

# Final Evaluation and Learning Exercise of the SUTRI NAMA Project Management Response

April 2023



Mitigation Action  
Facility

On behalf of

Supported by:



Federal Ministry  
for Economic Affairs  
and Climate Action



UK Government



Danish Ministry of Climate,  
Energy and Utilities



CHILDREN'S  
INVESTMENT FUND  
FOUNDATION

on the basis of a decision  
by the German Bundestag

# Management Response Content

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# 1 Evaluation and Learning Exercise (ELE) of the Indonesia SUTRI NAMA– Management Response

## 1.1 Background

In 2022, Indonesia – Sustainable Urban Transport Program (SUTRI NAMA) was subject to an independent final ELE conducted by an evaluation team led by AMBERO Consulting. The [ELE report](#) is available on the Mitigation Action Facility website.

The project and Technical Support Unit (TSU) responded to the recommendations made by the evaluation team as follows:

## 1.2 Response to the recommendations for the project partners for sustaining SUTRI NAMA’s legacy

Recommendations	Activities	Responsible Entity	Timeline
<p><b>Recommendation 1:</b> Further analysis can be done on the enabling factors on how BP Cekban can help to coordinate the process, and how this can be replicated or adopted in other metropolitan areas.</p>	<p>Recommendation accepted.</p> <p>The role of BP Cekban is facilitating coordination. Conducting further analysis of the enabling factors of BP Cekban's coordination role can provide valuable insights into its success and potential for replication in other metropolitan areas.</p> <p>By strengthening the capacity, BP Cekban can take further steps and stronger role in coordinating and guiding the process.</p> <p>By examining the specific strategies and techniques used by BP Cekban, key factors that contribute to its effectiveness in coordinating complex processes can be identified. This information can then be used to replicate and adopt these practices in other metropolitan areas that are faced with similar challenges.</p>	<p>Ministry of Transportation (MoT) – Project Implementation Unit (PIU), BP Cekban</p>	<p>2023-2027</p>
<p><b>Recommendation 2:</b> To sustain the legacy of SUTRI NAMA, several improvements</p>	<p>Recommendation accepted.</p> <p>Urban transport systems are critical for economic development, social</p>	<p>MoT-PIU, local government, business entities</p>	<p>2023-2027</p>

Recommendations	Activities	Responsible Entity	Timeline
in the national urban transport implementation strategy are needed.	inclusion, and environmental sustainability. However, many developing countries struggle to provide adequate and efficient transport systems due to limited resources, lack of proper planning, and inadequate infrastructure. By improving the national urban transport implementation strategy, the government can create an enabling environment for the development and implementation of sustainable urban transport systems.		
<b>Recommendation 3:</b> The project team, through INDOBUS, should continue to conduct market-sounding with financing institutions to help bridge financing to continue investments in critical bus infrastructure.	Recommendation accepted.  Market sounding with financial institutions can help identify potential sources of financing for critical bus infrastructure investments, which can be crucial for the success of transport projects. By engaging with financial institutions, the project team can assess the market interest for financing and identify potential financiers or investors who may be interested in supporting the project.	GIZ, MoT-PIU	2023-2024

### 1.3 Response to the recommendations to the Mitigation Action Facility for the review, approval, and management of future interventions

Recommendations	Activities	Responsible Entity	Timeline
<b>Recommendation 1:</b> Strengthen Political Economy Analysis (PEA) in appraisal. Additional PEA during the project design stage can help have a comprehensive understanding of which national government institutions are the most influential and have the strongest power to influence the	Recommendation partially accepted.  The appraisal and other project design stages have evolved significantly since SUTRI NAMA's approval for funding as part of the 1 <sup>st</sup> Call.  Projects are required to analyse the ecosystem of national stakeholders (including sub-national institutions) and discuss their mandate to fulfil the foreseen role in project implementation along the project lifecycle. This includes Project	TSU	Ongoing

Recommendations	Activities	Responsible Entity	Timeline
<p>result of the intended impact of this project and have a clearer engagement strategy towards these relevant institutions.</p>	<p>Outline, Detailed Preparation Phase (DPP), and Project Proposal stages. Additionally, projects are advised to continuously monitor and analyse the political, social, and economic conditions in countries of implementation to identify opportunities and/or constraints for implementation. In the Semi-Annual and Annual Reports, projects report on the national and political context, including changes to the legal or regulatory framework in the sector and/or for climate change in general but also changes in institutions or key positions in ministries and possible effects.</p>		
<p><b>Recommendation 2:</b> The Mitigation Action Facility should reflect on the intent and nature of the projects. Development outcomes and transformational change take considerable time and require a significant investment of human, financial and technical capital. Therefore, long-term implementation periods are required, and results should be viewed on a long-term basis rather than over 3-5 years.</p>	<p>Recommendation partially accepted.</p> <p>It is acknowledged that project impacts might materialise fully over long-term periods. Hence, the projects are required to define impacts and approaches to transformational change beyond their lifetime. For example, GHG mitigation targets for the 10 years after implementation, as well as technology lifetime need to be presented in Project Outlines and Proposals to support the mitigation targets achieved during the project implementation.</p> <p>Additionally, projects are required to define exit strategies during implementation that would ensure the sustainability of project results. The intent and nature of the projects are assessed in light of pre-defined eligibility criteria for Mitigation Action Facility support.</p>	<p>TSU</p>	<p>Ongoing</p>
<p><b>Recommendation 3:</b> Strengthen the assessment of projects' stakeholder engagement plans during appraisal.</p>	<p>Recommendation partially accepted.</p> <p>Projects are required to demonstrate sufficient stakeholder buy-in and readiness for implementation as part of Project Outlines and Proposals, as</p>	<p>TSU</p>	<p>Ongoing</p>

Recommendations	Activities	Responsible Entity	Timeline
<p>There is a need to improve local stakeholders' engagement in the projects' working areas. PEA and stakeholder engagement planning should also be extended to the sub-national level (if relevant).</p>	<p>well as monitor it continuously during the implementation as discussed under recommendation 1. During DPP, extensive stakeholder consultations usually take place. They are documented and results are presented to the TSU as part of Project Proposals. Additionally, the projects are required to define their outreach and communications strategies.</p>		
<p><b>Recommendation 4:</b> Partial project terminations are not recommendable. Projects should consider at the commencement of interventions what is required from technical cooperation (TC) and financial cooperation (FC) components' perspective.</p>	<p>Recommendation partially accepted.</p> <p>The final ELE report on SUTRI NAMA offers invaluable insights into the effects of partial project terminations. However, decisions on project terminations are taken on a case-by-case basis.</p> <p>Additionally, starting from the 5th Call, the Mitigation Action Facility differentiates between the two Implementation Phases (1 and 2) requiring the projects to have both TC and FC components fully operational by the end of Implementation Phase 1. This differentiation is intended to reduce the occurrences of a significant TC and FC component disjoint.</p>	<p>TSU</p>	<p>Ongoing</p>

## Board Acknowledgement

The Mitigation Action Facility is a joint initiative of the German Federal Ministry for the Economic Affairs and Climate Action (BMWK), UK's Department for Energy Security & Net Zero, the Danish Ministry of Climate, Energy and Utilities (KEFM), the Danish Ministry of Foreign Affairs (MFA), the European Union and the Children's Investment Fund Foundation (CIFF).

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Template from: March 2023

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