PROJECT DOCUMENT
Country: INDONESIA

Project Title:	Project 2045: The path to peaceful and prosperous Indonesia in 2045
Project Award ID:	00107458
Implementing Partner:	UNDP CO Indonesia
Responsible Party:	Economic Research Institute for ASEAN and East Asia (ERIA)
Start Date:	23 March 2018
End Date:	30 June 2019 (extended)
IPAC Meeting Date:	March 21, 2018

Brief Description

Indonesia has shown remarkable achievements in social, economic and political sectors since Asian financial crisis hitting the country in late 1990s. The country has performed well maintaining its economic indicators in the last few decades. Recently, Indonesia also received an upgraded sovereign credit rating to investment from major rating agencies during 2017 which will serve as a good capital to attract domestic and foreign investments in Indonesia coupled with good economic progress as well as well performance like in education and health sectors. In terms of political issues, the government has provided political stability against violence, social unrest and regional conflicts. However, some development challenges remained such as lowering inequality gaps across different socio-economic backgrounds, ethnicities, gender and geographical regions, improving quality of education which translate to producing competitive and well-equipped graduates to meet the labour market qualification needs. Having projected that Indonesia becomes one of four big economies by 2045, Indonesia should be able to manage its opportunities and challenges to reach its dream to be a resilient economy in 2045.

With funding from the Government of Japan, UNDP Indonesia in cooperation with Economic Research Institute for ASEAN and East Asia (ERIA) is implementing a project titled "Project 2045: The path to peaceful and prosperous Indonesia in 2045".

The project aims to identify any potential avenues for Indonesia to be a resilient country with peace and prosperity in 2045 based on economic, political and social analyses. While the project is designed to ensure Indonesia is on track in meeting its national agenda to build a stronger economy and prevent conflicts and extremism, it will also serve as a commemoration of the 60th close diplomatic relationship between Indonesia and Japan. In the same time, it will broaden opportunities for UNDP, Government of Japan and other relevant partners to help Indonesia in paving the path to peaceful and prosperous economy in the future.

To meet that objective, the project activities will be achieved through three components: research activities that will provide evidence based concrete policy recommendations for the government of Indonesia, a high-level seminar that will primarily discuss on and disseminate the policy oriented research results, quality assurance and coordination. These project activities will consider the gender analysis component in the research related activities and gender representativeness in the panel discussion involvement at the high-level seminar and project assurance.

With reference to Embassy of Japan's letter dated 26 February 2019, the project is extended to 30 June 2019 to facilitate additional activities that are aligned with the original purpose of the project.

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNPDF/CPD 2016-2020 Outcome 4: By 2020, disadvantaged populations benefit from enhanced access to justice and more responsive, inclusive and accountable public institutions that enjoy public trust	Total resources required:		$	800,000
	Total resources allocated:		$	800,000
CPD 2016-2020 Indicative Output 4.3: National policy frameworks and institutional mechanism enhanced for peaceful management of conflicts.		UNDP TRAC:	$	
		Government of Japan:	$	800,000
• Project Output 1 attribute to SP Output 2.4 (GEN 3)				
• Project Output 2 attribute to SP Output 2.4 (GEN 3)				
• Project Output 3 attribute to SP Output 2.4 (GEN 3)		In-Kind:	$	
	Unfunded:		$	

Agreed by

UNDP Resident Representative, a.i.,

Christophe Bahuet

Date: 11 March 2019

I.   DEVELOPMENT CHALLENGE

Indonesia has developed into a relatively stable economy since it experienced financial crisis in the late 1990s. It has maintained its annual GDP growth at 5.3 percent[1] in the past few years and progressed in social, economic, and political spheres. The poverty rate has been dramatically reduced at about 11 per cent below the national poverty line and inflation rates continue within the central bank's target averaging at 3.7 percent in 2017.

Indonesia is considered to provide a stable outlook for investment, as indicated by an upgraded sovereign credit rating by the Standard and Poor's (S&P) in May 2017. Indonesia has successfully climbed up to lower-middle income status in 2003 despite being categorized as a low-income country due to 1998's economic slump (World Bank, 2016). It now has a relatively stable economic outlook.

In terms of the country's political journey, Indonesia's political stability index improved significantly to -0.6 in 2015 from -2.03 in 2000 reflecting that the government has provided political stability against violence, social unrest as well as religious or regional conflicts that are likely to happen.

Economic growth, progress in education and health sectors have improved remarkably following the increased government funding. As of 2009, the government has committed to secure 20 percent of its national budget earmarked for education which has resulted in an increase of education attainment across the country. In the early 2000s, for instance, the lower secondary net enrolment rate was only around 60 percent and it has reached about 80 percent by 2016. Similarly, participation rates at higher education level increased by 13 percentage points for the same period with no discernible gender gap showing gender parity in access to education beyond primary level is met[2].

These achievements reflect successful policy reform in education sector. In addition to this, the government met its mandate of allocating 5 percent of GDP to health sector. By 2016, the financial resources allocated for health sector increased by 43 percent from IDR 75 billion of the 2015's budget. This improved financial resource for health sector tends to increase annually to ensure qualified health access and services for all Indonesians, especially the poor and vulnerable groups. In addition to allocating more space on health financing, in 2014, well behind progress made by its southeast Asian neighbours, the government finally launched the universal health coverage managed by the Social Security Management Agency (BPJS) to meet the Law No. 40, 2004 of affordable and comprehensive's social health insurance for every citizen. In coming years, this will lead to improvements in the two sectors, and will likely lead to a higher Human Development Index ranking. In 2015, Indonesia has been classified within the medium human development category. As Indonesia's recent HDI is 0.689[3] or 0.011 away from the threshold to be categorised into the high human development group, it is believed to be soon that the country will meet the standard.

Despite remarkable achievements, Indonesia still faces some challenges in achieving its national agenda. For example, while progress in education are impressive, quality and equitable education remains inconsistent across socio-economic groups, ethnicities and geographical regions. Looking at the latest PISA result, the performance of students at 15 years old places Indonesia in the bottom 10 among 72 participating countries, although it has improved from 2012. Compared to its neighbouring country, like Vietnam, with half-size of Indonesia's GDP per capita, Indonesia's student performance is far behind as Vietnam excelled to remain close to OECD countries' ranks.

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[1] World Bank Indicators between 2012-2016
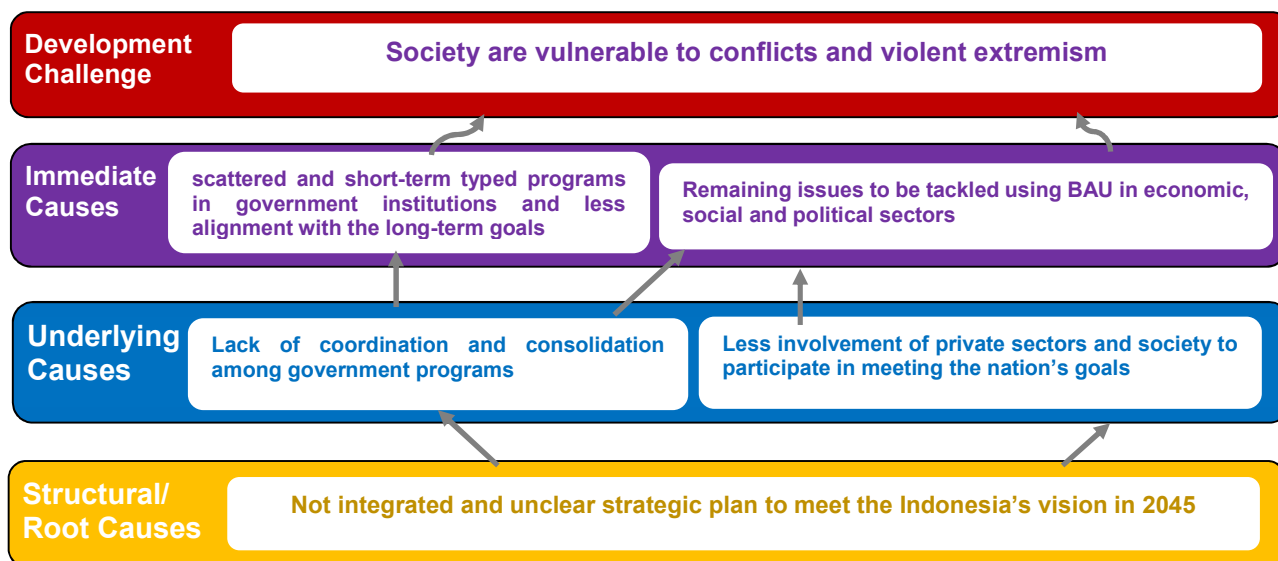[2] BPS, 2017
[3] UNDP available at http://hdr.undp.org/en/composite/HDI (Accessed on October 18, 2017).

An ideal education system should produce high qualified school graduates who are competitive and equipped with competency based skills that are in demand by prospective employers in the labour market. However, Indonesia's youth unemployment rate is persistently high at 17.8 percent. The level of informal employment is also high, which is over represented by women. A gap in skills, training and opportunities are drivers of this.

Poverty has declined, however, inequality has increased. Income disparities between the poor and the rich reflected from the Gini ratio hovering around 0.4 with a slight drop in the last two years. As inequality gets bigger, it can lead to many other social-economic problems, including instability and social-conflict that lead to violence which can impede the achievement of sustainable development goals.

By the time Indonesia reaches its 100th of independence in 2045, the Government of Indonesia has projected to become one of four big economies with income per capita of USD 29,000[4] or around 8 times current GDP per capita. With a population projection of beyond 320 million by 2045 and approximately half of them are below 30 years old, Indonesia has big economic opportunities and challenges before reaching its goal as a developed country. If Indonesia can address its demographic dividends and tackle its challenges as well as seize opportunities from now on, the dream to be a great nation by 2045 is achievable.

Diagram 1. Problem Tree

Development Challenge	Society are vulnerable to conflicts and violent extremism
Immediate Causes	scattered and short-term typed programs in government institutions and less alignment with the long-term goals — Remaining issues to be tackled using BAU in economic, social and political sectors
Underlying Causes	Lack of coordination and consolidation among government programs — Less involvement of private sectors and society to participate in meeting the nation's goals
Structural/ Root Causes	Not integrated and unclear strategic plan to meet the Indonesia's vision in 2045

To help Indonesia reap its potential benefits and implement its goal towards building a better economy and society which is resilient against violent extremism, UNDP Indonesia is initiating the Project 2045: The path towards a peaceful and prosperous Indonesia in 2045 with funding from Government of Japan. This project is to reaffirm close diplomatic relations between Japan-Indonesia which will celebrate its 60th anniversary by 2018 and this project initiative will be conceived as part of its anniversary commemoration. The objective of the Project 2045 is to identify any potential avenues for Indonesia to be a resilient country with peace and prosperity in 2045 based on

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[4] Merdeka available at https://www.merdeka.com/uang/membedah-prediksi-presiden-jokowi-2045-ekonomi-indonesia-terbesar-ke-4-dunia.html (Accessed on October 18, 2017)

economic, political and social analyses which subsequently provide any evidence based research and policy recommendations for the Indonesian government to adopt them.

The expected outputs of the proposed project are going to be in the form of policy papers followed by a high-level seminar in 2018.

II.   STRATEGY

The Project 2045 is designed to ensure Indonesia is on track to meet the targets in its national agenda, and to ensure it can build a stronger economy without leaving anyone behind and preventing conflicts and extremism. The project will focus on providing evidence-based policy recommendations, supported by high quality research, sharing knowledge addressing core challenges that Indonesia faces. To promote gender equality and prevent any discriminations in all perspectives across gender, all project related activities will consider gender mainstreaming to accommodate different interests, needs and priorities of both men and women. Hence, the project's strategy is to ensure the gender-based analysis in research activities and gender perspective and attention as an integral part of project implementation.

Considering the vital role of policy makers, it is hoped that the project's result will deliver high quality of policy recommendations for the Indonesian government to adopt and implement them through concrete actions. Therefore, the target group of this project primarily government officials and policy makers but not limited to other actors, such as academia and private sectors who also contribute to shape the Indonesian's economic development.

At the national level, Coordinating Ministry for Economic Affairs, National Development Planning Agency (BAPPENAS) and Ministry of Foreign Affairs are key counterparts. Along the implementation of the project, program and project teams will also continuously consult to other ministries including Coordinating Ministry of Human Development and Culture and Ministry of Foreign Affairs, Ministry of Trade, and Ministry of Manpower.

Having observed the recent Indonesia's social, political and economic developments challenges and opportunities, the project will be implemented by Economic Research Institute for ASEAN and East Asia (ERIA) with close supervision from UNDP. ERIA has expertise to deliver research based policy advice specializing in ASEAN and East Asia which is suitable for the implementing agency of Project 2045. In conducting the project, ERIA will engage with local think-tank Center for Strategic and International Studies (CSIS) and other well-known local and international experts with practical working experiences in relevant areas of the project. UNDP will provide substantive policy inputs, management support, financial accountability as well as quality assurance, including monitoring and evaluation.

The project strategy follows a number of activities through identification and exploration of any related main challenges and related issues faced by Indonesia. It begins with research and its related activities such as survey, focus group discussions, and depth interview with experts, followed by a high-level seminar with panel-discussions. For the purpose of effective implementation and uptake of the project results, the project will also establish and maintain coordination among government institutions and other relevant stakeholders.

UNDP and ERIA will plan, prepare, implement and evaluate all project activities to ensure and strive for successful project delivery. To do so, the project will utilize **a theory of change** as outcomes based-approach to evaluate how the project is operationalized and how engagement with government partners, scholars, any relevant organizations/institutions involved in the project activities are put into practice.

This theory of change approach will follow more detailed pathways towards impacts which envisage that in the medium and longer terms there will be a change in mindsets and behaviours of Indonesia as a country to set clear and comprehensive strategies to be one of big economies that is peaceful and prosperous in 2045 through improved in knowledge, practices and policy reforms. In the short term which is during the project life, it is expected that there will be more analytical products and discussions on how to seize any opportunities and reap all potential benefits as well as address some challenges that may hamper Indonesia to meet its national vision in 2045. In addition, there will be broader public awareness and improved decision-making process which will encourage all parties not limited to government institutions to improve communications, cooperation and coordination to define milestones aligning with the 2045's vision. To achieve this, the theory of change approach encompasses:
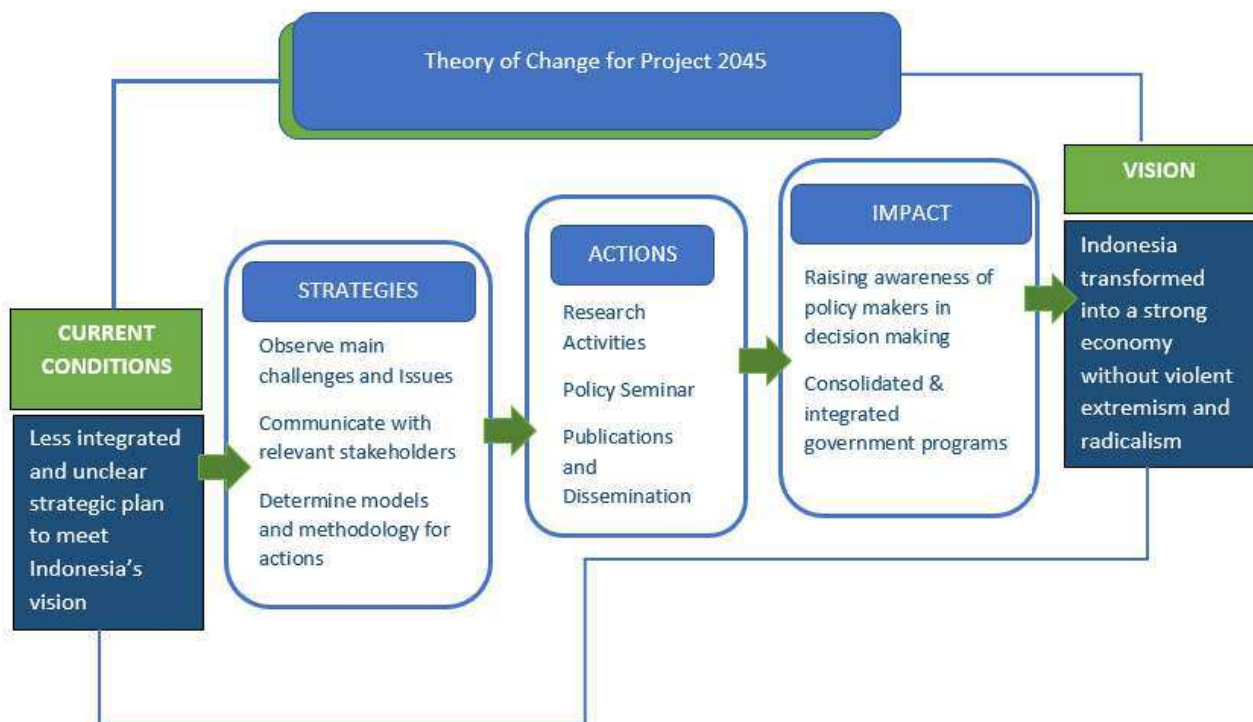
First, the project will observe main challenges and issues that Indonesia is currently facing and map out the desired results through understanding socio-economic and political indicators that the country wants to achieve by 2045. This activity needs to be undertaken through consultations and discussions with some stakeholders including government partners/policy makers, academic and research scholars both in Indonesia and Japan that might inform better actual issues to identify and narrow down scope and area of research interest. This will also enforce the stakeholders' involvement from the outset to help anticipate if there are any potential issues to address in advance.

Second, using the first-step results, the project team will work and decide research issues, models and methodologies going to be developed. In doing so, the project team will consult and communicate with relevant stakeholders to receive more inputs if necessary. The results activity will try to provide credible findings based on rigorous and valid analytical works and methodologies. Subsequently, the results are going to be presented through a high-level seminar to raise awareness and provide insights to concrete policy reforms towards Indonesia's vision in 2045.

Lastly, the project will ensure project activities would be delivered and implemented as originally planned through quality project assurance. The project will also try to incorporate perspectives from

different points of views including the gender aspects to avoid any gender bias and stereotyping and achieve better results as envisioned in the planning. Through this strategy, ERIA and UNDP commit to exert efforts to deliver insightful research activities and transform its results into actions aimed at improving policies towards achieving the vision of Indonesia in 2045 to be a peaceful and prosperous country.

III.   RESULTS AND PARTNERSHIPS

The project aims to provide affirmation on the close diplomatic between Indonesia and Japan through development of some policy papers from rigorous research activities around potential opportunities that Indonesia can reap and some remaining issues that should be addressed for Indonesia to be a strong and resilient economy in 2045. It is hoped that research results will transform into policy papers informing some alternative policy recommendations that may provide some positive influences on Indonesia's decision and policy making activities towards a peaceful and strong economy in the long term.

This project is designed in line with UNDP Indonesia's UNPDF Outcome and Output as the following:

UNPDF Outcome 4:
By 2020, disadvantaged populations benefit from enhanced access to justice and more responsive, inclusive and accountable public institutions that enjoy public trust

CPD Output 4.3:
National policy frameworks and institutional mechanism enhanced for peaceful management of conflicts

3.1. Expected Results

Development of Policy Papers

UNDP and ERIA, in close cooperation with the Governments of Indonesia and Japan, will form an Executive Committee comprised of notable experts of various policy fields from both Indonesia and Japan and develop policy papers to help Indonesia to realize its targeted growth and to develop resilient society that are aimed to under its national agenda for the 2045, and suggest cooperation strategy for its partner countries and organizations.

ERIA will serve as the secretariat of the Executive Committee and produce a set of policy papers in cooperation with relevant experts and organizations under the supervision of the committee. Some committee members are also expected to contribute papers which will become a part of the final report. ERIA will also conduct a survey in close cooperation with local think tanks and experts to obtain in depth analytical results underlying the development of policy papers.

Policy Seminar

In December 2018, UNDP and ERIA will cooperate with the Governments of Indonesia and Japan to organize a seminar to introduce the outcome of the project and to discuss the way forward. The executive committee members and the high levels of the Government of Indonesia and Japan are invited to speak at the seminar. Targeted audience of the seminar are parliament members, government officials, academics, business executives, diplomats and media persons in Indonesia. The seminar is also considered as the final event to commemorate the 60th anniversary of Indonesia-Japan diplomatic relations.

Quality Project Assurance and Coordination

UNDP is responsible to lead and undertake the Quality Project Assurance and Coordination component. It is designed with the purpose to ensure that the project is implemented timely and effectively with full financial accountability. This will be through active management support and monitoring and evaluation performed by the UNDP Office in Indonesia. In addition, this component will also contribute to coordination and information sharing with national actors and development partners. The component will include:

1. Monthly meetings at senior level between UNDP and ERIA to assess and discuss project progress including logistics, finance and administrative updates.
2. Regular communication between UNDP Office and ERIA in support to project management.
3. Frequent sharing of information and consultations with the Embassy of Japan in Indonesia, and as appropriate the Ministry of Foreign Affairs of Japan if necessary.
4. Quarterly roundtable dialogues to update and share results of the project and exchange information on the relevant issues with relevant stakeholders including the executive committee and government counterparts. This activity is to make sure all activities and contents are still in line with the initial planned and more integrated. This is also to discuss any shortcomings or concerns that may deviate each project activity from the plan in the following quarter period.
5. A workshop to discuss final report of project activity with the purpose of experience sharing and to receive inputs for improvement. The workshop is attended by representatives from project board, executive committee and relevant government partners and possibly limited external audience that may understand the substance and able to provide significant input contributions for the report. The results of this workshop will be an important input to the successful implementation of policy seminar taking place as the project end activity.

3.2. Resources Required to Achieve the Expected Results

To reach the desired results, it is important for the project manages to have sufficient resources for the provision of advisory, technical and administrative support through facilitation of coordination and consultation process of developing each project activity.

In the day-to-day activities, the project will be implemented by one project management unit comprising of one project manager as a focal point to deliver expected results supported by one finance and admin assistant. One monitoring and reporting officer will be in charge for quality assurance and be based at the ERIA office and if required, he/she needs to present at the UNDP Country Office for coordination and other project related notifications purposes.

Funding resource required for the project's preparation and implementation approximately amounted USD 800,000.

3.3. Partnerships

UNDP will play its role as the Implementing Partner of this Project and ERIA as the responsible party. As over years, throughout its various publications, ERIA is well-known as a leading international research institution that conducts research and develops policy recommendations for economic integration among ASEAN countries and East Asia. For this project implementation, with some supervision of with executive committee and senior beneficiary members, as well as consultation with government partners, ERIA will work to deliver optimal project results and if

necessary will collaborate with other research organizations which have been as part of ERIA network. UNDP will ensure mainstreaming gender perspectives will be incorporated in all project activities and operations. This is also to promote gender equality in terms of participation and representation between men and women in all aspects of the project implementation.

3.4. Risks and Assumptions

Some potential risks that could delay the expected results to be achieved are including:

- Delays in the funding disbursement of this project that may affect the project implementation timeline
- Some changes in the government structure that may influence the engagement process for project coordination with the government partners especially because this project aims to offer some insights for the policy formulation for the government. This will have consequences in a form of lack of support from the GoI in the project implementation.
- Tight schedules of high-level government officials both from Japan and Indonesia which affects their attendance at the policy seminars could result in recognition status of the event and reception of the project activity results by the policy makers.

To mitigate these risks, the project team together with ERIA and UNDP will ensure to have a close coordination with the Local Embassy of Japan and MoFA in Tokyo to receive some updated information regarding the funding budget and disbursement of the project. If there are any issues that may hamper the project implementation will be consulted as soon as possible to avoid any bigger consequences in the future. UNDP and ERIA through project team and project board will maintain engagement with government partners and inform them in advance to ensure sufficient time for any meeting initiatives and the policy seminar date to encourage their presence in the seminar. UNDP and ERIA with some consultation with the local embassy of Japan will identify which directorate or unit in each relevant government partner for communication throughout the project implementation if needed and each ministry will nominate focal points to This will provide some recognition from the high-level officials of the project activities and take some insights from the project activity findings and transform them into some policy reforms related to the Indonesia's vision in 2045.

3.5. Knowledge

The project will produce key reports and policy papers that will be published widely for public audience especially for policy makers to raise awareness of Indonesia's vision in 2045 to be a strong and resilient country which serves a solid foundation for countering the extremism and violence.

The project will use the results of first output activity to organize a policy seminar to disseminate the outcome of the project and to discuss the way forward through panel discussions bringing selected prominent speakers in the seminar. The seminar will invite high-level officials to gather their thoughts and contribute to the seminar which later on will offer some inputs for the Indonesian policy makers to shape their policy making towards their visions and improve their engagement with developed countries, especially a country like Japan.

Through a regular monitoring and reporting mechanism, results from the project will be captured and presented to the project board who then will decide if there is a need to share the results through proper dissemination.

IV.   PROJECT MANAGEMENT

4.1. Cost Efficiency and Effectiveness

UNDP and the Government of Japan will sign a contribution agreement that will make the funding from the donor available to UNDP for project preparation and implementation. UNDP will release funds as quarterly advances for operational expenditures and contractual payments for all grants and contract payments will be made according to agreed payment schedules and contractual obligations through the UNDP ATLAS Enterprise Resource Planning System. Cash transfer will be made based on the Annual Work Plan agreed between UNDP and ERIA as the Responsible Party. Financial transactions will be recorded and monitored in UNDP's Enterprise Resource Planning System, ATLAS. The cost standard that will be used during project implementation will be mutually agreed between UNDP and ERIA, based on the applicable rules and regulations. This will be regulated in a designated Standard Operating Procedure (SOP).

UNDP will prepare a Combined Delivery Report (CDR) at most three months after the project implementation finished, which will constitute the official report of project expenditures for a given period. For any balance at the end of the project, the country office shall consult with the local Embassy of Japan on its use. The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund.

4.2. Project Management

The project will be implemented under the framework of the UNDP Country Programme Document (CPD) 2016 – 2020 by applying the Direct Implementation Modality (DIM) to secure the timely implementation of this project for the duration of one-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. The UNDP Indonesia country office has extensive experience with the DIM modality. The project office will be based at ERIA office, which has agreed to make space available. UNDP will supervise and support the implementation of the project with the close involvement of senior management, as well as dedicated support in the form of senior national staff of UNDP Indonesia who will work on the project implementation, and closely work with Japanese counterparts.

With regard to reporting, UNDP Indonesia will submit a Final Report to the Government of Japan (including Financial Report), corresponding to the activities in the Resource Result Framework (RRF), based on the specified agreed indicators and measurable targets.

UNDP and ERIA will also ensure donor's visibility during the project implementation. In this case, the logos of Japan and the Commemoration of 60 Years of Indonesia-Japan Diplomatic Relation will be shown in various publication materials, the policy seminar events and press carried out by UNDP and ERIA which are related to this project.

V.   RESULTS FRAMEWORK

Results Framework **Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: UNPDF Outcome 4 -** *By 2020, disadvantaged populations benefit from enhanced access to justice and more responsive, inclusive and accountable public institutions that enjoy public trust*
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: **Indicator 4.3:** National policy frameworks and institutional mechanism enhanced for peaceful management of conflicts   **Baseline**: (2018) Indonesia has a vision to be a big economy in 2045 but facing challenges in social-economic and political sectors underpinning potential social conflict and extremism; **Target:** Indonesia can reach its vision to be a big economy that is peaceful and prosperous without any social conflict and extremism threatening
Applicable Output(s) from the UNDP Strategic Plan: SP Output 2.4. Frameworks and dialogue process engaged for effective and transparent engagement of civil society in national development.
Project title and Atlas Project Number: The path to peaceful and prosperous Indonesia in 2045

EXPECTED OUTPUTS	OUTPUT INDICATORS[5]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019 (FINAL)	
Output 1 Sharpened development of evidence-based knowledge through **policy papers** considering gender based perspective in the research design and analysis which will be provided through **books and policy report**	1.1. Number of ERIA publication related to the future Indonesia as a peaceful and prosperous country setting produced by the end of the project.	ERIA	None	2017	3 ERIA Key Reports and 1 survey related to the future Indonesia as a peaceful and prosperous country setting	2 ERIA Discussion Papers/Policy Briefs related to the future Indonesia as a peaceful and prosperous country setting	Data Collection: High level group discussion among expert committee in formulating policy reports and analytical process using primary and secondary data Risks: Time management and availability of the Expert Committee
	1.2. Numbers of time the ERIA publications are cited in other publications and/or presentations produced by key government policy makers	ERIA	None	2017	5 citations of ERIA publications by key government policy makers and news media	7 citations of ERIA publications by key government policy makers and news media	Data Collection: external discussions, speech and reports that might refer to reports produced from the first output activity Risks: Limited period of time (October, December and March 2019)

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[5] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS[5]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019 (FINAL)	
Output 2 Facilitate action-oriented discussions and endorse concrete policy making formulation by the government through **high-level seminar** where number of invitees will take into consideration gender representativeness	2.1. Extent to which the ERIA publications are presented and disseminated to key government policy maker and partners.	ERIA	None	2017	1 high level seminar organized during the Commemoration of 60 Years of Indonesia-Japan Diplomatic Relation, scheduled in December 2018, participated by at least 15 members of the Committee of Experts.	Dissemination results of the High Level Seminar and distributed to key government institutions and partners.	Data Collection: Findings from policy papers in the output activity 1 Risks: time availability of government officials both from Japan and Indonesia
	2.2 High-level participation of government officials both from Indonesia and Japan, academia/experts, private sectors and other relevant stakeholders for the seminar.	ERIA	None	2017	Participation of Echelon I and II officials from the National Development Planning agency (BAPPENAS), Ministry of Foreign Affairs (KEMLU), Coordinating Ministry of Economic Affairs (KEMENKOEKUIN), and other relevant ministries, and high level diplomats of the Government of Japan.	-	Data Collection: Expert committee's discussions Risks: time availability of government officials in each ministry
Output 3 Project implementation **quality is assured**	4.1. Project Quality Assurance implemented as planned, in accordance with UNDP's rules and regulations.	PMU	None	2017	3 coordination meetings; progress and financial report	2 coordination meetings; progress and financial report	Data Collection: inputs from meetings, progress reports sent by ERIA Risks: Delay in submission of progress and financial reports by ERIA

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:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost in USD (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		600
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		10,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		10,000
Project Report	A 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.	Annually, and at the end of the project (final report)			8,000
Project Review (Project Board)	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 annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		8,000

VII. MULTI-YEAR WORK PLAN [67]

EXPECTED OUTPUTS	PLANNED ACTIVITIES		Planned Budget by Year in USD		RESPONSIBLE PARTY	PLANNED BUDGET		
			2018	2019		Funding Source	Budget Description	Amount (USD)
Output 1 Sharpened development of evidence-based knowledge through **policy papers** which will be provided through **books and policy report**	1.1.	Editor's meeting (Coordination Trip and Brainstorming)	42,940	370.37	ERIA	GoJ	Consultants, Meeting	43,310.37
	1.2.	Remuneration for the writers	225,192.60	96,296.30	ERIA	GoJ	Consultants	321,488.90
	1.3.	Publishing (Digital & Offset Printing)	9,259.25	11,655.14	ERIA	GoJ	Consultants	20,914.39
	1.4.	Survey (Outsourced Research)	1,333.00	-	ERIA	GoJ	Consultants, FGD, Workshop	1,333.00
	1.5.	Miscellaneous	15,563.38	8,333.33	ERIA		Consultants	23,896.71
	Sub-Total for Output 1							**410,943.37**
Output 2 Facilitate action-oriented discussions and endorse concrete policy making formulation by the government through **high-level seminar**	2.1.	Venue booking, Hospitality, Catering	46,702.00	-	ERIA	GoJ	Rent & Maintenance	46,702.00
	2.2.	Transportation & Accommodation	29,267.00	-	ERIA	GoJ	Travel	29,267.00
	2.3.	Translator and Translation Equipment	8,090.30	-	ERIA	GoJ	Contractual Services (Consultants)	8,090.30
	2.4.	Miscellaneous	81,712.00	-	ERIA	GoJ	Contractual Services (Consultants)	81,712.00

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[6] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[7] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES		Planned Budget by Year in USD		RESPONSIBLE PARTY	PLANNED BUDGET		
			2018	2019		Funding Source	Budget Description	Amount (USD)
	Sub-Total for Output 2							**165,771.30**
Output 3 Project implementation **quality is assured**	3.1.	Monthly meetings at senior level between UNDP and ERIA to assess and discuss project progress	685.42	3,009.27	UNDP	GoJ	Meeting	3,694.69
	3.2.	Project Board Meeting	1,107.59	14,309.70	UNDP	GoJ	Meeting	15,417.29
	3.3.	Micro-assessment, spot checks, Financial Audit, Management Letter[8]	3,000.00	4,000.00	UNDP	GoJ	Pre-assessment and Audit	7,000
	3.4.	Project Final Evaluation	0	5,092.59	UNDP	GoJ	Consultant and Workshop	5,092.59
	3.5.	Management Support	57,672.45	44,450.95	UNDP	GoJ	Personnel Cost, Office Equipment	102,123.40
	Sub-Total for Output 3							**133,327.97**
DPC			9,000	21,697.49				**30,697.49**
General Management Support	8%		42,522.68	16,737.19				**59,259.87**
TOTAL								800,000

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[8] For any expenses incurred before the project implementation during the preparation period will be covered by the project funding and eligible for reimbursement

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP Indonesia will serve as the managing agent of this initiative using the **Direct Implementation Modality** (DIM). ERIA will lead implementation of activities of Output 1 and Output 2 in line with the principle of local ownership. The roles and responsibilities of UNDP Indonesia will consist of project management support and quality assurance, including monitoring and reporting as well coordination and outreach. For that purpose, UNDP and ERIA will continue the established Project Board (PB) and Project Management Unit (PMU) to ensure a smooth implementation of this project.

The Project Board (**PB**) is responsible for strategic decisions that will guide the Project Management Unit (PMU), including recommendation for approval of project plans and its revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity, transparency and effectiveness.

According to UNDP policies, the Project Board contains three roles, including:

1) **An Executive**: individual representing the project ownership to chair the group. In this case, **UNDP** will take the responsibilities of the Executive.

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 provide guidance regarding the technical feasibility of the project. In this case, **the Government of Japan**, which is represented by **the Japan Embassy** in Jakarta will assume this function.

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. In this case, **representative of ERIA Advisory Board** and **representatives of relevant line ministries** will assume this function.

The Project Management Unit (**PMU**) is responsible for the daily management of the project. It will ensure that sufficient capacity exists for the project to be effectively and timely implemented. ERIA will focus on the substantive aspects of the project drawing from its existing expertise and research capacity. The PMU will be based in ERIA Office and headed by a Team Leader who will be responsible to the Project Board. The Team Leader is responsible for the preparation of the quarterly Project Board Meetings (PBM). In those meetings, Team Leader will report on overall progress, challenges as well as emerging issues and risks to the Project Board members for their guidance and decisions.

The roles and responsibilities of the PMU includes supervision, monitoring and evaluation of overall project processes and implementation as well as ensure that the financial management of this project will comply with the Standard Operating Procedure (SOP) agreed between UNDP and ERIA.

Aside from its supervision and monitoring functions, the PMU will also be responsible for the achievement of the project outputs, which fall under UNDP's direct control. In this case, UNDP

will undertake activities in Output 3, which relates to coordination, monitoring, and outreach. Along with the progress of the other outputs, which will be directly implemented by ERIA, the progress of Output 3 will also be reported to the Project Board Meeting in every quarter.

On the programme side, the project assurance function will be carried out by UNDP led by a National Programme Manager. The programme team will also consist of a monitoring and reporting officer helped by a finance and administrative assistant funded by the Government of Japan, who will work on the implementation, monitoring, evaluation and reporting of the project, as well as contribute actively to close consultations with Japan.

The Responsible Party (**RP**) for this project is ERIA. Accordingly, ERIA will be engaged by UNDP through Letter of Agreement to implement the agreed activities of the following outputs:

- Output 1: Producing ERIA Key Reports
- Output 2: Implementation of High Level Seminar

Accordingly, UNDP will hold the responsibility on the following output:

- Output 3: Project Quality Assurance

ERIA as the Responsible Party will send the progress report, Quarterly Monitoring Report (QMR) and financial report to UNDP for review, compilation and submission, with the following timeline:
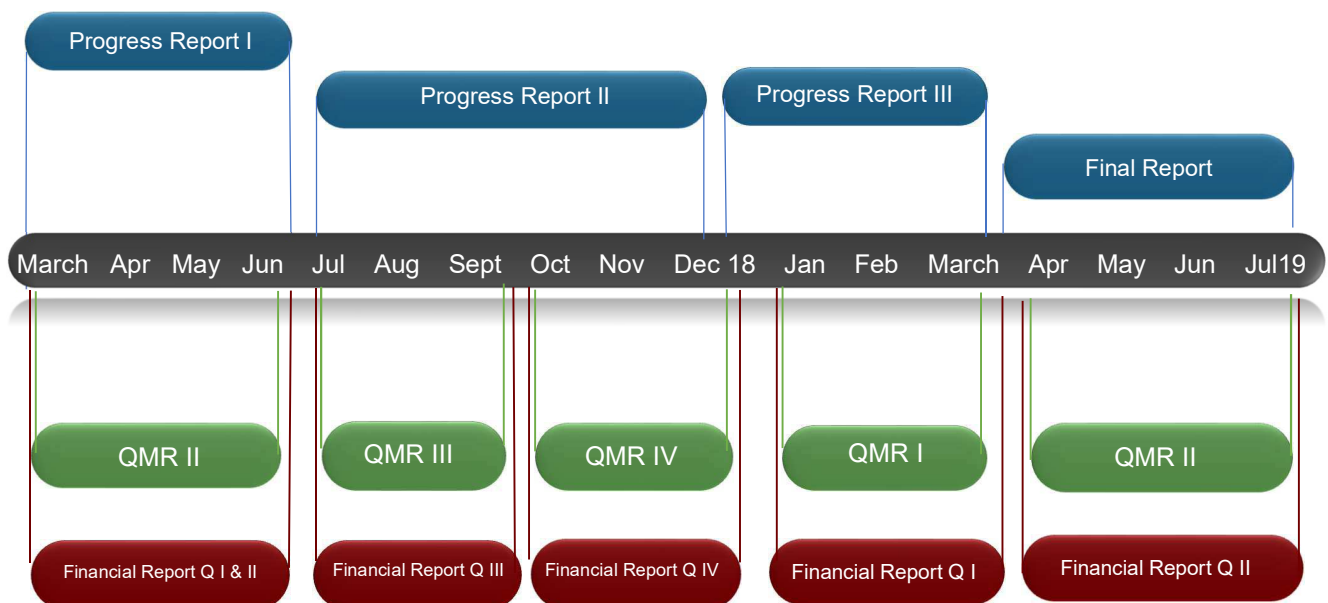
There are three progress reports discussing project activities' substances submitted during the project life:

- 1st Progress Report: received by UNDP on 15th of July 2018 covering the first four months (March – June) after the project starts

- 2nd Progress Report: received by UNDP on 15th of January 2019 which comprises accumulative progress since the project starts
- 3rd Progress Report: received by UNDP on 15th of April 2019 which comprises accumulative progress since the project starts.
- 4th Progress Report: received by UNDP on 15th of July 2019 which comprises accumulative progress report and serves as the final report.

As for the Project's Quarterly Monitoring Report (QMR) and ERIA's Financial report every quarter to UNDP for review, compilation and submission during the project life:

- March - June QMR and Financial Reports: received by UNDP on 15th of July 2018
- July – Sept QMR and Financial Reports: received by UNDP on 15th of October 2018
- Oct – Dec QMR and Financial Reports: received by UNDP on 15th of January 2019
- Jan – March QMR and Financial Reports: received by UNDP on 15th of April 2019
- Final QMR and Financial Reports: received by UNDP on 15th of July 2019

UNDP will prepare and submit Final Report to the Government of Japan as the donor in line with the contribution agreement signed between the two parties.

Based on the explanation above, the management arrangement of this project is described in the following diagram:

Management Arrangement

Project Board		
Senior Beneficiaries Coordinating Ministry for Economic Affairs BAPPENAS Ministry of Foreign Affairs ERIA Advisory Board	**Executive** UNDP	**Senior Suppliers** Japan Embassy

Project Assurance
UNDP

Project Management Unit (PMU) headed by Project Manager
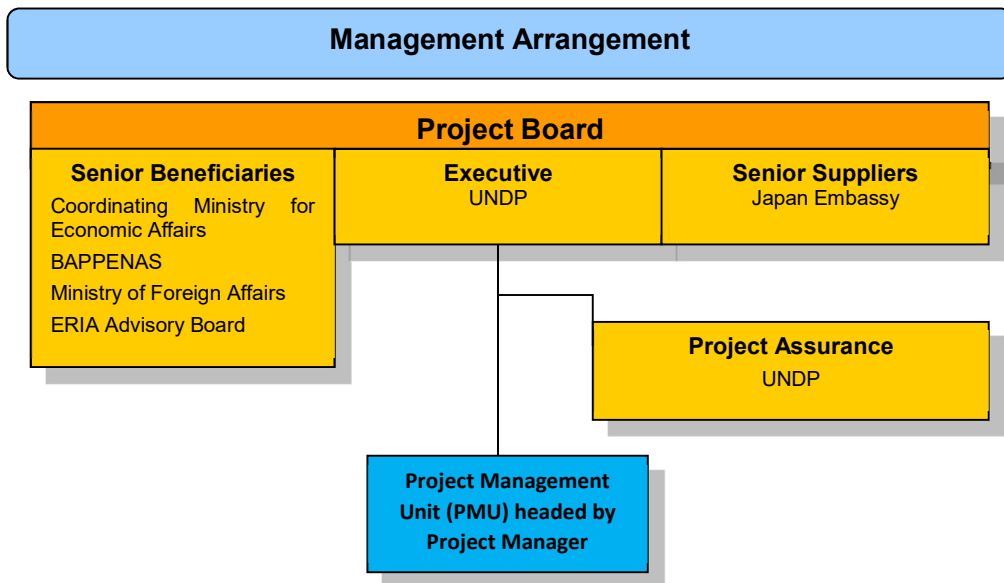
IX.   LEGAL CONTEXT

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. 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 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. 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.

6. 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;
    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 will take appropriate steps to prevent misuse of funds, fraud or corruption, 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 and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. 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 and (b) 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.

e. 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.

f. 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 or corruption with due confidentiality.

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.

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

<u>Note</u>: 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.

h.   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.

i.   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.

j.   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.

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template**
3. **Risk Analysis**.
4. **Capacity Assessment (HACT Micro Assessment)**
5. **Project Board Terms of Reference and TORs of key management positions**
6. **Supplemental Provisions to the Project Document: The Legal Context**
7. **Confirmation letter of the No-Cost Extension from Government of Japan (represented by Embassy of Japan)**

Annex 1. Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ◉◉◉◉◉	HIGHLY SATISFACTORY (4) ◉◉◉◉○	SATISFACTORY (3) ◉◉◉○○	NEEDS IMPROVEMENT (2) ◉◉○○○	INADEQUATE (1) ◉○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

			3	2
			1	

1. **Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):** • **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. *Note: Management Action or strong management justification must be given for a score of 1	**Evidence** Project Document		

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):

	3	2
	1	
	Evidence Project Document	

- **3:** The project responds to one of the three areas of development work[9] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[10]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)*
- **2:** The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)*
- **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

Strategic Plan Areas of Development Work	**Strategic Plan New and Emerging Issues**
☐ Sustainable Development Pathways ☐ Inclusive and effective democratic governance ☐ Resilience building	☐ Sustainable production technologies ☐ Access to modern energy services ☐ Natural resources management ☐ Extractive industries ☐ Urbanisation ☐ Citizen security ☐ Social protection ☐ Risk management for resilience

.

RELEVANT

	3	2

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[9] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building
[10] sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

Table

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)[11]:

- **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)*
- **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. *(both must be true to select this option)*
- **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Note: Management Action must be taken for a score of 1

ROAR Target Groups:	**ROAR Target Geographical Areas:**
☐ Extreme poor	☐ Urban (large cities)
☐ Women	☐ Urban (small towns)
☐ Female Headed Households	☐ Peri-urban (surround metropolitan areas & cities)
☐ Youth	☐ Rural
☐ Others (specify): _____	☐ Others (specify): _____

Right column for Q3:

1

Select (all) targeted groups: (drop-down)

Evidence

Project Document

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4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):

- **3:** Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.
- **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.
- **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

Note: Management Action or strong management justification must be given for a score of 1

Right column for Q4:

3	2

1

Evidence

Project Document

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5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):

- **3:** A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*

Right column for Q5:

3	2

1

Evidence

Project Document

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[11] This question will have a "Not Applicable" checkbox which can be activated for global and regional projects, or country projects with clearance from the RBx desk officer.

2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. *Note: Management Action or strong management justification must be given for a score of 1*	

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):

	3	**2**
	1	
	Evidence	
	Project Document	

- **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)*
- **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Note: Management Action or strong management justification must be given for a score of 1

SOCIAL & ENVIRONMENTAL STANDARDS

7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):

	3	2
	1	
	Evidence	
	Project Document	

- **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)*
- **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.
- **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Note: Management action or strong management justification must be given for a score of 1

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):

	3	2
	1	
	Evidence	
	Project Document	

- **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*.

2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. *Note: Management action or strong management justification must be given for a score of 1*	

9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	**Yes** / No SESP Not Required

MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project): **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)* **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)* **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *Note: Management Action or strong management justification must be given for a score of 1*	**3** / 2 1 **Evidence** Project Document
11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	**Yes (3)** / No (1)
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true to select this option).* **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)*	**3** / 2 1 **Evidence** Project Document

- **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management Action or strong management justification must be given for a score of 1

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):	3	2
	1	
	Evidence Project Document	

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)*
- **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.
- **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

*Note: Management Action must be taken for a score of 1

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	Yes (3)	No (1)

15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3)	No (1)

16. Is the budget justified and supported with valid estimates?	3	2
	1	
	Evidence Project Document	

- **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.
- **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.
- **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

17. Is the Country Office fully recovering the costs involved with project implementation?	3	2
	1	
	Evidence Project Document	

- **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

• **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	

EFFECTIVE

	3	2
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project): • **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)* • **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. *Note: Management Action or strong management justification must be given for a score of 1	**1**	
	Evidence	
	Project Document	

	3	2
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?[12] • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.	**1**	
	Evidence	
	Project Document	

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	**Yes (3)**	No (1)

21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	**Yes (3)**	No (1)
	Evidence	
	Project Document	
	3	2

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[12] This question will have a "Not Applicable" checkbox which can be activated for global and regional projects, or country projects with clearance from the RBx desk officer.

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): • **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources. • **2:** The project has a work plan & budget covering the duration of the project at the output level. • **1:** The project does not yet have a work plan & budget covering the duration of the project.	1
	Evidence Project Document

	SUSTAINABILITY & NATIONAL OWNERSHIP		

23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project)[13]: • **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners.	3	2	
	1		
	Evidence Project Document		

24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project)[14]: • **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	3	2.5
	2	1.5
	1	
	Evidence Project Document	

25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?[15]	Yes (3)	No (1)

26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	No (1)

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[13] This question will have a "Not Applicable" checkbox which can be activated for global and regional projects
[14] This question will have a "Not Applicable" checkbox which can be activated for global and regional projects, or country projects with clearance from the RBx desk officer.
[15] This question will have a "Not Applicable" checkbox which can be activated for global and regional projects, or country projects with clearance from the RBx desk officer.

Annex 2. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Project 2045: The path to peaceful and prosperous Indonesia in 2045
2. Project Number / Award ID	00107458
3. Location (Global/Region/Country)	Indonesia

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

QUESTION 1: How Does the Project Integrate the Overarching 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 project develops policy papers and policy seminar focusing on addressing challenges in social economic sectors including poverty, inequality, education, health and macroeconomic issues because to achieve Indonesia's vision with peacel and prosper by 2045, Indonesia needs to tackle those challenges where the poor and marginalized groups have decent human basic needs as those are prerequisites for the grounding of human rights to be fulfilled. The fulfilment of human basic needs will imply to better lives for everyone in the country and in the long term will help the country to counter violence and extremism.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
Project Output 1 & 2 emphasizes to include gender analysis in developing policy papers which takes into consideration perspectives from both women and men to avoid gender bias in analysis. In the high-level seminar, the project will ensure equal representations from women and men in the discussion forums and attendants.   Project Output 3 will ensure that project implementation will always promote gender equality in any forms including hiring process, distribution of roles and operations.
Briefly describe in the space below how the Project mainstreams environmental sustainability
Research activities will elaborate some topics related to economic issues on how to achieve sustainable development and for that to be attained, it has to address environmental, economic and socio-political problems without compromising one over another or without ruining human development capability either. Therefore, in implementing project output 1 activity, the research methodology will try to incorporate any policy analysis that will provide some policy recommendations to strengthen economy without jeopardizing or threaten environmental sustainability.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses).*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	*Impact and Probability (1-5)*	*Significance (Low, Moderate, High)*	*Comments*	*Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*
Risk 1: The project fails to recognize and observe issues related to social, economic and political challenges faced by Indonesia to reach to be one of big economies with peaceful and prosperous conditions such that there will be no radicalism and violent extremism	I = 5 P = 1	Low	Unlikely scenario	N.A.

QUESTION 4: What is the overall Project risk categorization?		
Select one (see SESP for guidance)		**Comments**
Low Risk	X	
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		**Comments**
Principle 1: Human Rights		
Principle 2: Gender Equality and Women's Empowerment		
1. Biodiversity Conservation and Natural Resource Management		
2. Climate Change Mitigation and Adaptation		
3. Community Health, Safety and Working Conditions	X	Relevant in a positive manner

	4. **Cultural Heritage**		
	5. **Displacement and Resettlement**		
	6. **Indigenous Peoples**		
	7. **Pollution Prevention and Resource Efficiency**		

Final Sign Off

Signature	*Date*	*Description*
QA Assessor Siprianus Bate Soro Team Leader, Head of Democratic Governance and Poverty Reduction Unit (DGPRU)		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 Sophie Kemkhadze Deputy Resident Representative		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 Sophie Kemkhadze Deputy Resident Representative		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: Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	Answer (Yes/No)
Principles 1: Human Rights	
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [16]	NO
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	NO
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	NO
5. Are there measures or mechanisms in place to respond to local community grievances?	YES
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	NO
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	NO
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	YES
9. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	NO
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	YES
3. Would the Project potentially limit 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? *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*	NO
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	NO

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[16] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, 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 people and transsexuals.

Checklist Potential Social and Environmental **Risks**	Answer (Yes/No)
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including 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 Does the Project involve 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 Would Project activities pose risks to endangered species?	NO
1.5 Would the Project pose a risk of introducing invasive alien species?	NO
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	NO
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	NO
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	NO
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	NO
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	NO
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	NO
Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant[17] greenhouse gas emissions or may exacerbate climate change?	NO
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	NO
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	NO
Standard 3: Community Health, Safety and Working Conditions	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO

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[17] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Checklist Potential Social and Environmental **Risks**		Answer (Yes/No)
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NO
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NO
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	NO
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	NO
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NO
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	NO
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	NO
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact 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
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	NO
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NO
5.2	Would the Project possibly result in 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	Is there a risk that the Project would lead to forced evictions?[18]	NO
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	NO
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	NO
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	NO
6.4	Has there been an 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

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[18] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Checklist Potential Social and Environmental <u>Risks</u>		Answer (Yes/No)
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	NO
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	NO
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	NO
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	NO
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in 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
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	NO
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	NO
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	NO
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	NO

Annex 3. RISK ANALYSIS

OFFLINE RISK LOG

Project Title: Project 2045: The path to peaceful and prosperous Indonesia in 2045	Award ID: 00107458	Date: January 2018

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	*Complexities in harmonizing regulations between UNDP and ERIA, might delays funding disbursement.*	October 2017	Regulatory	I = 3 P= 3	*Earlier coordination between ERIA's finance department and UNDP Finance Department*	Project Manager	Programme Manager (Development Specialist)	January 2018	
2	Some changes in the government structure may influence the engagement process for project coordination	January 2018	Unexpected Institutional changes	I = 3 P=2	Keep and maintain a close relationship between ERIA and the Government of Indonesia. The engagement should cover all levels of public officials.	Project Manager	Programme Manager (Development Specialist)	January 2018	No changes
3	Tight schedule of high level government officials both Japan and	January 2018	Implementation Arrangements	I =4 P=3	Keep their assistant and related officials to be updated, reminded, and shared information.	Project Manager	Programme Manager (Development Specialist)	January 2018	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	Indonesia which affects their attendance at the policy seminars.								

Annex 4. Capacity Assessment (HACT Micro Assessment)

MICRO ASSESSMENT REPORT

This is to confirm that, the Financial Management Capacity of:
The path to peaceful and prosperous Indonesia in 2045 Project

Assessment Address :
The path to peaceful and prosperous Indonesia in 2045 Project.
Economic Research Institute for ASEAN and East Asia (ERIA)
Sentral Senayan II, 6th Floor, JL. Asia Afrika, No. 8,
Gelora Bung Karno, Senayan, RT.1/RW.3, Gelora,
Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10270

Osmalinda - Senior Assistant Financial Affairs
Rendy Prasetya - Legal Supervisor
Intan Defrina – National Project Manager for ERIA
Edy Gunawan - Project Finance Assistant for ERIA

has been assessed in accordance with the guidelines. The assessment was undertaken by visiting their office and by reviewing their financial system and documentation on 7 May 2018.

We can highlight that the financial management of the path to peaceful and prosperous Indonesia in 2045 Project is categorized Low Risk. Based on the information mentioned above we recommend UNDP to determine Direct Cash Transfer (DCT) mechanism to this research center. Following actions are recommended to continue the implementation of this mechanism and activity, as follows:

General Comments:
- UNDP may use DCT method to the path to peaceful and prosperous Indonesia in 2045 Project, and this responsible party (RP) shall execute the activities and keep all expenditure receipts and afterwards submit with the implementation report for their payments process.

- Spot check at least once a year by UNDP program staff shall be made to review supporting document and to take action regarding the recommendation as mentioned below.

Detailed finding and recommendation:
- The procurement, no written formal guidelines and procedure to assist in identifying, monitoring, and dealing with potential conflicts of interest with potential suppliers, and our recommendation is the path to peaceful and prosperous Indonesia in 2045 Project should provide written formal guidelines and procedure to assist in identifying, monitoring, and dealing with potential conflicts of interest with potential suppliers.

Assessment and recommendation report is prepared by:

Tubagus Arief Prima, CPA, CA
KAP Syarief Basir & Rekan
Signature and date: 16 May 2018

I here with agree with the above justification and approve the recommendation for the path to peaceful and prosperous Indonesia in 2045 Project.

Approved by: Christophe Bahuet
                Country Director, UNDP Indonesia
                Signature and date _31 / 5_   2018

Restricted distribution list
The path to peaceful and prosperous Indonesia in 2045 Project
1.   Project file
2.   Finance assessment file
3.   UN HACT Coordinator

Note : For the detail information concerning each risk section, it can be referred to the micro assessment questionnaire which forms an integral part of this report.

Annex 5. Terms of Reference for the Project Board and Key Management Positions

Project Board

Overall responsibilities:

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the National Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards[19] that shall ensure best value to money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP.

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.

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 provide guidance regarding the technical feasibility of the project.
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 LPAC[20] meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;

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[19] UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

[20] Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

- Delegate Project Assurance function to the Programme Manager, as appropriate;
- Review and appraise detailed the Annual Work Plan (AWP), including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Executive

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.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:
- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below)

Senior Supplier

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.

Specific Responsibilities (as part of the above responsibilities for the Project Board)
- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated (see also the section below)

Project Assurance

Overall responsibility: Project Assurance is the responsibility of each Project Board member, however the role can be delegated to the Programme Manager. 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. A UNDP Programme Manager/Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question "What is to be assured?". The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Management Unit (Project Support)

Overall responsibilities: The Project Management Unit role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Management Unit on a formal basis is optional. It is necessary to keep Project Management Unit and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Management Unit would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager

- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

Project Manager (Recruited by UNDP)

Overall responsibilities: 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.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party(ies);
- Ensure effective implementation and achievement results of effective leadership on gender mainstreaming activities in the project including for ensuring gender equality results based on team work, setting gender focal team for project and development as well implementation of gender action plan;
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.

- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Project Monitoring and Reporting Officer (Recruited by UNDP)
Functions / Key Results Expected:

Ensures the implementation of monitoring and reporting policies and strategies, focusing on achievement of the following results:

- Provision of regular update and input in monitoring of project activities, to assess overall project implementation with respect to project objectives, outputs and indicators;

- Provision of effective troubleshooting, suggestion for corrective measures to be undertaken, and make arrangements of technical assistance to implementing partners based on results of monitoring, where necessary

- Timely reporting arrangements are in place and being implemented to ensure that the reporting requirements are met in a timely manner.

- Timely collection of information and drafting of 'human interest stories' of persons impacted by UNDP supported programming

- Provision of guidance to responsible party and serves as focal point for M&R in line with UNDP monitoring and reporting policies, procedures and practices;

- Analysis of data related to the project at the national, provincial and district levels;

- High-quality data presentations, data maps, statistical spreadsheets for internal and external consumption: government, donors, other UN agencies, etc.

- Effective showcase to donors and external stakeholders on progress made and impacts delivered

Ensure effective support of the implementation of evaluation plan, focusing on achievement of the following results:

- Provision of guidance to responsible party and serves as focal point for M&R in line with UNDP evaluation policies, procedures and practices

- Provision of input for the Project Coordinator on the needs for evaluation based on the donor agreements
- Analysis based on data collection for the evaluation process as necessary and requested by independent evaluators;
- Coordination with the project team, project board and the stakeholders to ensure smooth conduct of the evaluation;
- Provision of high quality of data and strategic inputs for improving the existing M&R systems.
- Timely implementation of evaluation recommendations.

Ensures facilitation of knowledge building and knowledge sharing in the area of monitoring and reporting, focusing on achievement of the following results:

- Effective support to project staff (including project staff of the Responsible Party) in identification, documentation, synthesis of lessons learned and best practices to be integrated into broader knowledge management efforts.
- Contribution to the implementation of Evaluation Knowledge Management and Learning Strategy
- Established system and updated documentation of research reports, studies and evaluations are maintained. This includes the collection and documentation of relevant reports from government research bodies, national and international agencies, etc.
- Facilitation and participation in results-oriented monitoring and evaluation training efforts.

Project Finance and Admin Assistant (Recruited by UNDP)
Functions / Key Results Expected:
Support the project team to ensure effective project planning, budgeting and implementation focusing on achievement of the following results:
- Assists in the coordination of project planning and preparation work for, typically, a medium-size and complex component of the project initiatives; monitors status of project proposals and receipt of relevant documentation for review and approval.
- Compiles, summarizes, and presents basic information/data on specific project and related topics or issues.
- Reviews project documents, especially cost plans/budgets, for completeness and compliance with relevant rules and procedures prior to submission for final approval and signature; identifies inconsistencies; distributes project documents to relevant parties upon approval.
- Implement project standard operating procedures in line with the government and UNDP's regulations;

Support to the effective reporting on progress of project implementation
- Preparation of budget revisions, support to the preparation of annual and quarterly work plans as well as project board meetings, audit, operational and financial closure of a project.
- Support to the preparation of quarterly project reports, in line with the monitoring and reporting guidelines and presents it to the project assurance team on a timely manner;
- Compiles, summarizes and enters data on project delivery; drafts related status reports, identifying shortfalls in delivery, budget overruns, etc., and brings to the attention of management

- To provide administrative support for preparation of high quality and results oriented progress reports.

Provides administrative support to the Project Management Unit focusing on achievement of the following results:
- Serves as focal point for administrative, HR, Procurement, Security and office coordination of project implementation activities, involving extensive liaison with a diverse organizational unit to initiate requests, obtain necessary clearances, process and follow-up on administrative actions, e.g. recruitment and appointment of personnel, travel arrangements, training/study tours, authorization of payments, disbursement of funds, procurement of equipment and services, security compliance, etc.
- Provision of general office assistance such as response to complex information requests and inquiries; reviews, logs and routes incoming correspondence; establishment of filling system and maintenance files/records; organization of meetings, workshops; routine administrative tasks, including maintaining attendance records, assessing telephone billing, etc.
- Drafts correspondence on budget-related issues, periodic reports, briefing notes, graphic and statistical summaries, accounting spreadsheets, etc

Support strategic partnerships, communication and support to the implementation of resource mobilization
- Update database of the relevant public and development partners private sector, civil society and other stakeholders who are counterparts for the project;
- In coordination with UNDP's Communication unit and other relevant counterpart communications department, support documentation of the project activities as a tool to communicate results, deepen stakeholder knowledge and buy-in to the project, and resource mobilization for the project.

Supports knowledge building and knowledge sharing focusing on achievement of the following results:
- Participation in the trainings for the operations/ projects staff.
- Synthesis of lessons learned and best practices in project support management function.
- Contributions to knowledge networks and communities of practice

Annex 6. <u>Supplemental Provisions to the Project Document[21]: The Legal Context</u>

<u>General responsibilities of the Government, UNDP and the executing agency</u>

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 (the particular country or territory), 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)   <u>Participation of the Government</u>

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

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

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 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.

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.

7.   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.

8.   The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

9.   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.

10.   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 Manager[22] who, under the direction of the Executing Agency, will be responsible in the country

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[22] May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

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 fellowships 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.

Annex 7. Confirmation letter of the No-Cost Extension from Government of Japan (represented by Embassy of Japan)

February 26, 2019

Mr. Siprianus Bate Soro
Team Leader, Democratic Governance and Poverty Reduction Unit
United Nations Development Programme

Subject: Notification of No-Cost Extension of Project 2045

Dear Mr. Siprianus,

First of all, I would like to express my sincere appreciation for your great cooperation to implementation of the Project 2045.

With refernce to your letter dated January 21, 2018 in terms of the request for a No-Cost Extension of the Japan's Support for Project 2045, I am pleased to notify that the Ministry of Foreign Affairs of Japan approved the No-Cost Extention until the end of June 2019 on February 25, 2019 since the Government of Japan admitted the proposed additional works would go along with the original pupose of this project and improve its cost-effectiveness, taking into account the strong expectation from the Government of Indonesia to the No-Cost Extension.

Please be noted that further extention would not be approved in principle, therefore, I highly expect that UNDP completes all the project activities within the period and submits necessary documents to the Government of Japan promptly after the project completion.

We truly appreciate your support. Thank you very much.

Sincerely yours,

Shigemi ANDO
Counsellor for Economic Affairs