livelihood support; (ii) Minor rehabilitation work on 4 ports completed, and designs for 3 major port rehabilitations completed; (iii) 300,000 m3 tsunami generated waste cleared; (iv) New waste recovery facilities provided in 3 districts	Target: (i)200,000 of worker-days of short-term employment generated, of which 30% are women; (ii) new economic development programme launched and implementation commenced, four year targets defined; (iii) Recycling and waste management livelihoods pilot projects completed in 3 districts; (iv) APED pilot completed resulting in guidelines, institutional framework and establishment of model clusters for private-public partner; (v) Results of UN Joint Activity Plan for Meuraxa (Banda Aceh), Nias and Krueng Sabee (Aceh Jaya) achieved (as per separate work plan)	Target: (i)200,000 of worker-days of short-term employment generated, of which 30% are women; (ii) new economic development programme launched and implementation commenced, four year targets defined; (iii) Recycling and waste management livelihoods pilot projects completed in 3 districts; (iv) APED pilot completed resulting in guidelines, institutional framework and establishment of model clusters for private-public partner; (v) Results of UN Joint Activity Plan for Meuraxa (Banda Aceh), Nias and Krueng Sabee (Aceh Jaya) achieved (as per separate work plan)
	Result: On track	Result: On track	Result: Slightly delayed	Result: On track
5.2. Housing settlement and associated infrastructure	Target: (i) 3000 permanent houses established; (ii) 22 communities benefiting from infrastructure rehabilitation	Target: (i) 3000 permanent houses established; (ii) 22 communities benefiting from infrastructure rehabilitation	Target: (i) 250 permanent houses completed; (ii) Community infrastructure completed in 22 communities; (iii) Housing reconstruction guidelines disseminated and socialized;	Target: (i) 250 permanent houses completed; (ii) Community infrastructure completed in 22 communities; (iii) Housing reconstruction guidelines disseminated and socialized;
	Result: On track	Result: On track	Result: On track	Result: On track
5.3. Capacity development of governance institutions and civil society (3a) Capacity development of governance institutions and civil society (BRR) and (3b) Capacity development of governance institutions and civil society (CSO)	Target: (i) 40,000 families have improved access to information on government reconstruction programming; (ii) 40 technical advisors provided to BRR for reconstruction process; (iii) 40 technical advisors provided to local governments to provide quality assurance to government reconstruction; (iv) Support given to BRR on human resources management, legal services, IT, outreach and information	Target: (i) 40,000 families have improved access to information on government reconstruction programming; (ii) 40 technical advisors provided to BRR for reconstruction process; (iii) 40 technical advisors provided to local governments to provide quality assurance to government reconstruction; (iv) Support given to BRR on human resources management, legal services, IT, outreach and information	Target: (3a) Technical assistance and supplementary capacity provided to local government and BRR in the areas of decentralisation, public finance, procurement management, infrastructure, housing, natural resources, disaster risk reduction, health, education and economic planning with increased support to Nias (3b) 2 CSO Network in Aceh and 1 in Nias has been identified for leading in capacity development for CSOs in both NAD and Nias; 74 small grants are delivered both in NAD and Nias for monitoring local reconstruction and community development activities; 50 – 100 NGOs/CBOs trained in reconstruction monitoring, community development, project management, leadership building and gender.	Target: (3a) Technical assistance and supplementary capacity provided to local government and BRR in the areas of decentralisation, public finance, procurement management, infrastructure, housing, natural resources, disaster risk reduction, health, education and economic planning with increased support to Nias (3b) 2 CSO Network in Aceh and 1 in Nias has been identified for leading in capacity development for CSOs in both NAD and Nias; 74 small grants are delivered both in NAD and Nias for monitoring local reconstruction and community development activities; 50 – 100 NGOs/CBOs trained in reconstruction monitoring, community development, project management, leadership building and gender.
	Result: On track	Result: (3a) On track (3b) Slightly delayed	Result: (3a) On track (3b) Delayed	Result: (3a) On track (3b) On track
5.4. Aceh peace process follow-up support (4a) SSPDA and (4b) Aceh Justice Project	Target: (i) 1,500 families benefiting from livelihood support and specialized vocational training (DDR Project); (ii) 2 district level governments supported to deliver the GoI reintegration strat...	Target: (i) 1,500 families benefiting from livelihood support and specialized vocational training (DDR Project); (ii) 2 district level governments supported to	Target: (4a) 1,500 families benefiting from livelihood support and specialized vocational training (SSPA Project); (ii) 2 district level gove...	Target: (4a) 1,500 families benefiting from livelihood support and specialized vocational training (SSPA Project); (ii) 2 district level governments supported to deliver the GoI

	Result: On track	Result: (3a) On track (3b) Slightly delayed	Result: (3a) On track (3b) Delayed	Result: (3a) On track (3b) On track

5.4. Aceh peace process follow-up support (4a) SSPDA and (4b) Aceh Justice Project	Target: (i) 1,500 families benefiting from livelihood support and specialized vocational training (DDR Project); (ii) 2 district level governments supported to deliver the GoI reintegration strategy (DDR Project); (iii) contribution to reintegration 1,000 of former political prisoners and combatants in Aceh re-integrated (DDR Project); (iv) Finalization of access to justice assessment and publication and dissemination reports with recommendations for improving access to justice for communities in target areas; New access to justice programme designed, approved and implemented (funded by ERTR for preparatory process; funded by Governance Unit for implementation)	Target: (i) 1,500 families benefiting from livelihood support and specialized vocational training (DDR Project); (ii) 2 district level governments supported to deliver the GoI reintegration strategy (DDR Project); (iii) contribution to reintegration 1,000 of former political prisoners and combatants in Aceh re-integrated (DDR Project); (iv) Finalization of access to justice assessment and publication and dissemination reports with recommendations for improving access to justice for communities in target areas; New access to justice programme designed, approved and implemented (funded by ERTR for preparatory process; funded by Governance Unit for implementation)	Target: (4a) 1,500 families benefiting from livelihood support and specialized vocational training (SSPA Project); (ii) 2 district level governments supported to deliver the GoI reintegration strategy (SSPA project); (iii) deleted; implementation by Governance Unit (iv) contribution to reintegration of 1,000 former political prisoners and combatants in Aceh re-integrated (SSPA Project); (v) socialization of re-integration process successfully concluded (vi) Provision of technical and logistics support to BRA at all levels successfully targeted and delivered (4b) Aceh Justice Project: Capacity development needs assessment of courts, prosecutors and adat providers completed and action plan developed and initiated; Baseline obtained for number of people who say they have access to justice by Q2 and 10% increase by Q4.	Target: (4a) 1,500 families benefiting from livelihood support and specialized vocational training (SSPA Project); (ii) 2 district level governments supported to deliver the GoI reintegration strategy (SSPA project); (iii) deleted; implementation by Governance Unit (iv) contribution to reintegration of 1,000 former political prisoners and combatants in Aceh re-integrated (SSPA Project); (v) socialization of re-integration process successfully concluded (vi) Provision of technical and logistics support to BRA at all levels successfully targeted and delivered (4b) Aceh Justice Project: Capacity development needs assessment of courts, prosecutors and adat providers completed and action plan developed and initiated; Baseline obtained for number of people who say they have access to justice by Q2 and 10% increase by Q4.
	Result: Slightly delayed	Result: (4a) Slightly delayed (4b) Slightly delayed	Result: (4a) Delayed (4b) Slightly Delayed	Result: (4a) On track (4b) Slightly Delayed

Key Issues	(1) Delayed in project implementation: project signing, political dynamics etc. (2) Resource mobilization: lack of resources, project extension (3) Exit strategy: Sustainabililty of Programme Impacts, clear strategy (4) Lack of Capacity: Implementing Partner capacity (5) Project Management: Project Scheduling, Planning and Budgeting, Monitoring and Evaluation system	(1) Delayed in project implementation: diffculty to find personnel to be based in the field, commitment of implementing agency, project document signing, establishment of PMU etc. (2) Resource mobilization: additonal resources, fund raising, national and local resources; private sector; mapping partners and funding resources (3) Exit strategy: Sustainabililty of Programme Impacts, project closure both financially and operationally; project audit (4) Project Management: Communication and Coordination, national ownership, changing priority in activities; standarization and clear guidelines for project implementation required, effective monitoring and evaluation system (5) Lack of Capacity: Implementing Partner capacity	(1) Delayed in project implementation for example delayed in signing LoA, appointment of project directors, and establishment of Advisory Board (2) Resource mobilization: Lack of fund or uncertainty of budget for several programme/ projects (TARGET MDGs, local governance reform, conflict prevention, delayed DFID funds, etc. (3) Commitment of Implementing Partner: Need for increasing GoI Commitment and budget for MSU projects, Governance, limited local government capacity for the DRR (Disaster Risk Reduction) process, long and elaborate process in preparing partner agreements, etc. (4) Exit strategy: ERTR livelihood activities will be finished early 2008, SGP PTF will be closed in September 2007, concern on exit strategy for sustainability of governance project (5) Continued professionalization of project management through the uniform establishment of baselines, performance indicators and regular M&E for all projects	(1) Delayed in project implementation for example due to delayed in GEF funding; request to close project bank account and for registering a project to DIPA, delay in staff recruitment; ERTR project is delayed awaiting the MDF to finalize EDFF; Project Concept Note for BRR to 6 months to be approved by MDF; (2) Resource mobilization: Lack of fund to scale-up the programme rapidly for example for TARGET MDGs; target for funding resources for ERA projects was not met; (3) Commitment of Implementing Partner: Need for allocation of local budgets to the programme; (4) Lack of capacity: Lack of NGO capacity in implementation of CSO project in Aceh; BRA capacity in financial management; (5) Continued professionalization of project management through the uniform establishment of baselines, performance indicators and regular M&E for all projects