

UNITED NATIONS DEVELOPMENT PROGRAMME

**PROJECT DOCUMENT REVISION****Indonesia**

Project Title:	'ACHIEVE': Assistance for Enhanced Innovation for the Achievement of the SDGs in Indonesia
Project Numbers:	00110276
Output Numbers:	00109296, 00109999, 00110001, 00110002, 00110003 – Financially Closed 1 00119799, 00119800 – Ongoing
Implementing Partner:	UNDP CO Indonesia
Start Date:	1 January 2020
End Date:	31 December 2024

Brief Description

This project document revision aims to accommodate additional contribution from Nippon Closures Company, Ltd. (NCC) for a full-fledged capacity building program on the circular economy (CE) offered through the learning platform of SDG Academy Indonesia. It, henceforth results in the adjustment of the project's, strategy, result and partnership, result framework, multi-year plan and budget, and risk. In principle, this additional contribution will add the following activities under Output 2: SDG Academy Indonesia operationalized: (1) CE dialogues, (2) development of learning materials on CE, (3) SDG Leadership Program with CE as the SDG topic (4) summarized session, and (5) project visit for capstone project tracking.

While no additional or removal of Project Output was made, the revision has included changes in the order of project outputs to make them consistent with Quantum Project IDs. In this case, Output 3 in the previous ProDoc (SDG Academy Indonesia) became Output 2, and likewise Output 2 in the previous ProDoc (SDG Actions, Knowledge Management and Knowledge Sharing Implemented) became Output 3 in this revised version.

These revisions are required to enable the project to continue its support to the assistance for enhanced innovation for the achievement of SDGs in Indonesia, ensure its ability to operate effectively and enable effective implementation of its key services. By partnering with several key stakeholder groups, ACHIEVE project will continue to provide assistance to government of Indonesia (BAPPENAS and line ministries) in accelerating the process of SDG achievement by focusing on innovative capacity building program aiming to increase Indonesia's state and non-state actors' capacities in localizing the SDGs. Throughout the project, Gender Mainstreaming considerations will continue to be incorporated in all aspects of the project.

The revisions were made to reflect Financing Agreement signed on 26/07/2022 between UNDP and NCC and were discussed and approved by the Project Board, consisting of BAPPENAS, Tanoto Foundation, and UNDP in the Project Board Meeting on 27/09/2022. Detailed adjustments to the project document will be annexed to this revision. The original version of the project document could be accessed at: <https://drive.google.com/file/d/1DuTtH-IDMYnHCup4NPR1zrgIFbgOOBGK/view?usp=sharing>

Contributing Outcome (UNSDCF/CPD, RPD or GPD): UNSDCF/CPD 2021-2025	Total resources required:		\$ 5,000,000.00
	Total resources allocated:	Donor:	\$ 1,691,559.51
		Australian Government:	\$ 158,430.43

- 1 ID: 00109296 (PIP SDGs Policy Advocacy)
 ID: 00109999 (PIP SDGs Research Data System)
 ID: 00110001 (PIP Cap. Build. & Knowledge)
 ID: 00110002 (PIP Sub-Nat. Localization Implementation)
 ID: 00110003 (PIP SDGs Promotion & Comms.)

- OUTCOME 4: Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the Sustainable Development Goals.
- Project Outputs 1,2,3 and 4 are attributed to CPD Output 4.2. Policy environment strengthened to expand public and private financing for the Sustainable Development Goals (SP Indicator E.2.2 Number of innovative solutions adopted by programme partners, which expanded policy and development options: Artificial Intelligence, Behavioral insights, Blockchain, Foresight, Crowd funding, Crowd sourcing, and Micronarratives New and emerging data, Positive deviance, Real-time information systems, Remote sensing, other.
- CPD 2021-2025 Indicative Outputs:
 - Project Output 1, attributes to [CPD Output 1.1](#). Public institutions are capable of responsive, inclusive, participatory and representative decision-making ([SP Output 1.1.2](#) - Number of provinces with capacities to accelerate Sustainable Development Goals localization in the Decade of Action)
 - Project Output 2 ([GEN 2](#)) attribute to CPD Output 2.1. Vulnerable groups supported to build productive capacities and to benefit from sustainable livelihoods ([SP Output 2.1.1](#) - Number of value chains strengthened at subnational levels)

		TRAC:	\$ 35,262.46
		Tanoto Foundation:	\$ 1,354,662.70
		Nippon Closures Co., Ltd:	\$ 143,203.92
Unfunded:			\$ 3,308,440.49

Agreed by (signatures):

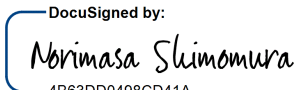
UNDP
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I. DEVELOPMENT CHALLENGE

The year 2020 marked the fifth year of the Sustainable Development Goals (SDG) adoption by 193 member-states of the United Nations. Since its official launched in 2016, Indonesia has been on the front row on the SDG implementation. To Indonesia, “*implementing national development agenda is implementing SDGs*”².

In 2017, the Government of Indonesia (GoI) issued Presidential Decree No. 59/2017 on SDG Implementation as a guiding policy for the implementation of SDG in Indonesia and strengthened by Presidential Decree No. 111/2022, which mandated 4 important aspects in the ‘Decade of Action’; 1) governance and institutional arrangement; with *BAPPENAS* as the leading agency. The Decree mandated 1) establishment of inclusive SDG Coordination Team – which comprises of the government, parliament, business sectors, philanthropy, academics, experts, civil society organizations and media; 2) development of SDG Roadmap and National Action Plan; and 3) coordination of monitoring, evaluation, and reporting of SDG, and 4) Financing of SDGs. Non-state actors have also been playing important roles. In 2016, business sectors and philanthropy established the ‘Philanthropy and Business Platform for SDG 2 while universities have been focusing on conducting analysis capacity building and knowledge sharing of all stakeholders. To date, 37 SDG Centers have been established at universities across Indonesia. Meanwhile, Indonesia’s civil society groups have organized themselves and playing their active role.

To showcase SDG progress, in 2017, 2019 and 2021, GoI presented Voluntary National Review (VNR) during the High-Level Political Forum (HLPF) in New York, meanwhile amid the challenges affected by the unprecedented COVID-19 pandemic situation, in 2021, with themed devoted to “Sustainable and resilient recovery from the COVID-19 pandemic for the achievement of the 2030 Agenda” - focused on global goals no. 1,2,3,8,10,12,13,16, and 17, Indonesia had successfully presented its third VNR, which shown its substantial and consistent efforts towards achieving the SDGs by 2030. Its development continues in efforts to engage more stakeholders to leave no one behind and with support of UN agencies in Indonesia, such as UNDP under the coordination of the UNRC. This third review does not only cover the highlight of the country’s progress, but also identifies challenges, emerging issues, partnership with civil society, and subnational governments, with regard to the response to the COVID-19 pandemic. A significant milestone to note and as a result of UNDP’s ongoing advocacy efforts in the overall VNR processes, it’s important to point out that inclusive collaborative works launched by the Ministry of Development Planning/*Bappenas*, UNDP Indonesia, and Tanoto Foundation were featured in the VNR as one example of collaboration in capacity building efforts with the establishment of SDG Academy Indonesia as a learning institution on the SDGs through three programs that are open to the public, namely mobile learning, leadership, and study abroad programs.

While GoI had established SDG Secretariat at national level, only several sub-national governments followed suit, despite the fact that SDG Secretariat has a central role to the day-to-day coordination of SDG implementation, development of local action plan, and the integration of SDG into development agenda – *the localizing SDG*. Disparity among local institutions in provinces and districts across the country has been identified as an important factor hindering accelerated achievement of SDGs. On the other hand, SDG progress tracking has been constrained with unready availability of data. At national level, it is only 35% of SDG data is available at the national bureau of statistics (*BPS*), while the remaining 65% is scattered across line ministries and agencies. At sub-national level, only a very small number of local governments have developed a dedicated data system to track SDG progress. Overall, Indonesia is yet to take advantage of the One Data System to coordinate a comprehensive SDG data system.

Beyond planning, budgeting, and decision-making process, recently in 2019, world leaders have called for a **decade of action** to deliver the SDGs by 2030³. It is imperative for Indonesia to step up the

² <https://sustainabledevelopment.un.org/memberstates/indonesia>

³ <https://www.undp.org/content/undp/en/home/stories/decade-of-action.html>

game in exploring new ways of accelerating SDG actions. However, this effort might not be as straightforward as capacity of government and other development actors that varied across the nation and the business-as-usual approach still prevails. It is the effort to find innovative solutions to the persistent development challenges that define Indonesia's achievement of SDGs.

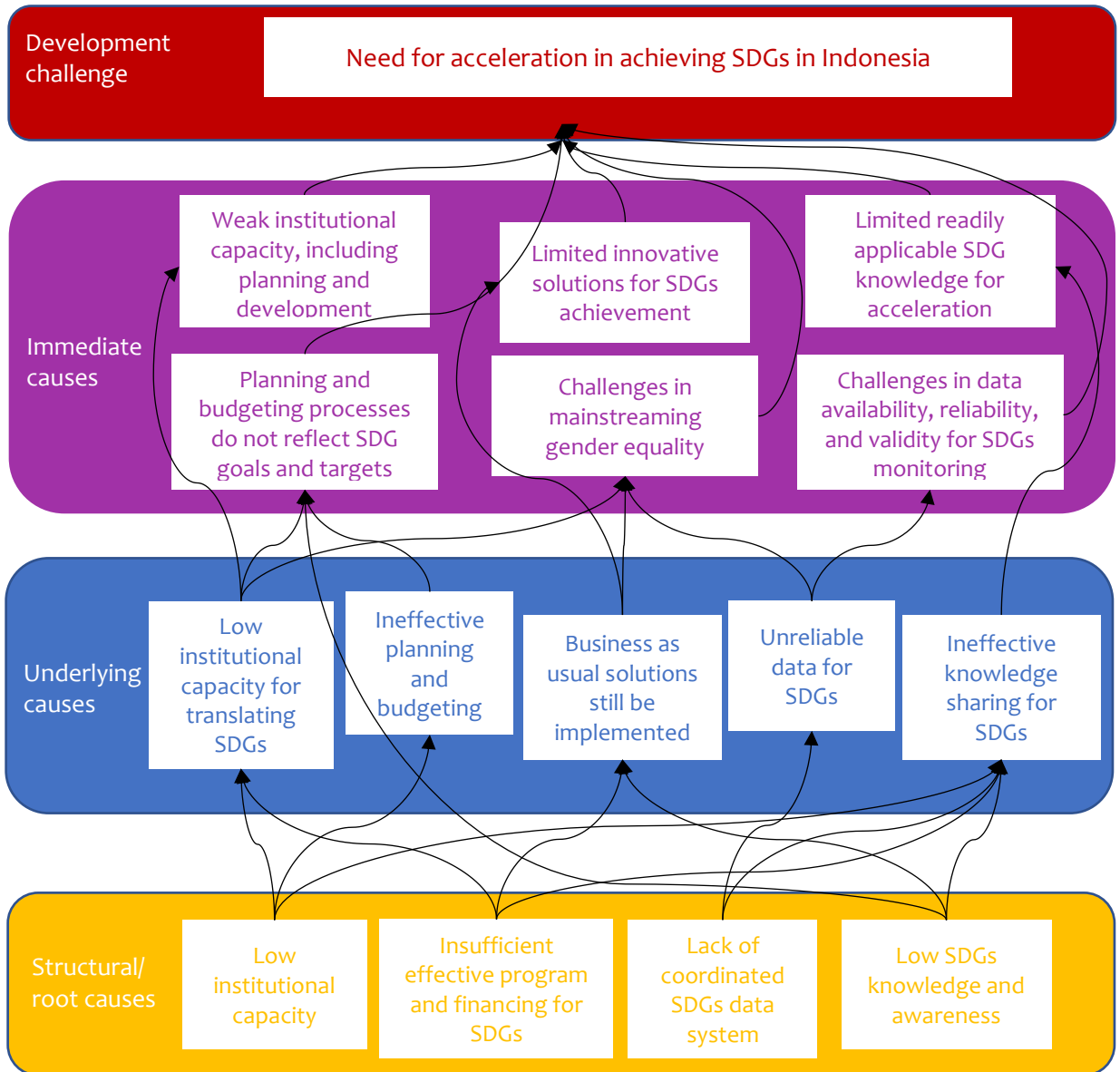
To achieve SDG by 2030, *BAPPENAS* has produced the 'Roadmap of SDGs Indonesia' as the overarching pathway for operationalizing the primary SDG indicators for each goal. It contains policy positions for delivering on 57 selected indicators of a total 319 national SDGs indicators as well as 'business as usual' and 'intervention scenarios', including financing gaps, which need to be addressed to achieve specific SDGs. Priority sectors identified as having a particular financing gap are education, health, social protection, food, environmental protection, research and development and good governance. In order to commit additional public finances to SDG attainment, the Government has set a target of increasing its tax revenue to GDP from 10.5 per cent in 2019 to 14.2 per cent by 2030⁴.

Since Indonesia's adoption to SDG in 2016, UNDP has been a leading development partner to support Gol in implementation of SDGs. At national level, through our work with *BAPPENAS*, UNDP supported and facilitated the works mandated by the Presidential Decree – supporting SDG secretariat, facilitating preparation of SDG Roadmap and National Action Plan. UNDP was also the key partner in preparing the SDG VNRs. Through partnership with Ministry of Finance, UNDP helped unlock innovative financing instruments for SDG, for example, the support to issue Green Sukuk in 2017. At sub-national level, UNDP has been providing technical assistance to strengthen inclusive governance, evidence-based policy making, and progress tracking. Spearheading innovative SDG actions have also been UNDP's signature work. More importantly, UNDP unlocked SDG financing streams from non-state actors, such as philanthropy, to fund the works at subnational level. To showcase the successes of UNDP assistance, UNDP has been facilitating knowledge sharing among development actors from various institutions, at sub-national, national and global level.

With only *ten years left to 2030*, the need for acceleration to achieve SDG is now more important than ever. Indonesia needs to push further to tackle the widespread development challenges, and UNDP needs to expand and enrich its effort in providing substantial assistance to Gol. It is against this background that the following Problem Tree is designed.

⁴ Indonesia SDG Snapshot by UNDP Regional Bureau in Asia Pacific and ADB

Diagram 1. Problem Tree



II. STRATEGY

Achieving Sustainable Development Goals, amid all its challenges - requires an effective approach. ACHIEVE project adopt and modify UNDP corporate approach **MAP – Mainstreaming – Acceleration and Policy Support** approach in the context of Indonesia, by actively engaging participation and effective contribution from all stakeholders, at all levels. As the continuation from Project Initiation Plan (PIP) in 2018 regarding SDGs Localization Program to support mainstreaming the SDGs at the national and sub-national levels, ACHIEVE project is designed to provide assistance to government of Indonesia in accelerating the process of SDG achievement by focusing on a nationwide innovative capacity building program aiming to increase Indonesia’s state and non-state actors’ capacities in localizing the Sustainable Development Goals. The project will be successfully implemented if each stakeholder is significantly proactive in organizing themselves in ensuring their contribution. Henceforth, ACHIEVE as a full-scaled project is designed to engage all SDGs stakeholders with their strategic partake, aiming to tackle possible hindrance in the project implementation such as lacking materials and resources that are deemed necessary for the project. As it needs collaborative and collective work, ACHIEVE program uses the presidential decree as core policy guidance to explore strategic partnership with all the stakeholders, taken into consideration to each role and responsibilities, to optimize efforts in accelerating the achievement of SDG in Indonesia. In the Presidential Decree no 111/2022, government of Indonesia has clearly stated the four SDGs stakeholders; 1) government and parliamentarian, 2) academics and experts, 3) private sectors and philanthropies, and 4) civil society and media, each with their roles and functions.

Build Forward Better is Indonesia’s strategy in accelerating economic recovery and social reforms in 2021 to ensure concurrent response to COVID-19 and economic recovery. COVID-19 response is focused on managing COVID-19 transmission through cooperation with stakeholders, reducing the reproductive rate of the virus, and rolling out mass vaccination campaigns free of charge as per the standards from WHO⁵. The ACHIEVE initiative was developed to assist the GoI in accelerating SDGs attainment. In accordance with a stakeholder engagement strategy, the government (*BAPPENAS* and line ministries), non-state actors, and development partners are a few of the stakeholder groups that ACHIEVE plans to work with. With the strategic approach and partnership, the stakeholders involved in the project are expected to remain and stay throughout the project cycle, noting that their contribution is significantly needed to ensure the sustainability of project implementation. In all its work, ACHIEVE will use “innovation” as the most important enabler. As an illustration, consider the SDG Academy Indonesia, a cutting-edge learning and capacity building program that was cited in Indonesia’s VNR 2021 as one of the best practices in inclusive collaboration and capacity-building efforts to accelerate the SDGs in this “Decade of Action.”

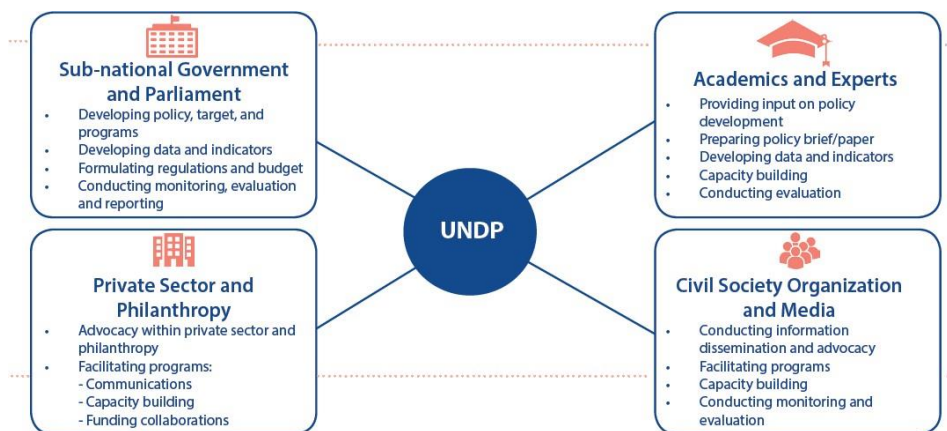


Figure 1. ACHIEVE program strategically working with all stakeholders

1.1 Institutional Strengthening National Government and Parliamentarians

⁵ Indonesia Voluntary National Review 2021

Strong national government institution, with adequate knowledge on SDGs and high capacity for coordination, is critically important to advance SDGs in Indonesia. As such the first strategy for ACHIEVE program is to enhance and strengthen the role of national government. Adhere to the mandate stated by Presidential Decree, the main partner of ACHIEVE is Ministry of National Planning/ *BAPPENAS* as the coordinator of implementation of SDGs in Indonesia. Aside from *BAPPENAS*, line ministries to support ACHIEVE program will include Ministry of Finance, Ministry of Foreign Affairs, Ministry of Education, Ministry of Village and Disadvantage Region, Ministry of Home Affairs, and National Bureau of Statistics, of which the level of engagement depends on the roles and responsibilities of the institution.

ACHIEVE will strengthen the national institutions capacity by supporting the development of policies, the development of guidelines and dissemination, enhancing capacity of human resources at SDGs National Secretariat, facilitating capacity building events, facilitating studies and/or assessment and supporting the participation of Indonesia at regional and global level.

Apart from the executive branch of government, parliament's role in the enactment of legislation, adoption of budgets, and oversight in ensuring accountability for effective implementation of SDGs is critically important. ACHIEVE project will enhance the roles of Indonesia's parliament at national and sub national level.

2.1 Technical Assistance to Sub-national Government

Sub-national government is playing significant roles in the effort to achieve SDGs. The sub-national government is the core of SDGs implementation. A high capacity of sub-national government is necessarily a notable modality for Indonesia in achieving SDGs target by 2030. ACHIEVE project will strengthen the capacities of sub-national government in terms of 1) Institutional strengthening, 2) effective planning and budgeting, 3) Implementation of SDG action plan, 4) monitoring, 5) capacity building and knowledge management. The supports will include activities of developing SDG Action Plan, the integration of SDGs targets and indicators to RPJMD (at province and district level), the co-creation and pilot the innovative solutions for selected issues, trainings, seminar, conferences, and the development of provincial data system. ACHIEVE project is currently working closely with 3 provinces and will expand to 3 more provinces in the next 5 years.

2.2 Engaging Academics (Universities and SDG Centres)

As stated and mandated by the Presidential Decree, the role of universities includes to provide input to policy development, capacity building and conduct evaluation. ACHIEVE project has been working with several universities, facilitated the establishment of SDG Centre(s) and engaged several experts for various purposes. With the MoU signed with University of Padjajaran, ACHIEVE has collaboratively conducted an analysis of SDG indicators and projected gap towards 2030. The analysis is beneficial in helping provincial and district government in developing their development plan and need identification for development sectors towards achievement of SDG in 2030. In addition, ACHIEVE has been worked with SDG Centre of Lampung University in conducting capacity buildings events. For the next 5 years, ACHIEVE will engage more universities and plan to facilitate more SDG Centers.

Aside from individual university, ACHIEVE has established 'Network of Indonesia University for SDGs', aiming at enhancing the role of universities and to facilitate knowledge sharing between academia (such as professor and students) and SDG Centers across the country. This is an important activity of which ACHIEVE will continue doing for the next 5 years.

2.3 Engaging Private Sectors and Philanthropies

Indonesia's private sectors and philanthropy are among the most active stakeholders towards efforts for Indonesia SDGs achievements. Various groups are established such as Philanthropy and Business Indonesia for SDGs, Indonesia Chapters of Business Council for Sustainable Development, and many

others. ACHIEVE in close collaboration with these groups is sharing and updating various information which is relevant to SDGs.

ACHIEVE is also engaging specific philanthropy organization(s) and private sectors in implementing relevant activities such as with Tanoto Foundation for various programs, at sub- national (Riau province) and national level. ACHIEVE also engages private sectors and social business in making innovative solution for farmers in Gorontalo Province. For the next 5 years, ACHIEVE will expand its engagement with private sectors and philanthropy to collaboratively work towards achievement of SDGs, such as with Nippon Closures Company, Ltd. (NCC), which is a Japanese Private Sector for capacity building in Circular Economy under the output of SDG Academy Indonesia operationalized.

2.4 Innovation as enabler - and the use of Platform approach

Achieving SDGs requires all stakeholders to use innovation as the most important enabler. Business as usual process just will not help anymore. Innovation is necessarily required in all aspects of SDG implementation, such as digital governance, innovation in policy, innovative financing, and the use of technologies in solving the persistent SDG issues. The emerging innovative approach through participatory process of co-creation, system thinking, etc., is notable for SDGs acceleration. ACHIEVE has started applying innovative approach by ensuring community participation for SDGs implementation at village level, such as on Innovative financing model for farmers with Empowered Farmers program in Gorontalo province, and the use of technology for waste management with *BASADA* program in City of Pekan baru.

ACHIEVE will continue to be spearheading innovative solutions for the achievement of SDGs, and in doing so will work with various partners, including UNDP Innovative Finance Lab and other UNDP units, Policy Support from UNDP Bangkok Regional Hub, University partners as well as other innovation institutions. ACHIEVE and its partners will take advantage and making use of platform approach, of which partners are gathered together to assess issues and co-create innovative solutions.

SDG Academy Indonesia is one example of Innovative Learning Program developed by UNDP in collaboration with *BAPPENAS* and Tanoto Foundation. Aiming at enhancing capacity of sub-national government as its main target – together with other stakeholders (including private sectors, philanthropy and media), both at national as well as sub-national level, to facilitate the accelerated process of SDG achievement. SDG Academy Indonesia will offer program that covers from ‘governance and policy’ innovative solutions, and monitoring and reporting. Three main programs of SDG Academy Indonesia are 1) SDG Certification Program for Leaders, 2) Mobile Learning Program, and 3) Study Abroad. Starting first quarter of 2021, SDG Academy Indonesia will accept its first batch of participants.

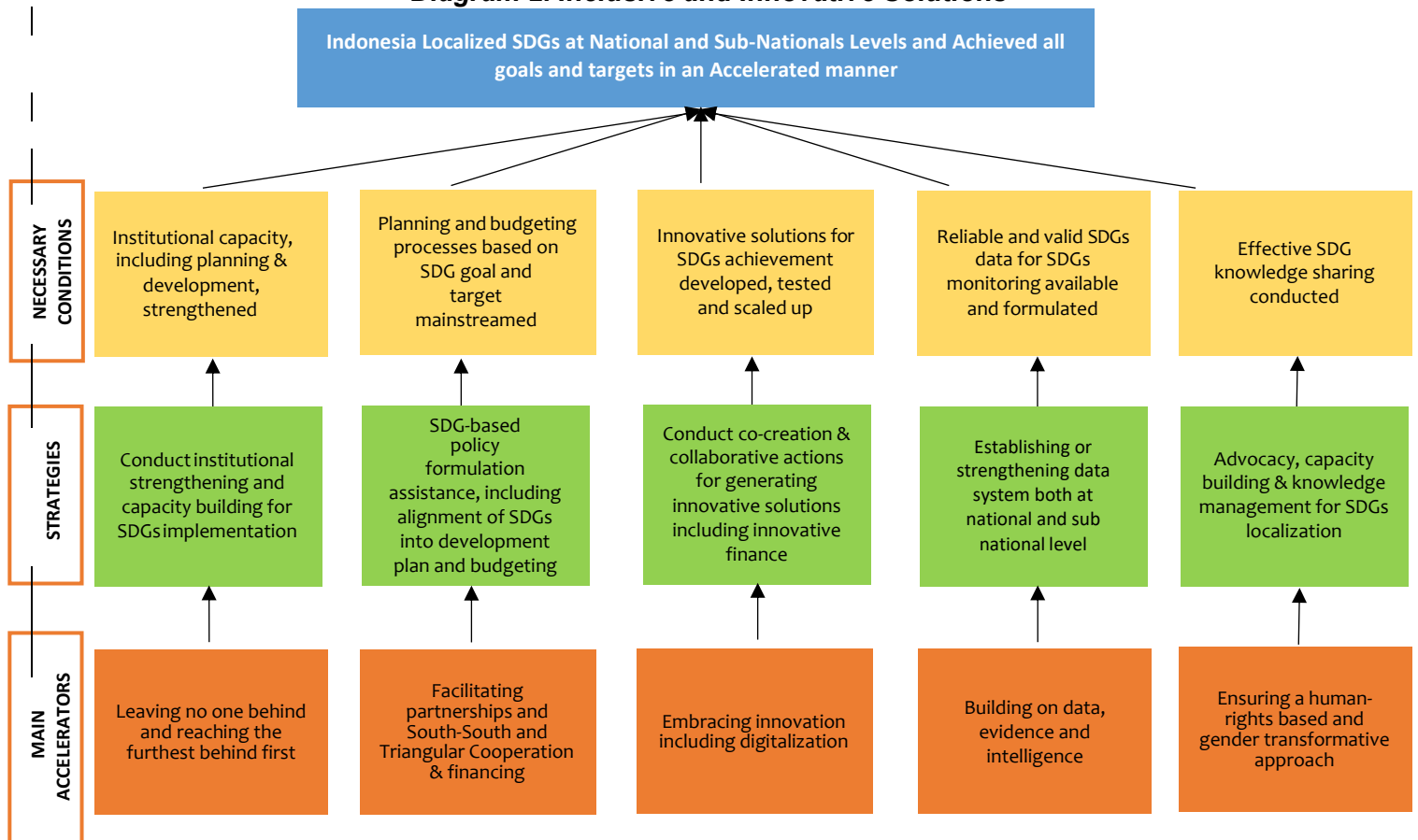
The inclusivity principle has been and will always be the canon in implementing Sustainable Development Goals. For further development of its SDG Leadership Program and SDG Mobile Learning Program, the SDG Academy Indonesia aims to develop new set of course module(s) each year that detail impactful learning experiences which will engage wider range of participants and enrich their knowledge in SDGs issues. Participants are ranging from national and sub-national government, private sectors, philanthropies, NGOs/CSOs, academy, and universities, with a particular emphasis on a gender-balanced participation, geographical areas, especially the marginalized segments of society such as women, persons with disabilities (PwD), youth, etc. Furthermore, the Human Development Index in 2021 noted that the region of Papua is the most left behind in the achievement of SDGs in Indonesia. Henceforth, intervention is urgently needed to tackle this issue. Thus, in the future, SDG Academy Indonesia sees the need to bring its programs closer to the region of Papua and West Papua.

Most recently, the Academy has successfully established new partnership with Nippon Closures Company (NCC) for capacity building on Circular Economy.

2.5 ACHIEVE role as integrator of Indonesia CO

UNDP Indonesia as one of the leading development agencies in Indonesia currently have 4 major units: Environment unit, Democratic Governance unit, Innovative Financing unit and Disaster Risk Management unit. While ACHIEVE sits within DGPRU unit, it has a role in bringing together various part of the office regarding aspects of SDGs. As such, ACHIEVE will work with all unit in CO in playing this role, which include: 1) initiate strategic engagement with new partners (new ministry, private sector and universities), 2) consolidate and leverage works of various projects based on sector(s) and/ or by geographical locations.

Diagram 2. Inclusive and Innovative Solutions



III. RESULTS AND PARTNERSHIPS

3.1. Expected Results

The ACHIEVE project aims at providing technical assistance and facilitation to accelerate achievement of SDG goals. The activities carried out in this project document will contribute to the achievement of the following outputs:

- a. Output 1: Institutional Strengthening and Policy Advocacy Conducted**
- b. Output 2: SDG Academy Indonesia Operationalized**
- c. Output 3: SDG Actions, Knowledge Management and Knowledge Sharing Implemented**
- d. Output 4: ACHIEVE role as integrator of Indonesia CO Implemented**

a. Output 1: Institutional Strengthening and Policy Advocacy Conducted

Strong institution, policy coherence, effective planning and budgeting based on evidence and reliable data are important necessary conditions for Indonesia to achieve SDGs in 2030 and are to be happening at all levels of government.

The 2017 Presidential Decree has stated governance and institutional arrangement of SDG implementation clearly, with dedicated secretariat responsible for the day-to-day work, leading the development of action plan and its implementation and coordinating stakeholders. As of 2019, only selected provinces have established dedicated institutions for SDGs, and consequently only selected action plans are developed. The quality of developed Action Plans also varied significantly. With country as big as Indonesia, disparities among regions and provinces are still high and therefore significant effort is needed and thus ACHIEVE project will focus on assistance towards addressing such issue. ACHIEVE engages universities and experts in providing assistance to government with evidence for policy, planning and budgeting processes, as well as capacity building for institutions in general.

While SDG Action Plan is necessary, the more sustainable step is to integrate SDGs targets and goals into local action plan (*RPJMN* and *RPJMD*). This requires a tedious exercise typically conducted with the lead of *BAPPENAS* (at national level) and *BAPPEDA* (at sub-national level). To ensure accuracy of planning, reliable data system is critically important and given the challenges with data, it is important for ACHIEVE to contribute to the efforts regarding data, through developing and or strengthening the data system both at national and sub-national level.

Starting 2016, UNDP has been working with national government as well as with 3 pilot provinces; Lampung, Riau and Gorontalo regarding institutional strengthening and advocacy, and will continue to expand to at least 3 new provinces in the next 5 years.

The following activity results will contribute to the achievement of this output. Activities and budget are presented in the Work Plan.

Activity Result 1.1: SDGs Secretariat strengthened coordination, planning and budgeting, and monitoring, including gender sensitization at national and sub national level.

Activity Result 1.2: SDGs related research using gender lens conducted, and results published and disseminated.

Activity Result 1.3: SDGs data system at national and sub-national level developed or strengthened with

sex-disaggregated data-basis wherever available.

Activity Result 1.4: Mainstreaming of SDGs in University conducted.

b. Output 2: SDG Academy Indonesia Operationalized

Low SDG knowledge and awareness, low institutional capacity and ineffective knowledge sharing are among issues identified to hinder accelerated achievement of SDGs. Disparity of capacity among sub-national government is considered high, with local government at district level being the most challenging group, despite the fact that they are at the front line of SDG implementation. As such, innovative and effective learning approach is needed, both for government and for non-state SDG actors.

UNDP through ACHIEVE project has established SDG Academy Indonesia; a capacity building program, aiming at increasing Indonesia's stakeholders in localizing the SDGs, offering materials including governance and policy, innovative solution on specific goals, and monitoring and reporting of the SDGs. Member of the SDG Academy Indonesia must demonstrate gender responsiveness and participate in gender-sensitive training. Launched in November 2019, during SDG Annual Conference, SDG Academy Indonesia will continue all the preparation to be able to receive its first batch of participants in the first quarter of 2021.

In relation to the implementation of Circular Economy, the SDG Academy Indonesia aims to increase knowledge and technical capacity of individuals on CE, and also to empower them through the approach of emerging technologies based on best practices from relevant Japan and Indonesia stakeholders. There will be five additional endeavors under this output, which included (1) CE dialogues, (2) development of learning materials on CE, (3) SDG Leadership Program with CE as the SDG topic, (4) summarized session, and (5) project visit for capstone project tracking.

The following activity results will be achieved under this output. Activities and budgets are detailed in the Work Plan.

Activity Result 2.1: SDG Academy Indonesia curriculum developed.

Activity Result 2.2: SDG Academy Indonesia venue arranged, and facilities made available.

Activity Result 2.3: SDG Academy Indonesia Learning Management System developed.

Activity Result 2.4: All 3 programs Leadership certification, Mobile learning and Study abroad, and other SDG related talks/seminars/conferences implemented and conducted

Partnership	Type	Purpose	Role
Ministry of National Development Planning/ <i>Bappenas</i>	Government	Overall project	As a leading government agency in mainstreaming SDGs in Indonesia, <i>Bappenas</i> takes the role as primary source to align ACHIEVE project activities to national strategic plan.
Ministry of Villages, Development of Disadvantaged Regions and Transmigration/ <i>Kemendesa</i>	Government	Output 1	<i>Kemendesa</i> takes role in terms of policy mainstreaming on SDGs localizing project.
Ministry of Education, Culture, Research and Technology/ <i>Kemdikbudristek</i>	Government	Output 2;3	<i>Kemdikbudristek</i> serves as partner in ACHIEVE operational activities in mainstreaming SDGs through knowledge sharing and the integration of learning materials.
State Administration Agency / <i>LAN RI</i>	Government	Output 2;3	<i>LAN</i> serves as partner in ACHIEVE operational activities in mainstreaming SDGs through knowledge sharing and integration of

			learning materials.
Tanoto Foundation	Philanthropy	Overall Project	Tanoto Foundation support ACHIEVE in regard to financial contribution and providing technical support for ACHIEVE operationalized and project implementation.
Nippon Closures Co.Ltd (NCC)	Private Sector	Output 3	NCC supports ACHIEVE with financial contribution and for ACHIEVE operationalization, collaborating in several strategic activities.
Intellectual Capital Management Group (ICMG)	Private Sector	Output 3	ICMG supports ACHIEVE in operationalization, collaborating in several strategic activities particularly in developing materials on Circular Economy as practitioners.
SDGs Center Universitas Lampung	Academia	Output 2; 3	SDGs center <i>UNILA</i> serves as partner in ACHIEVE operational activities in mainstreaming SDGs through knowledge sharing in academia.
SDGs Center Universitas Airlangga	Academia	Output 2;3	SDGs center <i>UNAIR</i> serves as partner in ACHIEVE operational activities in mainstreaming SDGs through knowledge sharing in academia

c. Output 3: SDG Actions, Knowledge Management and Knowledge Sharing Implemented

The 'Decade of Action' calls for accelerating sustainable solutions to the development challenges around the world, including Indonesia. At the heart of this effort is the use of innovation in all aspects including the use of information technology, unlocking new sources of finance, co-creating the new modality of service delivery, piloting the innovative solutions and scaling up. Using the platform approach and taking advantage of various new emerging tools such as system thinking, collective analysis and more – ACHIEVE will bring partners together, including women and youth groups in mapping the issues and finding solutions.

Embracing mainstream innovation as a business model requires not only knowledge and skill, but rather the shifting in mindset. Awareness raising, effective learning and successful knowledge management activities will be key to success. As ACHIEVE project piloted various development solutions across the country, processes in all steps will be documented well, of which various interesting knowledge product will be developed. Such products will be disseminated widely through numerous ways, including the use of mainstream as well as social media. ACHIEVE will work closely with the Communication Unit of UNDP in development and effective dissemination efforts.

Accelerated process will take place when successful project pilot is shared, replicated in many other places and scale up to the whole country. To facilitate quick and effective learning of successful pilot projects – projects developed and piloted by ACHIEVE as well as project by other partners – ACHIEVE will facilitate knowledge sharing events/ activities across different partners at all levels; sub-national, national and even global level. ACHIEVE will collaborate with *BAPPENAS* as the main coordinator and will bring various other partners for impactful events.

The following activity results will contribute to the achievement of this output. Activities and budget are presented in the Work Plan.

- Activity Result 3.1: “Kawasan SDGs”⁶ established through broad consultation with all stakeholders and additional funds mobilized by SDGs Secretariat.
- Activity Result 3.2: Knowledge products produced and disseminated including exposure of gender equality targets through various media platforms.
- Activity Result 3.3: SDGs related capacity building and advocacy events conducted and/ or facilitated, with equal participation of women and men, at national, regional and global events.

d. Output 4: ACHIEVE role as integrator of Indonesia CO implemented

As a project focusing on various aspect of localizing of SDGs, ACHIEVE project can play an integrator role in the country office in several ways; for example, consolidate SDGs related materials of all projects, or providing SDGs perspective to initiatives, etc. For the coming 5 years, the following activities will be implemented to contribute to this output.

- Activity Result 4.1: Strategic engagement with new partners initiated by leveraging various internal resources.
- Activity Result 4.2: Similar program and projects in the same geographical locations or similar sectors are consolidated and leveraged for a new program/ initiative.

3.2. Resources Required to Achieve the Expected Results

Total resources required is USD 5,000,000 which have been mobilized through Australian Government: USD 158,430.43, Tanoto Foundation: USD 1,354,662.70, TRAC2: \$ 35,262.46, Nippon Closures Company, Ltd (NCC): USD 143,203.92, leaving USD 3,308,440.49 unfunded.

The human resources required to achieve the expected results include a Project Assurance Officer, a Project Management Unit and Technical Teams undertaking each expected result. More specifically, they are divided as follows:

Table 1. Core Team needed for project implementation

	Number of Personnel	Designation & Duration
Project Assurance	1	1. Project Assurance Officer
Project Management Unit	4	1. National Project Manager 2. Project Associate for SDGs 3. Project Assistant for ACHIEVE 4. Project Support
Team A (Output 1, 2)	4	1. Sub-national Facilitator 1 2. Sub-national Facilitator 2 3. Project Support 1 4. Project Support 2
Team B (Output 3, 4)	5	1. SDGs Expert 2. Project Associate (Learning) 3. Communication and Campaign Officer 4. Project Associate (Instructional Technology Design) 5. Project Support

In addition to the core team presented above, the project will also require other indicative inputs, as demonstrated below.

⁶ Kawasan SDGs is a selected area where advocacy with government is done to identify areas that are lagging behind in specific indicators to find innovative solution towards the specific issue.

Table 2. Project inputs needed for project implementation

Input	Quantity	Duration / Frequency
Kick-off Launch	1	1 time
Action dialogue package (including the instructor, module development, training material, etc.)	5	6 months (5 total weeks)
The establishment of an e-learning platform for SDG Academy Indonesia's e-learning materials /staff, human resource	1	6 months of development and 1 months of material digitization and input to e-learning platform
SDG Leadership Program Workshop package (Including instructor, mentor, resource persons, moderator, meeting package, and seminar kit)	3	5 months workshop, each year 2 batches for the duration of 2022, 2023, 2024
Focus Group Discussions with governments and relevant stakeholders on SDG Academy Indonesia (Including resource person, moderator, meeting package, etc.)	2	Once a year in 2023 and 2024
Project evaluation workshop to present the salient findings and formulate the management responses.	2	2 times in Q1 2023 and Q4 2024

3.3. Partnerships

Indonesia's 2021 VNR addressed that institutional governance and collaboration among all stakeholders and a non-business as usual approach are required to address disruptions of SDG target. Referring to the Problem Tree, layers of problems in the need for acceleration in achieving SDGs in Indonesia are interlinked, rooting in low SDGs knowledge and awareness. Due to the lack of knowledge in this area, business as usual solutions still be implemented which has also caused more obstacles, such as concentrating all efforts towards achieving SDGs in an inclusive manner from national to decentralized sub-national levels⁶. In light of this matter, broader and more innovative solutions for SDGs achievement are needed in order to escalate the effort through multiple partnership with all SDGs stakeholders. Therefore, this project will be jointly implemented in collaboration with (1) Government & Parliament (*Bappenas* RI; Related Indonesian Ministries; several provincial government and parliaments, (2) Private Sectors and Philanthropy (3) Academic and Experts (4) CSO, media, and community.

Through the multi-stakeholder partnership, the project aims to cater state-of-the art solutions and innovation in the achievements of SDGs as the partners involve as enabler, catalyst, and think thank to answer the development challenges Indonesia has and is currently facing. Many activities under the project will be implemented for and with direct participation of the SDGs stakeholders and in close partnership with the local leaders and district level government.

3.4. Risks and Assumptions

To achieve the outcomes and outputs, these following conditions need to be in place:

- a. Political will and commitment from the government will ensure optimum support for post project activities that result to project sustainability and replicability.
- b. Successful enforcement of formulated policies and regulations on SDGs implementation that will support in directing and implementing the programs.
- c. Strong coordination between a multitude of stakeholders and beneficiaries to ensure the implementation of project activities.
- d. Capable strategic partners to support decision making process for the project implementation.
- e. Regular update and upgrade of Learning Management System (LMS) for technological improvement.
- f. Sufficient project support from local strategic partners in implementing the SDG Academy Indonesia

Leadership Program and SIP prototyping at pilot villages.

Based on the above assumptions, there are some identified key risks that can be categorized as follows:

a. Political

- 1) Minimal support and resource allocation from the government to support post-project activities due to lack of political will and commitment that will hinder the project sustainability and replicability.
- 2) Relevant national/local government agencies' failure to approve and enforce formulated policies and regulations on SDGs Implementation due to lack of ownership and leadership that causes difficulties in implementing and directing the program.
- 3) The general election will take place in 2024 that will also bring a risk of tension between communities in the sub-national level.

b. Operational

- 1) Insufficient support from strategic partners due to weak coordination between a multitude of stakeholders and beneficiaries will cause delayed project activities.
- 2) Lack of support in the multi-stakeholder's coordination mechanism that threatens implementation of the project due to multi-faceted nature of the programs.
- 3) Incapability of strategic partners due to low capacity in supporting the project implementation that will cause poor decision making and project support.
- 4) Learning Management System (LMS) relies on technological development that requires constant update and upgrade could hinder the LMS from improvement.

c. Strategic

- 1) Poor decision making and project support from local strategic partners in implementing on the SDG Academy Indonesia Leadership Program and SIP prototyping at pilot villages that will cause low quality result of project implementation.
- 2) There is a risk that results produced by the project will not be sustained beyond the project lifetime and/or they may not be scaled up further that will affect program operation and modality.

3.5. Stakeholder Engagement

At national level, UNDP Indonesia will establish a close partnership with (1) Government & Parliament (*Bappenas RI, Kemendagri RI, and Related Indonesian Ministries*) (2) Private Sector and Philanthropy (Tanoto Foundation, Nippon Closures Company, Ltd.) (3) Academic and Expert (4) CSO, media, and community. *Bappenas RI* will be the key counterpart in localizing SDGs at national level. Academic, CSO, media, and community are all important partners. Stakeholders at sub-national will be engaged in similar manner, with *BAPPEDA* as main counterpart.

Through SDG Academy Indonesia, communities of all ages are treated as the main target of the SDG Mobile Learning Program (MLP) that provides free online learning materials covering topics in four pillars of SDGs accessible inclusively for lifelong learners. Meanwhile, by implementing comprehensive selection criteria to ensure inclusivity, gender equality and other aspects relevant to the principle of SDGs, community leaders across the country are engaged through five-months capacity building activities offered by the SDG Leadership Program. After graduating from the program, these SDG Leaders are expected to be the key actors and frontliners that will leverage the mainstreaming of SDGs in the local communities.

At sub-national level, ACHIEVE supports the Ministry of Village, Development of Disadvantaged Region and Transmigration (*Kemendesa PDRT*) in strengthening collaboration for village development through introducing innovation in policy making process, by piloting Social Innovation Platform (SIP) approach in two locations: State-Prioritised Cluster of Villages (*KPPN*) Ponelo Islands in Gorontalo province and *KPPN* Citamansakti in West Java province.

Social Innovation Platform is an open innovation approach that provides a multi-party collaboration framework and facilitates the process of connecting diverse stakeholders, such as multi-stakeholders at village, district, provincial level and co-creations of solutions with local communities, and initiatives in solving

socio-economic problems that are being faced in a region. SIP fosters inclusive and active participation of local communities and consists of in-depth processes, ranging from understanding the values and cultures that underlie the livelihood of a community to arrive at a systemic transformation

3.6. South-South and Triangular Cooperation (SSC/TrC)

For the last 5 years, Indonesia has made significant progress in various aspects to localize SDGs, both at national and sub-national levels, and has accumulated valuable knowledge and experience. Such knowledge and experience can be significantly useful for other countries to learn from Indonesia, both countries in the Asia Pacific regions, as well as other countries in other regions.

As part of Indonesia foreign policy, Indonesia will take an active participation in the South- South and Triangular Cooperation. ACHIEVE project will facilitate this process through activities planned in several Outputs, particularly, Output 1 and 2. This will be done through collaboration with the SSTC unit in UNDP, as well as direct collaboration with *BAPPENAS*, Ministry of Foreign Affairs and through link to other UNDP Country Offices and regional hubs.

3.7. Digital Solutions

Stepping into SDGs' Lane, ACHIEVE offers digital solutions, notably through SDG Academy Indonesia's SDG Mobile Learning Program (MLP), which serves as Massive Open Online Courses (MOOCs). The MLP makes learning opportunities accessible from anywhere. It is designed to provide access to audience who are interested and are involved with SDGs-related issues, through self-paced mobile learning applications. Currently MLP offers 13 SDGs-related courses. Hence, the learning materials are transformed into digital form, such as into a form of short learning video(s) and into a form of Power Point Presentation video(s), creating attractive presentation design and providing voice over (VO). MLP particularly appeals to target beneficiaries and partners who cannot or choose not to attend traditional face-to-face courses, and/or who live in places where qualified instructors are not available. Furthermore, in recent years, online learning technology include more advanced features to support greater interactivity, social networking, collaboration, and reflection that can enhance learning relative to normal classroom conditions. Hence, the Academy offers the highest-quality learning through its MLP at the ideal time during the COVID-19 pandemic to the public, where distant learning is on the rise.

The project shall make a robust use of digital technologies for enhancing the visibility of SDG Academy Indonesia and promote learning around it for strengthening the consumer demands and capacities of the implementing actors of SDGs. Digital technologies shall be used for promoting communication among stakeholders and digital tools and platforms shall be effectively integrating into project strategies and interventions for promoting and maintaining interaction in general. Integrating effective use of digital technologies and solutions shall help the project to amplify the benefit and outreach of SDG Academy Indonesia to all citizens, especially the marginalized segments of society such as women, persons with disabilities and youth, etc.

3.8. Knowledge

Strong knowledge management is essential for this project. In order to promote SDGs implementation and to highlight the country's specific initiatives, a significant effort will be out into knowledge management (especially in output 1 and 2). Several knowledge products will be developed including video, thematic brochure/leaflet, thematic infographic, presentations, online articles, and policy brief. National and regional workshop/conferences will be conducted as a platform for knowledge exchange and dissemination of the programme.

To enhance the capacity of SDGs stakeholders in implementing SDGs both at national and sub-national level, ACHIEVE project provide an innovative and comprehensive learning opportunities through SDG Academy Indonesia. It is anticipated to be an effective platform for various SSTC in the future.

3.9. Sustainability and Scaling Up

Making impact at scale is the ultimate goal of ACHIEVE project, and thus, the best practices and lessons learned from SDGs implementation in the pilot locations, will be advocated for its replication across other regions in Indonesia.

Strategy in ensuring sustainability and scaling up started early in co-creation process, collective analysis and collaborative management of the project between ACHIEVE team and government partners. ACHIEVE project will use the platform approach in bringing together all stakeholders in identifying issues and co-create solutions, a process in which ACHIEVE will play a convening role, while government will take the leading role, aiming at resulting in innovative solutions to challenges faced by the government in achieving SDGs (Output 2), Budget advocacy is another step necessary for ensuring sustainability of an intervention, and ACHIEVE is planning that in Output 1.

Scaling up (or replication of the piloted initiative) is not necessary the role of ACHIEVE, but rather the role of other partners (private sector and/or philanthropies) or government, both at national and sub-national level. However, ACHIEVE project will provide assistance to facilitate the process, by 1) co-create innovative solutions, develop knowledge product to disseminate information about the project, and facilitate knowledge sharing events to showcase the results (Output 3) 2) Advocate an effective planning of national and sub-national government (Output 1), and 3) initiate strategic engagement with new partners that potentially interested in replicating and or scaling up the successful work (Output 4).

In line with this objective, the SDG Academy Indonesia in collaboration with internal and external partners, will curate learning contents on the SDGs by establishing a joint effort between two programs that are strategically beneficial in ensuring sustainable exit strategy, and widening community outreach. For example, to enrich greater audiences for the SDG Mobile Learning Program, SDG Academy Indonesia is leveraging the learning material partnership with the government and other sectors. For instance, The Academy is now in pursuit of embedding its Mobile Learning Program materials to the State Administration Agency platform – *ASN Unggul*. Another collaboration with the Gol is the adoption of the Mobile Learning Program Material (SDG 101) into Ministry of Education, Culture, Research and Technology's Platform - "*Kampus Mengajar*" - *SPADA*. Eventually, this program will bring benefits to large communities and contribute to SDG objectives in Indonesia. To reach a wider audience, the Academy will intensify promotion and continue collaborate with SDGs Centers.

Scaling up, the Academy sees the need to build a vibrant knowledge networking – digital platform - that enables these stakeholders to share their successful SDG related projects or programs, innovations and ideas. Under this endeavor, the Academy initiated *Beranda Inspirasi* and *Alun-Alun Inovasi* as two Knowledge Sharing Platforms. *Beranda Inspirasi* was launched in July 2021, is an interactive medium where anyone can share their SDG-related ideas and projects. Later in 2023, the Academy will launch *Alun-Alun Inovasi* that features curated contents on good practices, new approaches, innovation, and success stories related to SDGs implementations.

Within the next approved timeframes, ACHIEVE will advocate the successful work that had been done from 2016-2019, and will continue the whole cycle for new initiatives, towards making impact at scale and achievement of SDG in Indonesia.

IV. PROJECT MANAGEMENT

4.1. Cost Efficiency and Effectiveness

UNDP will ensure efficiency and value for money by using competitive processes to select contractors, NGOs and consultants. UNDP engages consultants for implementation of the activities. Before engaging a consultant, UNDP conducts a capacity assessment through a specialized audit and advisory firm, that evaluates the operational capacity of the organization/personnel. Based on the risk assessment, UNDP finalizes its strategy to engage with the consultant. Also, by leveraging activities and partnerships with other UNDP's projects, this project will aim to deliver the results in the most efficient and effective manner.

4.2. Project Management

The project will be implemented under the framework of the UNDP Country Programme Document (CPD) 2020 – 2024 by applying the **Direct Implementation Modality (DIM)**, where UNDP will implement the project directly, to secure the timely implementation of this project in the given five-year timeframe. This project complies with policies, procedures and practices of the United Nations Security Management System (UNSMS), and as such, is consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability through application of the UNDP Social and Environmental Standards. UNDP will supervise and support the implementation of the project with the close involvement of senior management, as well as dedicated support. With regard to reporting, UNDP Indonesia will provide periodical reports.

V. RESULTS FRAMEWORK⁶

Intended Outcome as stated in the UNPDF/Country [or Global/Regional] Programme Results and Resource Framework:
UNSDCF/CPD 2021-2025 OUTCOME 4: Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the Sustainable Development Goals

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

- Indicator 4.2 (Goal 9.5.1): Proportion of expenditure on research and development in the national budget
Baseline: 0.25% (2019), Target: 0.42% (2025)

Applicable Output(s) from the UNDP Strategic Plan:

- Project Outputs 1,2,3 and 4 are attributed to CPD Output 4.2. Policy environment strengthened to expand public and private financing for the Sustainable Development Goals (SP Output 1.2.2)
- CPD Output 2.1. Vulnerable groups supported to build productive capacities and to benefit from sustainable livelihoods (SP Output 1.1.2)
- CPD Output 4.4. Partnerships strengthened for innovative and inclusive South-South and triangular cooperation (SP Output 1.1.1)

Project title and Atlas Project Number: 'ACHIEVE': Assistance for Enhanced Innovation for the Achievement of the SDGs in Indonesia.

Project Number: 00110276

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)						DATA COLLECTION METHODS & RISKS	
			Value	Year	2020	2021	2022	2023	2024	FINAL		
Output 1: Institutional Strengthening and Policy Advocacy Conducted	1.1 Number of SDGs Secretariat strengthened, on coordination, planning and budgeting, and monitoring, including gender sensitization at national and sub-national level	UNDP	4	2019	N/A	1	1	1	1	1	4	Data collection methods: Attendance list, KPI, on-site observation, and documentation. Target is not accumulative annually. Risk: Relevant national/local government agencies' failure to approve and enforce formulated policies and regulations on SDGs Implementation
	1.2 Number of SDGs related research using gender lens conducted, and results published and disseminated	UNDP	6	2019	0	0	0	1	1	1	2	Data collection method: Official government documents. Disaggregated by: gender. Risk: Lack of multi-stakeholders' involvement
	1.3 Number of SDGs data system at national and sub-national level developed or strengthened, sex-disaggregated data system will	UNDP	2	2019	1	0	0	0	0	0	1	Data collection method: Official government documents. Target is not accumulative annually. Disaggregated by: Gender. Risk: Minimal support and resource allocation

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)							DATA COLLECTION METHODS & RISKS	
			Value	Year	2020	2021	2022	2023	2024	FINAL			
	be applied, wherever available												from the government to support post-project activities.
	1.4 Number of universities adopted SDGs mainstreaming	UNDP	1	2019	1	2	2	2	2	2	7		Data collection methods: Attendance list, KPI, on-site observation, and documentation. Target is not accumulative annually. Risk: Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism.
	1.5 Consultants for VNR SDGs (Goal 16 and Goal 17) 2021	UNDP	N/A	2019	N/A	2	N/A	N/A	N/A	N/A	2		Data collection method: Official government documents. Target is not accumulative annually. Disaggregated by: Gender. Risk: Minimal support and resource allocation from the government to support the activities.
Output 2:	2.1 Number of Curriculum for SDG Academy Indonesia completely developed	UNDP	N/A	2019	4	4	5	2	2	1	7		Data collection method: Depth analysis on the comparison between curriculum structure and program education outcome. Risk: Curriculum is not fulfilling the program education outcome
SDG Academy Indonesia Operationalized	2.2 SDG Academy Indonesia Campus and its facilities arranged and available according to agreed standard between UNDP-TF	UNDP	N/A	2019	1	N/A	N/A	N/A	N/A	1			Data collection method: Depth analysis on the comparison between curriculum structure and program education outcome; List of installed hardware and software Risk: Low quality of the facilities
	2.3 SDG Academy Indonesia Learning Management System developed and functions	UNDP	N/A	2019	1	N/A	N/A	N/A	N/A	1			Data collection method: List of installed software and documentation. Risk: Outdated Learning Management System for SDG Academy Indonesia Program

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)							DATA COLLECTION METHODS & RISKS	
			Value	Year	2020	2021	2022	2023	2024	FINAL			
SDG Actions, Knowledge Management and Knowledge Sharing Implemented	2.4 Total number of programs sessions, talks/seminars/conferences/speaking engagement implemented and conducted	UNDP	N/A	2019	4	5	5	7	9	30	3	Data collection method: Attendance list and program result, output, outcome, and feedback evaluation. Risk: The implementation is not as expected Risk: Lack of multi-stakeholders' involvement.	
													2020
	2.5 Increased percentage of women participants in all programs offered	UNDP	N/A	2019	0	25	30	35	40	45	Registration, participation and completion of evaluation database Risk: Lack of multi-stakeholders' involvement		
	2.6 Total numbers of enrollment of all programs offered	UNDP	N/A	2019	0	1000	2000	4000	8000	16000	Registration, participation and completion of evaluation database Risk: Curriculum is not fulfilling the program education.		
	2.7 Project Visit for Capstone Project Tracking and Re-engagement with Alumni	UNDP	N/A	2019	0	0	0	0	3	3	Data collection method: tracer study through online surveys, output, outcome, onsite monitoring Risk: Sustainability of the project		
	Output 3:	3.1 Number of "Kawasan SDGs" established through broad consultation with all stakeholders and additional funds mobilized by SDGs Secretariat.	UNDP	2	2019	2	2	0	2	0	6		Data collection method: Official government documents. Disaggregated by: gender. Risk: Minimal support and resource allocation from the government to support post-project activities.
	3.2 Number of innovative solutions in Kawasan SDG adopted and replicated by other partner/ LGs/ministries	UNDP	N/A	2019	1	1	0	2	0	4	Data collection method: Official government documents. Disaggregated by: gender. Risk: Relevant national/local government agencies' failure to approve and enforce formulated policies and regulations on SDGs Implementation		

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)							DATA COLLECTION METHODS & RISKS
			Value	Year	2020	2021	2022	2023	2024	FINAL		
Output 4: Integrator of CO SDG efforts and UN Agencies Implemented	3.3 Number of Knowledge products produced and disseminated including exposure of gender equality targets	UNDP	4	2019	2	3	3	3	2	13	Data collection method: Official government documents. Risk: Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism.	
	3.4 Number of estimated people reached through knowledge products dissemination	UNDP	N/A	2019	10	50	0	10	50	120	Data collection method: Official government documents. Risk: Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism.	
	3.5 Number of SDGs related capacity building and advocacy events conducted and/ or facilitated at national, regional and global level (at least 50% participants are women)	UNDP	5	2019	3	5	5	5	5	2 3	Data collection method: Attendance list, notes. Risk: Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism.	
	3.6 Number of agencies/ populations advocated	UNDP	N/A	2019	0	100	100	100	100	40 0	Data collection method: Attendance list, notes. Risk: Relevant national/local government agencies' failure to approve and enforce formulated policies and regulations on SDGs Implementation	
	3.7 Percentage increase in capacity of participant from previous activities	UNDP	N/A	2019	N/A	2%	5%	10%	15%	32%	Before and after tests.	
	4.1 Number of new strategic engagement initiated	UNDP	N/A	2019	1	2	2	1	2	8	Data collection method: MoU and CSA with new partners Risk: Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism.	
	4.2 Number of new initiatives in same locations or similar sector developed by leveraging various part of the office	UNDP	N/A	2019	1	2	2	2	3	10	Data collection method: Consolidated plan for specific geographical area and it SDGs targets, and result framework of new initiatives leveraging various part of the	

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)						DATA COLLECTION METHODS & RISKS	
			Value	Year	2020	2021	2022	2023	2024	FINAL		
												office Risk: Lack of multi-stakeholders' involvement.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

6.1. Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)
Regular Meeting with SDG National Secretariat	Knowledge, good practices, and lessons will be captured regularly to better the project's alignment with the national strategic plan	Upon agreement with the National Secretariat; ideally once in three months	Relevant lessons are captured by the project team and used for the project implementation.	SDG National Secretariat
Project Board Meeting	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least once a year (the PBM has been conducted every 6 months)	Expected progress should be discussed by the project board and management actions agreed to address the issues identified.	<i>Bappenas</i> , Tanoto Foundation, UNDP.
Project Visit for Capstone project tracking	Identify the implementation of capstone project by participant of SDG Leadership Program, one of SDG Academy Indonesia's main programs. Participants develop capstone projects as an outcome of their participation in the leadership program.	Ideally once every 6 months	Visit the capstone project location to see how it is implemented by the participants. Information collected from the visit will be used for instance as an example of SDGs good practice.	
Workplan Meeting	Detailed activities and budget plan are in implementing and executing every needed action for the program	Twice a year, following the Project Board Meeting schedule	Produced by the project team and the project manager and approved by project assurance actors. Each activity is evaluated based on the work plan timeline	
Bi-annual report	A progress report will be presented to the Project Board and key stakeholders every six months, consisting of progress data showing the results achieved against pre-defined annual targets at the output level. The annual project quality rating summary, an updated risk long with mitigation measures, any evaluation or review reports prepared over the period, and future	Once every six months.	Developed by the project manager and the project team, approved by project assurance actors. Areas of strength and weakness will be reviewed by project management and used to inform decisions to	

	plan for the program.			improve project performance.	
Final report	A final progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	At the end of the project	Produced by the project assurance team in consultation with the project manager and the project team. Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance		

6.2. Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	-	E.2.2 Number of innovative solutions adopted by programme partners, which expanded policy and development options: Artificial Intelligence, Behavioral insights, Blockchain, Foresight, Crowd funding, Crowd sourcing, Micronarratives New and emerging data, Positive deviance, Real-time information systems, Remote sensing, other.	OUTCOME 4: Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards Sustainable Development Goals	June 2023	1. Ministry of National Development Planning (Bappenas) 2. Tanoto Foundation	USD 15,000
Terminal Evaluation	-	E.2.2 Number of innovative solutions	OUTCOME 4: Stakeholders adopt	September 2024	1. Ministry of National Development	USD 15,000

		adopted by programme partners, which expanded policy and development options: Artificial Intelligence, Behavioral insights, Blockchain, Foresight, Crowd funding, Crowd sourcing, Micronarratives New and emerging data, Positive deviance, Real-time information systems, Remote sensing, other.	innovative and integrated development solutions to accelerate advancement towards the Sustainable Development Goals		2. Planning (Bappenas) Tanoto Foundation	
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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned budget by year					Responsible party	Planned budget		
		2020	2021	2022	2023	2024		Funding Source	Budget Description	Amount
Output 1: Institutional Strengthening and Policy Advocacy Conducted	1.1 Strengthening SDGs Secretariat on coordination, planning and budgeting, and monitoring, including gender sensitization at national and sub national level	138,758.61	53,517.15		42,566.67	302,455.91	UNDP	TF, DFAT	Workshop, Travel	537,298.34
	1.2 Conducting and disseminating SDG- related research based using gender views	6,316.49	8,791.46		66,996.33		UNDP	TF	Contractual services	82,104.28

Output 2: SDG Academy Indonesia Operationalized	1.3 Developing and strengthening SDGs data system at National and Sub-National Level with sex-disaggregated data-basis wherever available	199,678.37	103,779.70	19,044.35			UNDP	TF	Contractual services Workshop Travel	322,502.42
		2,843.38	872.43			20,700	240,589.2 ⁴	UNDP	TF	Workshop Travel
	1.5 VNR SDGs 2021		40,634.03				UNDP	TRAC2		40,634.03
	Sub-Total for Output 1	347,596.85	207,594.77	19,044.35	130,263.00	543,045.1⁵				1,247,544.12
	2.1 Curriculum – SDG Academy	25,173.46	55,015.61	43,216.73	21,600	21,600	UNDP	TF	Contractual Services	166,605.80
2.2 Arranging and procuring SDG Academy Indonesia venue, its facilities and human resources	72,471.01	82,407.37	80,600	109,058.67	108,100	UNDP	TF, UNDP	Contractual Services	452,637.05	
2.3 Developing SDGs Academy Indonesia Learning Management System	1,659.16	20,918	36,200	19,600	23,461	UNDP	TF	Goods procurement	101,838.16	

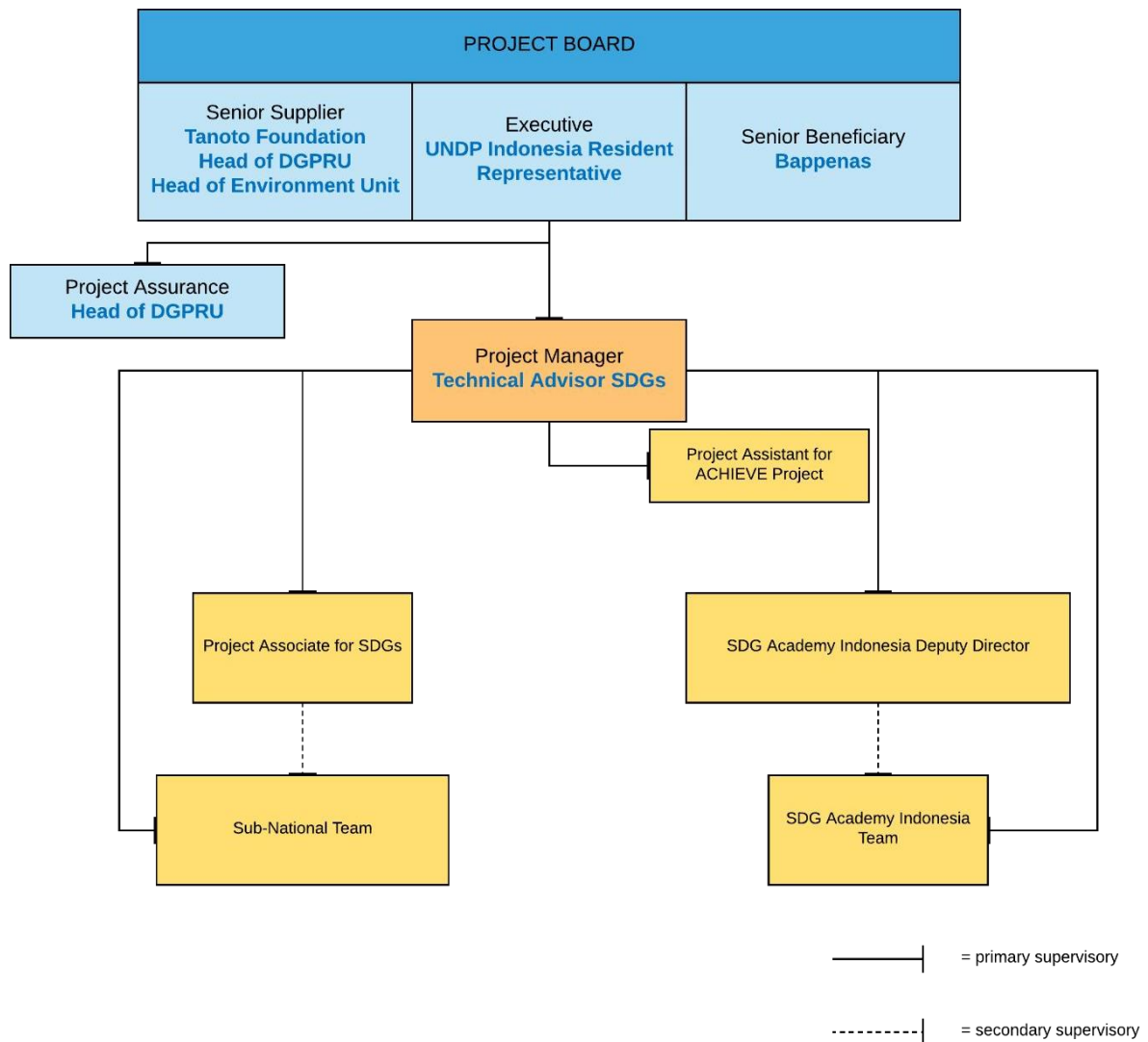
Output 3: SDG Actions, Knowledge Management and Knowledge Sharing Implemented	2.4 Implementing all 3 main programs: Leadership certification, Mobile Learning and Study abroad, and other SDG related talks/seminars/conferences	20,955.84	122,782.77	93,100	93,100	93,100	93,100	UNDP	TF	Workshop Travel	423,038.61	
	2.5 Circular Economy Dialogues			19,440	19,440			UNDP	NCC	Workshop Facilities & Administration	38,880	
	2.6 Learning Materials on CE developed			12,744	12,744			UNDP	NCC	Contractual Services	25,488	
	2.7 SDG Leadership Program – CE				19,008	19,008		UNDP	NCC	Workshop Travel	38,016	
	2.8 Summarized Session			11,489.67	11,301.41			UNDP	NCC	Workshop	22,791.08	
	2.9 Project Visit for Capstone Project Tracking						18,028.84	UNDP	NCC	Travel	18,028.84	
	2.10 Project Evaluation					15,000	15,000		TF		30,000	
	Sub-Total for Output 2	120,259.47	281,123.75	296,790.40	320,852.08	298,297.84					1,317,323.54	
	3.1 Establishing Kawasan SDGs through broad consultation with all stakeholders and mobilizing additional funds by SDGs								UNDP	Unfunded	Contractual Services	898.96
	3.2 Packaging and disseminating knowledge product, including exposure of gender equality targets								UNDP		Workshop Travel	226,900.00
			143,200		398,967.1	500,000		UNDP	Unfunded	Workshop Travel	374,485.00	
				172,650		54,250		UNDP		Workshop Travel		

	through various media platforms									Unfunded			
	2.2 Producing and disseminating RRI-related content, including and advocacy events with expert participation of women equality champions from national and regional levels	100,414	59,200	59,200	507,000 54,250	54,250	UNDP UNDP	Unfunded TF	Workshop Workshop Travel	507,000.00 327,314.00			
	Sub-Total for Output 3	0	0	0	1,078,617.15	554,250.00				1,632,867.15			
Output 4: Integrator of CO SDG efforts and UN Agencies Implemented	4.1 Initiating strategic engagement with new partners					24,120.81	UNDP	Unfunded	Workshop Travel	24,120.81			
	4.2 Consolidating similar program and projects in the same geographical locations, or develop new initiative by leveraging various internal resources				319,927.37	90,458.65	UNDP	Unfunded	Workshop Travel	410,386.02			
	Sub-Total for Output 4	0	0	0	319,927.37	114,579.46				434,506.83			
General Management Support (8%)	DFAT (8%)									11,735.59			
	TF (8%)									100,345.40			
	NCC (8%)									10,607.70			
	Unfunded (8%)									245,069.67			
TOTAL										5,000,000.00			

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

As the continuation from the project initiation phase, this project will be managed directly by UNDP. The management arrangements outlined below is intended to ensure that the project is set up appropriately to deliver results effectively and efficiently, with proper substantive and financial oversight. After the project document is signed, the Project Board will be responsible for the strategic direction of the project and oversee the execution of the project and its activities.

Diagram 3. Project Organization Structure



Project Board

The Project Board consists of Senior Beneficiaries, the Executive and Senior Supplier. Senior Beneficiary is individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiaries shall be relevant ministries/agencies working on the issues identified. *Bappenas*, Ministry of National Education, and relevant line ministries shall be the Senior Beneficiaries.

The Executive is an individual representing the project ownership to chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute

to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. The Executive shall be the Resident Representative of UNDP Indonesia.

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role. The Senior Supplier shall be Tanoto Foundation, UNDP Head of DGPR Unit and Head of Environment Unit.

The Board ensures that required resources are committed, arbitrates conflicts within the project and negotiates with external bodies when issues arise. Additionally, the Board will:

- Review and approve any substantive revisions of the project;
- Exercise responsibility, provide oversight, guidance and suggestions to the work of the project management team;
- Review the progress of the project document, and
- Review and endorse the annual work plan and monitoring plan of the project.

The decisions of the Project Board will be made in accordance with the standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effectiveness.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Project Assurance

Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. Project Assurance shall be Head of DGPRU.

Project Assurance will involve the following activities:

- Ensure project plans are developed according to UNDP standards and that management procedures are properly followed;
- Ensure project outputs definitions and activity definitions (as appropriate) have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting; and
- Ensure Project Board's recommendations are followed, and revisions are managed in line with the required procedures.

Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Project Assistant

The Project Assistant role provides project's overall administration support, such as travel arrangements, financial reporting to project manager, and procurement of goods and consultants, recruitments of additional staff(s), authorization of payments, and disbursements of funds. The Project Assistant will support strategic partnership, communication and support to the implementation of resource mobilization.

Project Associate for SDGs

Project Associate for SDG will mainly provide technical support to lead coordination and provide follow-up given by Project Manager related to SDG-related works in sub-national. Sub-national team will implement the work in their respective area according to direction and guidance by Project Manager and Project Associate.

SDG Academy Indonesia team

SDG Academy Indonesia Deputy Director will mainly provide technical support to lead coordination and provide follow-up actions given by Project manager related to SDG Academy Indonesia. SDG Academy Deputy Director will also work with other Project Board members to facilitate technicalities amongst Project Boards. SDG Academy Indonesia Team will implement the work in the SDG Academy Indonesia according to the direction and guidance by Project Manager and SDG Academy Indonesia Deputy Director.

IX. LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

This project will be implemented by UNDP CO Indonesia (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the Supplemental Provisions to the Project Document, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and

- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or

- d. subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - i. In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - ii. Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

- e. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

- f. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply with the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- g. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- h. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- i. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- j. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- k. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption or other financial irregularities with due confidentiality.
- l. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- m. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud, corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial

irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- n. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- o. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- p. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- Annex 1. Project Quality Assurance Report
- Annex 2. Social and Environmental Screening
- Annex 3. Risk Analysis.
Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
- Annex 4. Steering Committee Terms of Reference and TORs of key management positions
- Annex 5. Supplemental Provisions to the Project Document: The Legal Context

Annex 1. Project Quality Assurance Report

- Design & Appraisal Stage Quality Assurance Report: <https://intranet-apps.undp.org/ProjectQA/Forms/Design?fid=5700&year=2020&ou=IDN&pid=00110276&fltr=PROJECT>
- Implementation Stage Quality Assurance Report: <https://intranet-apps.undp.org/ProjectQA/Forms/Implementation?fid=13081&year=2022&ou=IDN&pid=00110276&fltr=PROJECT>

Annex 2. Social and Environmental Screening

UNDP Social and Environmental Screening Template (v. July 2022)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	'ACHIEVE': Assistance for Enhanced Innovation for the Achievement of the SDGs in Indonesia
2. Project Number (i.e. Atlas project ID, PIMS+)	00110276
3. Location	Indonesia
4. Project stage (Design or Implementation)	Implementation
5. Date	1 January 2020 – 31 December 2024

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The overall objective of this project is to localize the SDGs in Indonesia both at national and sub-national level which will eventually strengthen social sustainability by enhancing social collaboration and innovation among SDGs stakeholder pillar, namely government and parliament; private sector and philanthropy; academic and expert; media, community, and civil society organization. Through a systematic and innovative approach, based on Presidential Decree No.59/2017 on the Implementation of SDGs in Indonesia, this project uphold the principles of human rights, particularly towards the marginalized groups, poor people, under-represented community, and gender orientation. This project also aimed at pursuing sustainable development goals of Indonesia focusing on all parts of sustainability aspects, with emphasize on people, planet, and prosperity in which it will significantly contribute to achieve social, environmental, and also economic sustainability.

UNDP Indonesia as the Implementing Agency will ensure that UNDP's global policies for the application of human rights-based approaches are integrated into its projects and programs, including considerations with regard to gender equality and the engagement and protection of the rights of indigenous and local peoples. UNDP Indonesia will therefore ensure that the procedures followed during project implementation adhere to these UNDP global policies, as well as Indonesia's government requirements. To this end, during project preparation all key stakeholders will be consulted appropriately. Opportunity will be given to key stakeholders to comment on project design and plan. The project M&E system, including demonstration project management committees and the project steering committee, will provide oversight for project implementation, including decisions required on any human rights issues arising from project implementation.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

This project aims to assist, facilitate, engage, and empower SDGs stakeholders, with a fair involvement of both men and women. The project will ensure equal participation of male and female throughout the project activities

to benefit the impact of the project. To support enhancement of women's empowerment, this project will support young women's initiative for achieving certain SDG goal, involve more numbers of female leaders for dissemination of SDGs-related activities, such as campaign, policy making, and action, and integrate gender perspectives in all capacity building activities conveyed to target groups. Involvement of gender and women's stakeholders are taken to close knowledge gap at this sector.

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project will facilitate to mainstream environmental sustainability by integrating related environmental principles into the project activities. Additionally, the project mainstreams environmental sustainability and resilience through its initiative in achieving certain goals.

Briefly describe in the space below how the project strengthens accountability to stakeholders

In implementing the project, several monitoring mechanisms are in place to make sure that the project activities can be held accountable. For instance, the Project Board Meeting and Donor Report are routinely conducted twice a year. Additionally, there will be a terminal evaluation upon completing the project in 2024.

Part B. Identifying and Managing Social and Environmental Risks

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
<p>INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.</p>	
<p>Overarching Principle: Leave No One Behind</p>	
<p>Human Rights</p>	
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g., during the stakeholder engagement process, grievance processes, public statements)?
	No
P.2	Is there a risk that duty-bearers (e.g., government agencies) do not have the capacity to meet their obligations in the project?
	No
P.3	Is there a risk that rights-holders (e.g., project-affected persons) do not have the capacity to claim their rights?
	No
<p><i>Would the project potentially involve or lead to:</i></p>	
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?
	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities?
	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?
	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?
	No
<p>Gender Equality and Women’s Empowerment</p>	
P.8	Have women’s groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?
	No
<p><i>Would the project potentially involve or lead to:</i></p>	
P.9	adverse impacts on gender equality and/or the situation of women and girls?
	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?
	No
P.11	limitations on women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>
	No
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>
	No

¹⁶ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁸	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		No

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		No
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions? ¹⁹	No
5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labor laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labor?	No
7.4	use of forced labor?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

Annex 3. Offline Project Risk Register

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Risk Details

No.	Primary Category	Secondary Category	Event	Causes	Impacts	Risk Valid from - to	Impact	Likelihood
1.	Strategic	7.5 Government Commitment	The sustainability of the project activities and further institutionalization remains a challenge as well as a risk	National and sub-national governments, including other stakeholders, are misinformed of project goals and strategy. Limited timeline	The desired results would not be achieved under the project in which sustained and scaled up.	01/01/2022 – 31/12/2024	Moderate	Moderately Likely
2.	Organizational	4.1. Governance	Minimal support and resource allocation from the government to support post-project activities.	Minimal support and resource allocation from the government to support post-project activities.	The project might not be sustained without the support from all key stakeholders. This will hinder the replicability of the post-project implementation.	22/07/2022 – 31/12/2024	Moderate	Moderately likely
3.	Operational	3.5. Partners' Engagement	Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism.	Lack of stakeholder engagement due to weak coordination between a multitude of stakeholders including key partners and beneficiaries.	It might delay the project activities as more time needed to coordinate between stakeholders.	22/07/2022 – 31/12/2024	Moderate	Moderately likely
4.	Operational	3.5. Partners' Engagement	The project has to deal with coordination across local and district levels, with potential risk of divergent priorities	Given the multi-faceted nature of the project, engagement of a multitude of stakeholders is	This might constraint the achievement of intended project objectives	14/01/2021 – 31/12/2024	Moderate	Low likelihood

			across scales that might constraint achievement of intended project objectives	required. Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism.				
5.	Strategic	7.3 Stakeholder relations and partnerships	Poor decision making by and project support from local strategic partners in project implementation, particularly on SDG Academy Indonesia' SDG Leadership Program and SIP prototyping at pilot villages.	Low capacity of local strategic partners in implementing the project on SDG Academy Indonesia' SDG Leadership Program.	It might delay project implementation and low-quality result of project implementation on SDG Leadership programme and SIP prototyping.	12/10/2022 – 31/12/2024	Moderate	Moderately likely
6.	Environmental	1.12 Stakeholder Engagement	Relevant national/local government agencies' failure to approve and enforce formulated policies and regulations on SDGs Implementation	Lack of ownership and leadership from the government on as well as policy & regulation on SDGs implementation meet resistance from various aspects.	Without the enforcement of the proposed policies, not only will the barriers be really removed but the resulting institutional competition is likely to affect leadership and ownership of project results and negatively impact long-term sustainability	08/08/2022 – 31/12/2024	Moderate	Moderately Likely
7.	Security	8.2 Political Instability	The state and national elections result in change/turnover in government which might lead to change in government direction and capacity	The General Election for several Provinces and Districts which will take place in 2024.	There is a risk of tension between communities on the sub-national level. It might be potential delays in project planning and implementation	22/07/2022 - 31/12/2024	Moderate	Moderately Likely
8.	Strategic	7.5	Sustaining the	There is a risk	There is a risk	08/0	Mod	Moderately

		Government Commitment	outcomes and benefits of project investment on the activities implemented will not be fully sustained.	that results produced by the project will not be sustained beyond the project lifetime and/or they may not be scaled up further.	that results produced by the project will not be sustained beyond the project lifetime and/or they may not be scaled up further..	8/20 22 – 31/1 2/20 24	erate	Likely
9.	Operational	3.8. Capacities of the partners	Lack of multi-stakeholders' involvement.	Insufficient support from strategic partners and/or a lack of participation in the proposed multi-stakeholder's coordination mechanism.	This would threaten implementation because the multi-faceted nature of the programme requires a broad range of partners and stakeholders.	22/0 7/20 22 – 31/1 2/20 24	Mod erate	Moderately Likely
10	Organizational	4.6 Knowledge Management	Outdated Learning Management System for SDG Academy Indonesia Program	The ever-changing Learning Management System relies on technological development that requires constant update and upgrade	Low capacity would hinder the Learning Management System from improvement	22/0 7/20 22 – 31/1 2/20 24	Mod erate	Moderately Likely
11	Strategic	7.8 Innovating, piloting, experimenting	Activities on curriculum is not fulfilling the national program education.	Curriculum is not fulfilling the program education.	Low numbers of SDG Leaders in implementing SDG Leadership Program.	22/0 7/20 22 – 31/1 2/20 24	Mod erate	Moderately likely
12	Operational	3.8 Capacities of the partners	Disruption to project implementation. Some government officials and institutions may have limited capacity to plan and implement the project in a coordinated manner.	55 capacity of local strategic partners (Government, Private Sector, CSOs, Local Community) to project implementation.	Low quality of project oversight and implementation requires adjustment to respond to the delays.	01/0 1/20 21 - 31/0 1/20 24	Mod erate	Low Likelihood

13	Strategic	7.6 Change/turn over in government	Lack of ownership and leadership. Competing mandates and poor coordination between and among government agencies may impact on achievement of project outcomes at the landscape level	Lack of Government's political will to recognize the urgency of SDGs localization, and poor coordination between and among government agencies	May impact on achievement of project outcomes at the landscape level Undermine the ownership and legitimacy of the decisions reached in stakeholder consultations, workshops, or other project exercises.	01/01/2020 - 31/12/2024	Low	Low Likelihood
14	Operational	3.7 Occupancy safety, health, and well-being	Difficulty in information dissemination with the facility group, monitoring, and implementation delays	Restricted movement from COVID-19.	Slow delivery rate requires reprogramming and repurposing to respond to COVID-19.	01/01/2020 - n31/12/2024	Low	Low Likelihood

Treatments

N o.	Primary Category	Secondary Category	Activities for treatment(s)	Timeplan for treatments	Expected effect from treatments	Responsible for treatments	Status	Comments
1.	Strategic	7.5 Government Commitment	Work closely with related sub national government for the possibility of promoting sustainability and replicability.	01/09/2022	The project will be sustained and replicable	National Project Manager for ACHIEVE	Ongoing	
2.	Organizational	4.1. Governance	Specific outputs in project framework on communicating results to stakeholders.	13/10/2022	Continued support from the government to implement post-project activities.	National Project Manager for ACHIEVE	Ongoing	The project includes specific outputs on communicating results to stakeholders and engaging stakeholders during all stages of project implementation. The activities under

								those outputs will demonstrate the value of the project which may strengthen the Government's appreciation of the results and recommendations, and therefore make it more likely that the Government will support the approval of results and recommendations for post-project implementation. The activities of this project were strategically selected and designed to promote sustainability and replicability.
3.	Operational	3.5. Partners' Engagement	Intense consultation with project stakeholder during initiation stage, and regular meeting between key stakeholders	08/08/2022	Strengthened institutional mechanism for improved coordination and collaboration, and to updates on progress	National Project Manager for ACHIEVE	Ongoing	From the initiation stage, consultations were organized with key stakeholders to increase their understanding of the project and establish networks of collaboration. Once implementation of the project begins, key stakeholders

								will meet on a regular basis so that they are aware of the progress of the project and contribute to the project.
4	Operational	3.5. Partners' Engagement	Re strategize our plan for approaching partnership. In parallel, working closely with Bappenas.	10/09/2022	Well-coordinated amongst multi-stakeholders.	National Project Manager for ACHIEVE	Ongoing	-
5	Strategic	7.3 Stakeholder relations and partnerships	Provide capacity building activities in the form of trainings/workshops about the project, and cross visits to learn from other projects.	30/11/2022	Enhanced capacity building of the local strategic partners to support the program implementation and partnership	National Project Manager for ACHIEVE	Ongoing	-
6	Environmental	1.12 Stakeholder Engagement	The project design includes measures to promote ownership and project activities will be informed by the best available expertise.	08/08/2022 57	The project design includes measures to promote ownership and project activities will be informed by the best available expertise.		Ongoing	-
7	Security	8.2 Political instability	Activities should be conducted in a manner that government counterparts are well informed and involved. Every effort should be made to make it clear that the United Nations is neutral and impartial.	30/11/2022 58	Programs and activities are smoothly executed.	National Project Manager for ACHIEVE	Ongoing	-
8	Strategic	7.5	The program	30/11/2022	The program	National	Ongoing	-

		Government commitment	results will be communicated and stakeholders will be engaged during all stages of implementation. The value of the project should be demonstrated and will strengthen the SDG stakeholders to continue post-project implementation	22	results will be communicated and stakeholders will be engaged during all stages of implementation. The value of the project should be demonstrated and will strengthen the SDGs stakeholders to continue post-project implementation	Project Manager for ACHIEVE	ng	
9	3.Operational	3.8 Capacities of the partners	From the initiation stage, consultations were conducted with key stakeholders to increase their understanding of the project and establish networks of collaboration. The key stakeholders will meet on a regular basis so all organizations are aware of the progress of the programme and can contribute.	08/08/2022	Strong and solid partnership among key stakeholders	National Project Manager for ACHIEVE	Ongoing	-
10	Organizational	4.6 Knowledge Management	Discuss with the potential users during establishing the learning management system. Also,	08/08/2022 59	Updated and upgraded learning management system	National Project Manager for ACHIEVE	Ongoing	-

			constant update on the Learning Management System to ensure its newness and relevance					
11	Strategic	7.8 Innovating, piloting, experimenting	Discuss with the potential users during establishing the learning management system. Also, constant update on the Learning Management System to ensure its newness and relevance	30/11/2022	More advanced learning management system for a better learning process	National Project Manager for ACHIEVE	Ongoing	-
12	Operational	3.8 Capacities of the partners	Provide capacity building activities in the form of trainings/ workshops about the project, and cross visits to learn from other projects.	02/08/2021	High capacity of local strategic partners	National Project Manager for ACHIEVE	Ongoing	-
13	Strategic	7.6 Change/turnover in government	The project design includes measures to promote ownership. Project activities will be informed by the best available expertise, facilitated by Provincial and District Facilitator in each sub-national level, in such a way that stakeholders discuss and come to consensus agreements themselves.	02/08/2021	This approach helps strengthen the ownership and legitimacy of the decisions reached in stakeholder consultation, workshops, or other project exercises.	National Project Manager for ACHIEVE	Ongoing	-

14	Operational	3.7 Occupational safety, health and well-being	Main activities should be conducted virtually (by optimizing online meetings, hiring local facilitators and consultants and massively using online communication platforms such as WhatsApp Group, Zoom, Teams, Google Meet, Instagram and YouTube to disseminate and promote the project progress/target) in a manner that government counterparts are well informed and involved in every progress of this program.	20/12/2021	The project is able to reach target	National Project Manager for ACHIEVE	Ongoing	-
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Annex 4. Project Board Terms of Reference and TORs of key management positions

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

- 1) **High-level oversight of the project** (as explained in the ["Provide Oversight"](#) section of the PPM). This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

The Project Board reviews updates to the project risk log.

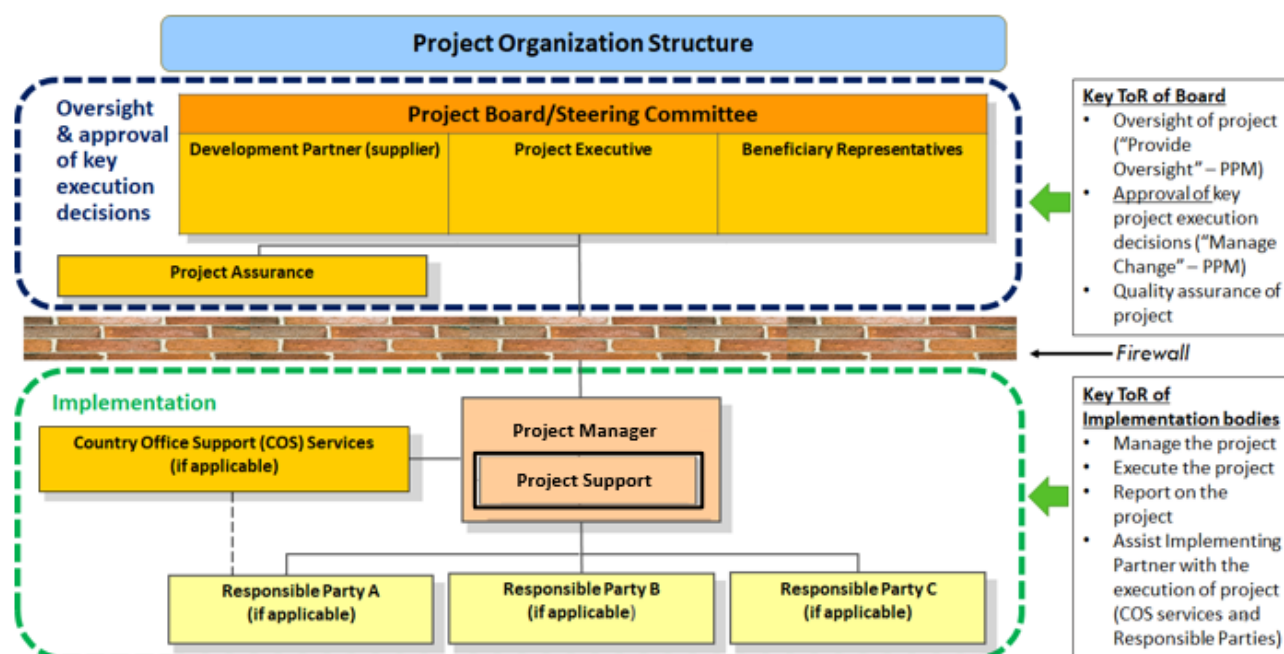
- 2) **Approval of key project execution decisions** (as explained in the ["Manage Change"](#) section of the PPM). The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions (*'High-level oversight of the project'* and *'Approval of key project execution decisions'*) is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis Oversight & Approval and Implementation roles



III. Composition and organization

This group contains three roles, including:

1. An Executive: individual representing the project ownership to chair the group.
2. Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to guide the project's technical feasibility.
3. Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the PAC meeting. For example, a representative from the Government Cooperating Agency or UNDP can hold the Executive role. The Senior Supplier role is held by an Implementing Partner and/or UNDP representative. The Senior Beneficiary role is held by a representative of the government or civil society. Representatives of other stakeholders can be included on the Board as appropriate.

VI. Specific responsibilities:

1. Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (*LNOB*) in the project implementation;
2. Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
3. Address any high-level project issues as raised by the project manager and project assurance;
4. Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);

5. Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM⁷) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
6. Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
7. Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the Project Board is informed/consulted only).
8. Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
9. Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project.
10. Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide⁸.
11. Ensure coordination with multiple government agencies and their participation in project activities;
12. Track and monitor co-financing for this project;
13. Appraise the annual project implementation report, including the quality assessment rating report;
14. Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
15. Act as an informal consultation mechanism for stakeholders;
16. Approve the Project Inception Report and Terminal Evaluation reports and corresponding management responses; and
17. Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

⁷ <https://popp.undp.org/SitePages/POPPSubject.aspx?SB.JID=469&Menu=BusinessUnit&Beta=0>

⁸ <https://popp.undp.org/SitePages/POPPSubject.aspx?SB.JID=469&Menu=BusinessUnit&Beta=0>

Composition of the Project Board

As noted in the diagram below, every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.

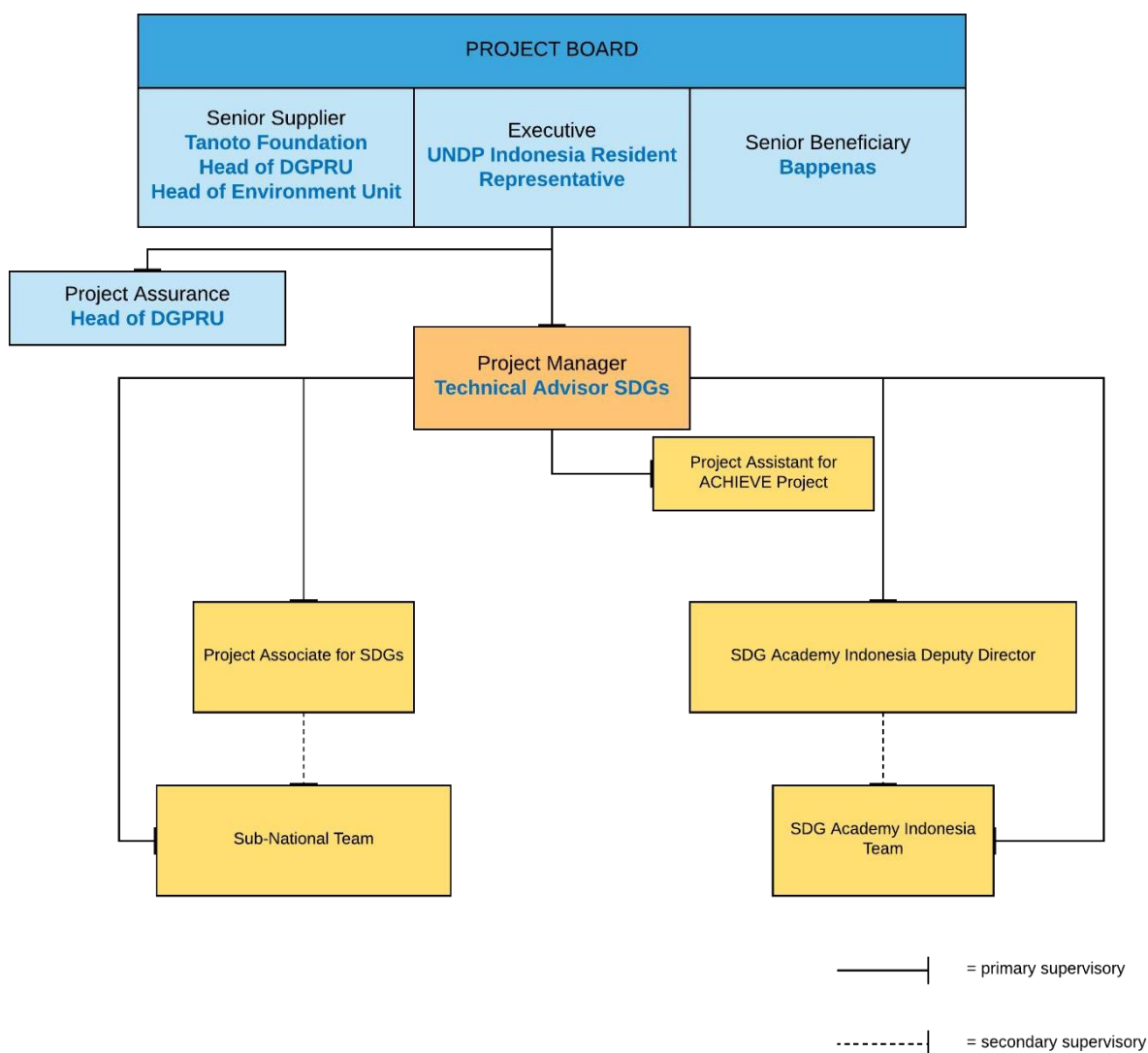


Diagram 2 – Standard Figure for a Project Organization Structure

The three categories of Project Board members are the following:

- 1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative.
- 2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government

entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board.

- 3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project⁹. There can be multiple development partners representatives in a Project Board. The Development Partner(s) representative(s) is: UNDP Resident Representative, Global CEO of Tanoto Foundation, and Deputy Minister for Maritime and Natural Resources. Other funding partners can also jointly hold this role. As noted below, responsible parties cannot play this role)

An **UNDP representative must always be represented in the Project Board** in either the project executive or development partner role. In DIM projects, a UNDP representative will always play the role of project executive. The level of representation by UNDP on the Board is determined on a case-by-case basis but typically, for national projects, the board member is either the Resident Representative or the Deputy Resident Representative.

Where applicable, representatives from responsible parties to the project can not sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

[Board representation in crisis setting: TBD]

I. Standard Project Board Protocols

It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet 2 times annually according to this provisional schedule (March and October).

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Board must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.¹⁰

It is required that as per internationally recognized professional standards and principles of sound

⁹ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

¹⁰ UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

II. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations¹¹
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

III. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

¹¹ Including audit reports and spot checks.

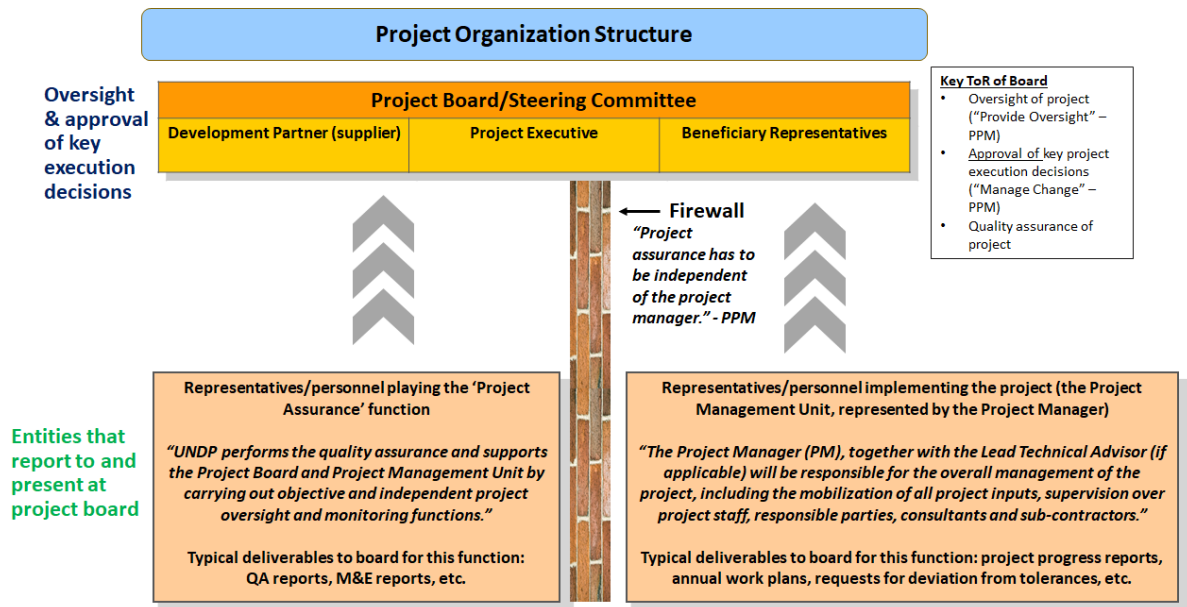


Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities

Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution. A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: (Siprianus Bate Soro, Head of DGPRU)

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: (National Project Manager cum Director of SDG Academy Indonesia).

Annex 5. Supplemental Provisions to the Project Document¹⁵: The Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of Indonesia, the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if

¹⁵ Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA).

this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.
7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.
8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.
11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager¹⁶ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.
3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
4. Fellowships shall be administered in accordance with the fellowship's regulations of the Executing Agency.
5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment-oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
 - (b) Be immune from national service obligations;
 - (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
 - (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
 - (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
 - (a) The salaries or wages earned by such personnel in the execution of the project;
 - (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;

- (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
 - (d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.
6. The Government shall ensure:
- (a) prompt clearance of experts and other persons performing services in respect of this project; and
 - (b) the prompt release from customs of:
 - (i) equipment, materials and supplies required in connection with this project; and
 - (ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.
2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.