Training of Trainers (TOT) Workshop on

EFFECTIVE NATIONAL TO LOCAL GOVERNANCE FOR SDG IMPLEMENTATION IN INDONESIA

Outcome Report

November 2025

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Organized by
National Institute of Public Administration (NIPA)
United Nations Department of Economic and Social Affairs (UN DESA) through the Division for Public Institutions and Digital Government (DPIDG) and its project office - United Nations Project Office on Governance (UNPOG)
United Nations Resident Coordinator Office in Indonesia, and
United Nations Development Programme (UNDP) in Indonesia

United Nations Department of Economic and Social Affairs

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social, and environmental spheres and national action. The department works in three main interlinked areas: (i) it compiles, generates, and analyses a wide range of economic, social, and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on a joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

United Nations Project Office on Governance

The United Nations Project Office on Governance (UNPOG) is part of the Division for Public Institutions and Digital Government (DPIDG) of the United Nations Department of Economic and Social Affairs (UN DESA). Its principal mission is to strengthen the public governance capacities of developing the Member States in Asia, the Pacific, and beyond to achieve the 2030 Agenda for Sustainable Development.

The operational work of UN DESA, and thus UNPOG, aims to strengthen the capacities of developing countries to translate internationally agreed policy frameworks into strategies and programmes at all levels of public governance. The focus on strengthening the capacity of public administration falls within the mandate of UN DESA's Division for Public Institutions and Digital Government.

UN Resident Coordinator Office in Indonesia

The United Nations Resident Coordinator Office supports the work of the UN Resident Coordinator. The UN Resident Coordinator leads the UN Country Team in consultations with the Government to define and agree on the UN strategic response to the Government's development priorities. This response is captured in the United Nations Sustainable Development Cooperation Framework (UNSDCF). The office coordinates activities related to common programming including Agenda 2030, joint programmes, joint programming activities and development coordination work. This is done in conformity with the objectives and priorities of the Government, and the mandates and objectives of the United Nations agencies. The UN Resident Coordinator Office has five core functions: Strategic Planning, Economics, Partnerships and Development Finance, Data and results management and reporting, and Communications and advocacy

United Nations Development Programme in Indonesia

UNDP is at the service of Indonesia and its people. UNDP is committed to supporting Indonesia's national priorities and the implementation of the Government of Indonesia's Medium Term Development Plan and other national and local development visions, strategies,

and plans. UNDP works to support Indonesia's fight against poverty, promote inclusive economic growth, reduce inequalities between groups and regions, and help achieve the 17 Sustainable Development Goals by 2030. Across the country. With the focus on people and planet, UNDP is working together to achieve Sustainable Development in Indonesia and ensuring that the people of Indonesia have a fair, just and sustainable future.

National Institute of Public Administration, Indonesia

National Institute of Public Administration (NIPA) is a Non-Ministerial Government Institution which was founded by Government Regulation no. 30 of 1957 dated 6 August 1957, and the organizational structure and functions are regulated in Prime Minister's Decree No. 283/P.M./1957. The vision of NIPA is "As a world-class learning institution capable of being the prime driver in developing a world-class government to support the vision of an advanced Indonesia that is sovereign, independent and has a personality based on mutual cooperation." The mission of NIPA is to provide concrete contributions in developing the capacity of the state apparatus and state administration system in order to establish good governance, through: developing superior human resource personnel through policies, coaching and organizing competency development in accordance with international standards; establishing quality State Administration Policy through evidence-based policy studies and providing competent policy analysts; enhancing the quality of State Administration Innovation through developing innovation models and strengthening innovation capacity and culture; and creating a high-performance learning organization through quality and electronic-based service support.

Disclaimers

The TOT Workshop was based on [UN DESA's Curriculum on Governance for the Sustainable Development Goals](). The Curriculum aims to promote a critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to achieving the SDGs.

Executive Summary

The Training of Trainers (TOT) Workshop on Effective National to Local Governance for SDG Implementation, organized by organized by the National Institute of Public Administration (NIPA) of the Republic of Indonesia, in partnership with the United Nations Department of Economic and Social Affairs (UN DESA), through its Project Office on Governance (UNPOG) of the Division for Public Institutions and Digital Government (DPIDG), and with support from the UN Resident Coordinator Office and United Nations Development Programme (UNDP) in Indonesia brought together 92 officials and practitioners representing ministries, provincial and district governments, academia, civil society, and development partners. The workshop aimed to strengthen Indonesia's national–local governance architecture for SDG acceleration, deepen practical understanding of the 11 Principles of Effective Governance, and equip a new cadre of trainers capable of cascading SDG governance competencies across the country. Rather than functioning as an event-based knowledge session, the workshop served as a strategic intervention positioned within Indonesia's long-term development trajectory toward the 2030 Agenda and Indonesia Emas 2045.

Over the course of three days, participants engaged with global frameworks, case studies, and diagnostic tools that highlighted persistent governance challenges, including fragmented planning, misaligned budgets, weak vertical coordination, and uneven local capacities. Discussions revealed that Indonesia has made strong progress in building national SDG frameworks, such as RPJMN, the SDG Roadmap, Satu Data Indonesia, and Metadata Indicator 3.0, yet significant disparities remain in how these commitments translate into coherent local action. Multi-level governance gaps continue to impede alignment across laws, plans, budgets, and reporting systems. Financing constraints, particularly at the local level, further exacerbate the challenge, as limited fiscal space, heavy reliance on transfers, and inconsistent asset management create what experts referred to as a "local finance gridlock." At the same time, data governance and monitoring systems require substantial strengthening, with gaps in disaggregation, interoperability, analytical capabilities, and local reporting cycles.

The workshop identified several strategic opportunities. Strengthening multi-level governance was consistently highlighted as a foundational requirement for SDG acceleration, supported by the Vertical Integration Assessment (VIA) tool which helped participants diagnose institutional gaps and their implications for implementation. Participants also recognized the need for smarter, integrated financing approaches by expanding thematic bonds, climate budget tagging, and blended finance mechanisms while improving national–regional budget coherence. Stakeholder engagement emerged as an underutilized but critical enabler, with models such as the Pentahelix approach, the SDG Academy Indonesia, and multi-stakeholder forums demonstrating how coalitions of government, academia, civil society, philanthropy, and the private sector can create more inclusive and accountable governance systems. The sessions on data governance and AI highlighted the transformative potential of digital tools for forecasting risks, enhancing monitoring, and improving decision-making, provided that ethical safeguards, robust datasets, and local capacities are strengthened.

From these insights, the workshop produced a set of priority recommendations. At the national level, the report emphasizes the need to harmonize national–regional planning through SDG indicators and evidence-based prioritization, to standardize data architectures for VNRs and VLRs, and to expand integrated financing frameworks that align fiscal tools with SDG outcomes. For NIPA, the primary mandate is to institutionalize SDG governance training within the ASN Corporate University, establish provincial training hubs, provide technical coaching for action-plan implementation, and cultivate a National SDG Governance Community of Practice that maintains peer learning and cross-regional collaboration. Local governments are encouraged to transform RAD SDGs into actionable, data-driven documents, integrate VLR processes into routine planning cycles, strengthen data units, and apply innovative financing instruments to supplement public budgets. Development partners are advised to intensify technical assistance, fund pilot innovations, expand South–South learning platforms, and support digital public infrastructure for data and AI adoption.

Participants' action plans reflected these priorities. Each group generated a roadmap incorporating SDG prioritization, stakeholder mapping, financing strategies, and data and monitoring arrangements. Most plans adopted time-bound commitments, including "30–90–180 day milestones"—covering quick-win initiatives such as stunting reduction (SDG 3), learning recovery and digital inclusion (SDG 4), and strengthening local data systems (SDG 9). These roadmaps will function as living documents for follow-up coaching, replication, and policy alignment with RPJMD, RKPD, and OPD strategies. They also constitute the basis for NIPA's future training modules and for monitoring the real-world impact of the TOT.

Looking ahead, the workshop marks the beginning of a long-term national effort rather than its conclusion. The Way Forward outlines the integration of SDG governance modules into NIPA's ASN Corporate University, the expansion of TOT replication to provincial clusters starting in 2025, and the establishment of quarterly monitoring mechanisms supported by UN DESA, UN RCO, and UNDP. Pilot initiatives will demonstrate early impact, while learning loops will ensure continuous improvement of the curriculum and follow-up strategies. The overarching message across all sessions was clear: Indonesia's SDG progress will increasingly depend on stronger institutions, better-aligned governance systems, and sustained collaboration across levels of government and sectors.

Ultimately, the success of this effort will be measured not by the number of presentations delivered, but by the number of policies strengthened, institutions improved, and communities whose well-being advances through better governance. The workshop therefore stands as a catalyst for a new generation of SDG governance reformers, civil servants equipped with the knowledge, skills, and networks needed to drive Indonesia toward the 2030 Agenda and the vision of Golden Indonesia 2045.

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1. About the Report

1.1 Purpose of the Report

The Report highlights the key concepts and recommendations that emerged from the Training of Trainers (TOT) Workshop on Effective National to Local Governance for SDG Implementation in Indonesia organized by the National Institute of Public Administration (NIPA) of the Republic of Indonesia, in collaboration with the United Nations Department of Economic and Social Affairs (UN DESA), through its Project Office on Governance (UNPOG) of the Division for Public Institutions and Digital Government (DPIDG), and with support from the UN Resident Coordinator Office and United Nations Development Programme (UNDP) in Indonesia. The workshop was further supported by Tanoto Foundation in financial and administrative services.

The purpose of this Report is to document the workshop's substantive content, consolidate its governance-related insights, and capture the key actions proposed by participants to strengthen SDG implementation across national and local levels. It is intended as a reference for trainers, policymakers, and institutions engaged in capacity development, governance reform, and SDG localization.

1.2 Format

The TOT Workshop was conducted in a hybrid format where the participants from Indonesia were attend in person and invited speakers virtually participated via the Zoom platform. Participants undertook several offline activities (readings, preparation of presentations) individually and/or in teams for each session and between sessions.

The workshop was based on the [Curriculum on Governance for the SDGs](#) – Toolkit on Effective National to Local Public Governance for SDG Implementation developed by UN DESA. Additional content was provided by UN DESA, the Government of Indonesia, UNRCO Indonesia, UNDP Indonesia, and external speakers. The format of the workshop included presentations from experts and a series of facilitated interactive discussions and exercises. All the workshop presentations are available [here](#).

1.3 Objectives of the Workshop

Based on DESA's Curriculum on Governance for the SDGs, the workshop aimed to enhance the capacity of trainers and government officials to accelerate the implementation of the 2030 Agenda and Indonesia Vision 2045. It promoted a critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in achieving the 2030 Agenda, and Indonesia Vision 2045.

1.4 What is the Curriculum on Governance for the SDGs?

The Curriculum on Governance for the Sustainable Development Goals addresses the 11 Principles of Effective Governance (see Figure 1). The Curriculum aims to provide a holistic and integrated framework for capacity development in governance and public institutions. It aims to promote a critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to achieving the SDGs.

Figure 1 How the Curriculum on Governance toolkits address the 11 Principles of Effective Governance for Sustainable Development

Transforming Mindsets of Public Servants to Implement The 2030 Agenda for Sustainable Development

Transparency, Accountability and Ethics in Public Institutions

Institutional Arrangements and Governance Capacities for Policy Coherence

Effective National to Local Public Governance for SDG Implementation

Government Innovation for Social Inclusion of Vulnerable Groups

Risk-Informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience

Innovation And Digital Government for Public Service Delivery

The Curriculum on Governance is a comprehensive set of Training of Trainers Capacity Development Toolkits, which contain ready-to-use and customizable training material on key governance dimensions needed to advance the implementation of the SDGs. The topics covered by the Curriculum are illustrated in Table 1.

Table 1 Key Topics of the Curriculum

The Training of Trainers Capacity Development Toolkits is structured around modules that include readings, self-assessment situation analysis, application of theories learned to concrete issues and challenges, priority setting exercises, cooperative and experiential learning through case studies, action planning, and other activities that can assist countries in advancing governance transformation for sustainable development. The Curriculum is composed of the following:

- A set of Training of Trainers Capacity Development Toolkits for 5-day or 3-day face-to-face capacity development workshops.
- Online Courses on key governance issues to implement the SDGs.
- Facilitated Online Training and Capacity Development Workshops.
- Customized Online and Offline Capacity Development Workshops upon request of Member States.
- Offering a Certificate of Attendance upon successful completion.
- Global Community of Practice on key governance issues.
- Hosted at UNPAN for networking and online exchange of knowledge.

The Curriculum toolkits are made available on the UN Public Administration Network's (UNPAN) website at: https://unpan.un.org/capacity-development/ curriculum-on-governance-for-the-SDGs.

1.5 Target Audience

A total of 92 officials, 42 attending in person and 50 joining virtually, from Ministries, Agencies, Local Governments, Media, NGOs, and Academia participated in the Workshop. They represented ministries and national agencies, provincial and local governments, academia, civil society organizations, and media institutions. The diversity of participants ensured that discussions reflected a wide range of administrative perspectives and governance contexts across Indonesia.

1.6 Expected Results

The Workshop was specifically designed to enhance the capacities of the trainers from different government institutions for the institutional application of the 11 Principles of Effective Governance for Sustainable Development to strengthen institutions for accelerating the implementation of the SDGs, Indonesia Vision 2045 at all levels. It was expected that by the end of the Workshop, participants would have:

➢ A common understanding of the Principles of Effective Governance for Sustainable Development and their application in institutional arrangements at all levels to achieve the shared vision for the people and the planet as embodied in the 2030 Agenda for Sustainable Development.

➢ Enhanced understanding of whole-of-government approaches for strengthening vertical coordination and aligning national to local planning to accelerate SDG progress.

➢ Gained an understanding of how to promote a whole-of-society approach for national to local planning to ensure effective stakeholder engagement in public governance and leave no one behind.

➢ Enhanced understanding of innovative mechanisms to strengthen financial viability at the local level.

➢ Improved effective national-to-local coordination and monitoring, evaluation and reporting for SDG Implementation

➢ Developed an action plan for effective governance mechanisms to deliver the 2030 Agenda and Indonesia Vision 2045.

➢ Developed a roadmap to guide the implementation of the action plans.

1.7 Participants' Feedback

Thirty-four (34) evaluation responses from the participants were collected following the workshop. The feedback reveals unanimous satisfaction with the workshop, with 100% of respondents indicating they are either "Satisfied" (56%) or "Very Satisfied" (44%). An exceptional 97% of respondents reported that the materials were helpful, with a striking 71% finding them "Very Helpful." This indicates that the content was not only relevant but also directly applicable and impactful for their career goals. An impressive 100% of participants agreed that the workshop provided opportunities to practice and apply new skills and knowledge. An impressive 100% of participants agreed that the workshop provided opportunities to practice and apply new skills and knowledge (44% predict a Significant Impact, indicating they expect substantial improvements and tangible benefits to their work, and 35% forecast a Transformational Impact, meaning they believe the workshop will fundamentally reshape their organization's approaches and outcomes). (See Annex for the full survey results).

Testimony from the participants

Ms. Aula Sakinah Muntasyarah, S.Hut, M.Forsc&mgt, Trainer, Badan Pengembangan Sumber Daya Manusia Provinsi NTB, Pemerintah Provinsi NTB, Pemerintah Daerah Provinsi: *"Participating in this SDGs workshop has been truly valuable learning experience for us. For me personally, it feels like a significant moment, especially since we are based in the province where it is easy to forget that these goals are adopted at the national level. This workshop helped me understand how global goals connect with local actions, and how collaboration among governments, communities, and the private sector is essential for sustainable development. Through discussions and activities, I realized the importance of integrating sustainability principles into everyday decision-making and policy design. The workshop also encouraged me to think critically about the challenges and opportunities in achieving the SDGs within our local context. Moving forward, I am committed to applying the insights gained here to support more inclusive, equitable, and environmentally conscious initiatives that contribute to the 2030 Agenda. My knowledge of the SDGs has deepened, and I am enthusiastic about putting these lessons into practice. Once I return to my office, I plan to discuss with my head office how we can develop a concrete action plan based on what I have learned."*

Drs. Alexander Berthianus Koroh, MPM, Head of Department, Dinas Penanaman Modal dan PTSP Prov. NTT, Pemerintah Provinsi NTT, Pemerintah Daerah Provinsi: *"Distinguished guests, ladies and gentlemen, allow me to humbly share my reflections on this international workshop. If three days ago we were cocoons, today we have emerged as butterflies. This metaphor captures the transformation we have experienced, from learners to trainers. In my view, the most important outcome is that we have gained*

what I call "helicopter fuel." We now see the big picture from above, but at the same time, we understand how to bring it down to earth and localize it. That, I believe, is the most crucial lesson. This workshop has enhanced our awareness and strengthened our perspective on the importance of paying maximum attention to the SDGs. Too often, local governments lose focus because they are drawn to initiatives that may be popular but deviate from the essence of the SDGs. From my own experience, the concepts, theories, and best practices shared—practiced in many countries and local governments—have inspired me to do better in my own province. I come from East Nusa Tenggara, where we face a serious challenge with stunting. Currently, 37.9% of children in our province are affected. This is alarmingly high compared to the WHO standard of 20%. We must work hard to address this issue. In this regard, the SDGs are extremely helpful. By tackling hunger, we can reduce poverty and improve the health and well-being of our people. I truly believe that with focused effort, we can significantly reduce the number of stunted children. Ladies and gentlemen, let me conclude by saying that everything I have gained from this international workshop is excellent. Not only the practical knowledge, but even the lessons from failures have given me a better perspective. This workshop has equipped me with the instruments and tools to apply the SDGs effectively at the local government level and make them a reality."

2. Summary of the Sessions

2.1 Opening Session

Mr. Changseob Han, Head of UNPOG/DPIDG/UN DESA, underscored the urgency of strengthening governance systems to accelerate progress on the 2030 Agenda and Indonesia Vision 2045. Mr. Han expressed gratitude to national and UN partners for their collaboration and framed the workshop as a response to global challenges, conflict, climate change, and eroding public trust, that threaten sustainable development. While acknowledging Indonesia's notable achievement of having over 61% of SDG indicators on track, he highlighted persistent gaps at the local level, particularly in capacity, financing, and coordination. These shortcomings, compounded by the COVID-19 pandemic's exposure of systemic inequalities, make robust, accountable institutions indispensable for inclusive and resilient development.

Mr. Han emphasized that effective governance hinges on transparency, participation, and innovation in public service delivery. Participants were encouraged to adopt practical tools and approaches during the three-day workshop, including principles of good governance, multi-stakeholder partnerships, innovative financing, and data-driven monitoring. The remarks concluded with a strong call for urgency and ambition, reaffirming UN DESA's commitment to supporting Indonesia through collaborative efforts aimed at building responsive institutions and ensuring that no one is left behind.

Ms. Gita Sabharwal, UN Resident Coordinator in Indonesia, highlighted Indonesia's strong and strategic commitment to the SDGs, anchored in national development plans and reinforced by recent climate action pledges. She noted the updated Nationally Determined Contribution, which lowers the 2030 emissions peak by 20 percent and aligns with the Paris Agreement's 1.5°C pathway, signalling a clear trajectory toward net-zero by 2060. These priorities, coupled with investments in food, energy, water security, and human capital, have positioned Indonesia as a regional leader, with 62 percent of SDG indicators on track. With less than five years to the 2030 deadline, she stressed the need to accelerate progress through coherent national and local efforts.

Ms. Sabharwal emphasized that local governments and institutions are critical for translating national ambition into tangible results. Strengthening local data systems, deploying advanced statistical tools, and leveraging Voluntary Local Reviews were cited as key strategies for SDG localization. She also pointed to innovative financing, including municipal bonds, as a way to help close the $1.7 trillion SDG funding gap and unlock billions for social and climate initiatives. The workshop was framed as a practical platform to build capacity in governance, financing, and data-driven decision-making, ensuring that acceleration efforts are inclusive and effective. Ms. Sabharwal closed by reaffirming the UN's commitment to work through national systems and partnerships to deliver on Indonesia's development vision.

Mr. Eddy Henry, Head of Policy and Advocacy, Tanoto Foundation, highlighted the critical role of local governance in translating Indonesia's national SDG ambitions into tangible results, particularly in health and education. He acknowledged the collaborative efforts of NIPA, UNPOG, UNDP, and the UN Resident Coordinator's Office in designing the programme and emphasized that strengthening institutional capacity and equipping civil servants with practical tools is essential to overcome persistent challenges such as limited resources and fragmented coordination. By training 50 participants from government, academia, civil society, and media, the workshop aims to build a network of trainers capable of cascading knowledge, promoting data-driven decision-making, and fostering sustainable, scalable solutions. Mr. Henry positioned this partnership as a model for bridging global expertise with local realities and stressed that enhancing governance capacity in education and health lays the foundation for an equitable and resilient Indonesia capable of realizing the Indonesia Emas 2045 vision, urging participants to apply their learning to ensure no community is left behind.

Mr. Seno Hartono, Director of Advocacy and Policy Performance Development, NIPA, emphasized the urgency of the moment, noting that only five years remain until 2030 while

global progress on the SDGs is alarmingly slow, with just 17 percent of targets on track. The Asia–Pacific region faces setbacks even on core goals like education, health, and inequality, underscoring the need for accelerated action. Against this backdrop, Indonesia's leadership and commitment to sustainable development were highlighted as critical for driving regional progress.

Mr. Hartono framed the workshop as a timely response to these challenges, aiming to strengthen governance and institutional capacity at all levels. By convening national ministries, local governments, and key stakeholders, the event seeks to bridge the gap between ambitious national plans and effective local delivery. Participants were encouraged to engage deeply with strategies that localize SDGs, improve coordination, and leverage data-driven approaches to ensure inclusive progress. He conveyed both urgency and optimism, positioning the workshop as a practical step toward closing implementation gaps and ensuring that Indonesia remains on track to meet its development goals.

On behalf of **Dr. Muhammad Taufiq,** Chairman, National Institute of Public Administration, Indonesia, **Mr. Agus Sudrajat,** Deputy for Improving the Quality of Public Administration Policy, NIPA, delivered the Keynote Speech , stressing the urgency of the global context, noting that only 17 percent of SDG targets remain on track worldwide and that the Asia-Pacific region faces setbacks in basic areas such as education, health, and inequality. At the national level, Indonesia's 2025–2029 development plan prioritizes improving basic services, digitizing bureaucracy through SPBE, and institutional reform, yet disparities across regions persist. This workshop was positioned as a critical step to bridge these gaps and accelerate progress toward Indonesia Emas 2045.

Mr. Sudrajat outlined three pillars for SDG localization: strengthening multi-level governance to improve coordination between national and regional levels, developing integrated financing frameworks that combine public budgets, private partnerships, and CSR, and enhancing data systems through ethical AI for predictive analysis and evidence-based planning. SDG 3 (health) and SDG 4 (education) were highlighted as thematic priorities, given persistent challenges such as a 21.5 percent stunting rate and literacy gaps. The address also emphasized partnerships, cross-city learning, and innovative practices like Hawaii's Aloha+ Challenge to inspire local innovation. Closing on a strong note, Mr. Sudrajat reaffirmed the role of civil servants as engines of transformation and officially declared the workshop open, framing it as a platform to create policy champions who can translate national ambitions into local impact.

2.2 Session 1. Implementation Progress of the 2030 Agenda for Sustainable Development in Indonesia

Session 1 emphasized that accelerating Indonesia's SDG progress requires embedding localization into planning, financing, and monitoring by strengthening local capacity, improving data quality, diversifying financing, and tightening national–local coordination to reduce regional disparities and enhance overall performance.

Ms. Sara Libera Zanetti, Sustainable Urban Development Advisor, Sustainable Urban Development Section, ESCAP. *Fostering SDGs localization through strengthening the capacities of national and local authorities to accelerate the implementation of the 2030 Agenda*

Localizing the SDGs can be understood as a comprehensive process that embeds subnational contexts into the full cycle of implementing the 2030 Agenda, from setting targets to defining means of implementation and monitoring progress. This approach recognizes that SDG achievement depends on the capacities of local and regional governments to act on locally relevant targets and to strengthen multilevel governance arrangements. National governments play a critical role by establishing legal and policy frameworks, developing institutional mechanisms, coordinating multi-level reporting, and providing financing and capacity building. Local authorities complement these efforts by adopting their own internal mechanisms, mobilizing local financing, engaging communities, and producing Voluntary Local Reviews (VLRs). VLRs draw on principles such as leaving no one behind, multi-stakeholder engagement, universality, and evidence-based decision-making, while offering opportunities to fill information gaps, enhance vertical and horizontal coordination, and broaden local participation. When integrated with Voluntary National Reviews (VNRs), VLRs support more coherent follow-up and review, enabling top-down and bottom-up processes to reinforce one another.

Figure 2 SDGs Reviewing Process
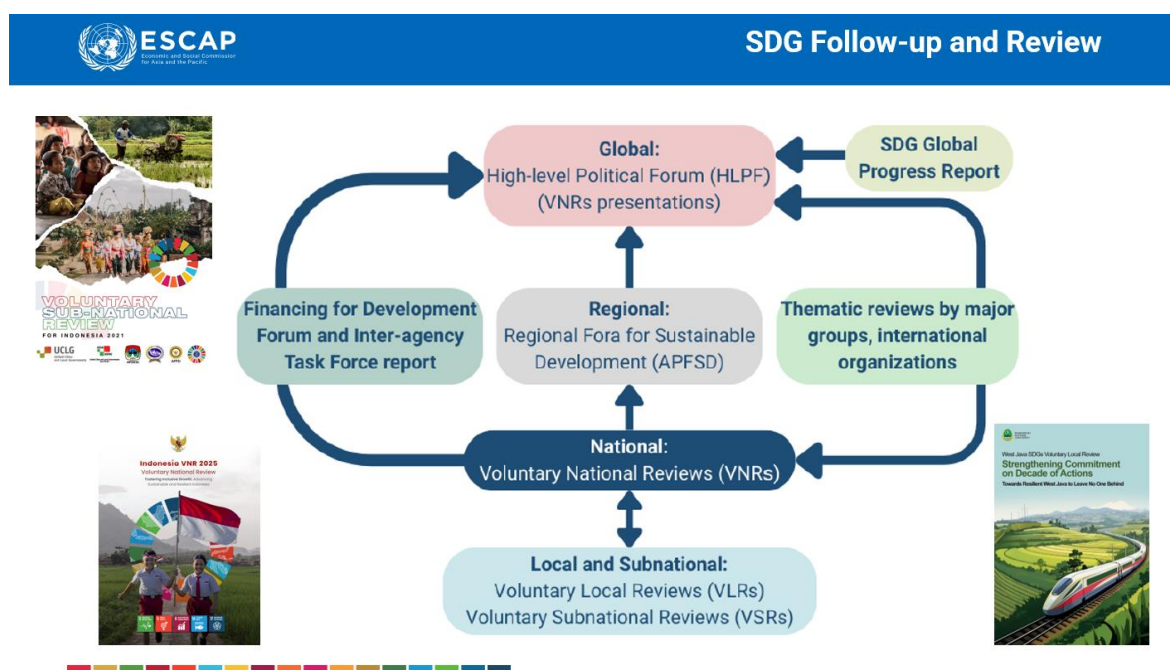
Source: Sara Libera Zanetti (2025). Fostering SDGs localization through strengthening the capacities of national and local authorities to accelerate the implementation of the 2030 Agenda [PowerPoint Slides]. UN ESCAP.

Strengthening the institutional foundations for SDG localization involves coordinated efforts across policy, finance, data, and partnerships. Clear legal frameworks enable decentralization; targeted capacity building enhances skills in urban planning, data analysis, participatory governance, and integrated planning; and resource mobilization expands fiscal space for SDG-

aligned initiatives. Peer learning, modular training, and training-of-trainer models promote continuous institutional learning, while collaboration with academia supports the development of SDG-aligned indicators, baselines, and impact evaluations. Linking financial transfers to SDG results, introducing transparent performance dashboards, and integrating SDG targets into local planning and budgeting reinforce coherence between policy intent and resource allocation. Joint frameworks, standardized KPIs, and shared data protocols help institutionalize these practices across national systems. Platforms such as ESCAP's SDG Localization Platform and the APLP-CITIES partnership further contribute by providing case studies, capacity building resources, technical assistance, and opportunities for regional collaboration, enabling local governments to adopt more integrated, data-driven, and participatory governance models.

Dr. Pungkas Bahjuri Ali, PhD, Ministry of National Development Planning/Bappenas, Indonesia. *Linking the 2030 Agenda with National Development Planning- Opportunities for Synergy and Collaborative Implementation and Localization*

Indonesia provides a comprehensive example of how the 2030 Agenda can be aligned with national planning and budgeting through a structured regulatory pathway and multilevel governance arrangements. The evolution from Presidential Regulation 59/2017 to the updated Perpres 111/2022 establishes a coherent mandate for integrating SDG principles into long-term (RPJPN) and medium-term (RPJMN) development plans, accompanied by national and regional SDGs action plans (RAN and RAD TPB) and a detailed SDGs Roadmap. This case demonstrates how national coordination teams, multi-stakeholder participation platforms, and refined indicator systems which are organized across the four SDG pillars of social, economic, environmental, and governance development can create an enabling environment for integration, collaboration, and localization. Indonesia's approach demonstrates the value of aligning global targets with domestic priorities, strengthening indicator metadata, harmonizing multi-tier reporting through VNRs and VLRs, and embedding inclusivity and innovative financing as guiding principles.

Figure 3 Indonesia's Pathway of SDGs Implementation

Source: Pungkas Bahjuri Ali (2025). Linking the 2030 Agenda with National Development Planning- Opportunities for Synergy and Collaborative Implementation and Localization [PowerPoint Slides]. Ministry of National Development Planning/Bappenas, Indonesia.

The Indonesian experience also highlights the importance of operational tools that translate policy alignment into measurable progress. Budget tagging through KRISNA ensures that program outputs correspond to SDG targets and remain synchronized with RPJMN priorities, while automated links to national budgeting and monitoring systems reinforce transparency and evidence-based decision-making. At the subnational level, the establishment of SDGs Centers across universities, widespread adoption of provincial RADs, and the use of interlinkages analysis to identify priority sectors, such as health, water and sanitation, education, energy access, inequality reduction, and environmental quality, illustrate how localization can guide targeted intervention. Multi-stakeholder partnerships spanning government, academia, civil society, philanthropy, and business further expand technical capacity, data generation, and public engagement. Indonesia's SDGs Action Awards add an incentive structure that recognizes best practices and mobilizes broader participation. Taken together, this case demonstrates how nationally led systems, coupled with decentralized implementation and cross-sector collaboration, can strengthen SDG localization and accelerate progress toward the 2030 Agenda.

Mr. Matthew David Johnson-Idan, Head of UN Resident Coordinator Office, Indonesia.
United Nations Sustainable Development Cooperation Framework (2026-2030) Indonesia

The Indonesia-United Nations Cooperation Framework 2026-2030 outlines a long-term partnership structured around three mutually reinforcing outcomes which are: i) Human Development, ii) Nature, Decarbonization and Resilience, and iii) Economic and Digital Transformation, all aligned with Indonesia's RPJPN 2025–2045 and RPJMN 2025–2029 priorities. National development objectives are organized under eight priority areas (Asta Cita), ranging from strengthening national ideology and food–water–energy security to improving human resources and advancing political, legal, and bureaucratic reform. The framework maps these priorities to 18 strategic focus areas, which include national nutrition goals, quality education, inclusive healthcare, safe drinking water and sanitation, adaptive social protection, gender equality, biodiversity and natural resource management, technology transfer for decarbonization, just energy transition, agricultural and blue-economy transformation, critical minerals downstreaming, digital innovation, and data-driven public services. Collectively, these components position the cooperation framework as a comprehensive mechanism for integrating social, economic, and environmental transformations into sustainable development pathways.

The framework is further operationalized through four key pathways: bridging development divides, mobilizing innovative financing valued at USD 12.6 billion, providing integrated policy advice, and advancing South–South cooperation through networks such as Indonesia AID. The UN's value addition includes outreach to 189 districts and the embedding of over 200 staff within local governments to strengthen national-to-local governance capacities. The cooperation portfolio also encompasses 75 South–South and Triangular Cooperation projects implemented across 67 countries with contributions from 18 UN agencies and a financial investment of USD 6 million. Expected markers of success include reducing poverty to 4.5–5%, decreasing maternal mortality to 77 per 100,000 live births, achieving 95% infant immunization, increasing safely managed drinking water access to 43%, lowering stunting to 14.2%, and improving PISA scores. Environmental and economic targets include a 45.17% reduction in GHG emission intensity, 23% renewable energy share, 38% recycled solid waste processing, 32.5 million hectares of marine protected areas, and expanded disaster-risk

management adoption to 62.32% of local governments. This combination of measurable outcomes, territorial reach, and multi-sectoral engagement underscores the scale and ambition of the Indonesia–UN partnership for the 2026–2030 period.

Figure 4 A Sovereign, United, Advanced, And Sustainable Nation RPJPN 2025-2045

Source: Matthew David Johnson-Idan (2025). United Nations Sustainable Development Cooperation Framework (2026-2030) Indonesia [PowerPoint Slides]. UN RCO Indonesia.

2.3 Session 2: Effective National to Local Governance for SDG Implementation

Session 2 highlighted subsidiarity as a core governance principle for effective SDG implementation, underscoring the need for clear mandates, predictable subnational financing, structured coordination mechanisms, and strengthened enabling conditions, legal frameworks, data systems, and institutional capacity, to better align national priorities with local capabilities and accelerate results across regions.

Ms. Saras Jagwanth, Inter-Regional Adviser, DPIDG/UN DESA, *From Principle to Practice: The Strategic Role of Subsidiarity in Achieving the Sustainable Development Goals*

Subsidiarity sits within the wider principles of effective, accountable and inclusive governance under SDG 16. It works through practical choices about how authority, resources and responsibilities flow across levels of government. Five areas capture their core substance: multilevel governance, urban governance, fiscal federalism, municipal finance and local capacity for managing shocks. Real world examples illustrate how this plays out. Rwanda's citizen-driven Ubudehe system shows how community engagement can shape planning and budgeting. Morocco's municipal financing model demonstrates how predictable transfers enable cities to manage growth and basic services. Together, these cases underline that responsive government depends on clear mandates, stable funding and meaningful participation at the level closest to people's daily lives, especially in countries with diverse territories like Indonesia.

To help governments embed these practices, UNDESA has developed strategy notes, a handbook on subsidiarity and a self-assessment tool built around twelve building blocks. These cover legal frameworks, coordination mechanisms, data readiness, revenue assignments, intergovernmental transfers and long-term capacity development. The tool encourages honest diagnosis rather than scoring, allowing national and local institutions to identify where alignment is strong and where reforms are needed. Early use in countries such as Sierra Leone shows that structured reflection can open dialogue across ministries and subnational actors, making it easier to link plans with budgets and improve service delivery.

The broader point is that strong institutions grow when countries invest in local capacity, coordinate across levels of government and use evidence to steer decisions. Subsidiarity provides a practical pathway for doing this, as long as systems are examined with care and local authorities receive the space and resources required to carry out their responsibilities effectively.

2.4 Activity on Governance Self-Assessment[1]

An effective governance system is integral for implementing SDGs, and the action planning process provides an opportunity for governments to assess and strengthen their current governance structure. Although the governance structure and enabling conditions will look different for each country, coupled with the fact that there is no uniform prescription of good governance in practice, this document identifies some key principles for strengthening governance and outlines possible actions to consider.

The self-assessment aims to support governments to strengthen the development and implementation of their SDGs through effective governance. It helps governments identifying specific gaps and opportunities in their governance.

The 'Governance Self-Assessment' is designed to aid decision-makers and key stakeholders in reflecting on and analyzing the status of governance in their country in a systematic manner when developing and delivering their SDGs. This includes the following objectives:

- To identify potential governance challenges and opportunities for effective implementation of the SDGs, to inform both the design and delivery of the plan
- To develop priority or immediate actions that can be taken to address challenges or exploit opportunities, as well as longer-term actions for strengthening governance
- To enable a government to track its governance parameters over time.

Who should carry out the self-assessment: Government officials are expected to carry out the self-assessment. These should be the individuals leading the SDGs' design, ideally including both technical officials and political representatives. The process may also include consultation with other stakeholders and collecting evidence from various sources. It is recommended that one person be assigned the lead role responsible for compiling the inputs and completing the self-assessment.

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[1] Access/download the assessment here.

When to carry out the self-assessment: The resource is intended to be used when formulating or finalizing SDG planning. However, it could also serve as a framework for monitoring governance over time and reflecting on progress as the SDG is implemented. By its very definition, governance is a dynamic process, and the self-assessment will offer a glimpse of the status of governance at the time of analysis. When making decisions based on the assessment, the government should be mindful that the situation might change (e.g., the level of political commitment to SDGs might shift over time). It is recommended that the governments conduct self-assessment periodically to identify any changes impacting SDG implementation.

How to prepare for the self-assessment: The self-assessment resource covers good governance principles critical for formulating and implementing SDGs. While the self-assessment aims to explain the terms used and provide prompts and hints while answering each question, it will be helpful to review the principles introduced in the next session.

How to carry out the self-assessment: The following Table summarizes the process, and a more detailed description is offered below.

Table 2 Steps to carry out self-assessment.

STEP 1: Basic information	Complete your organization and personal contact information on the assessment sheet.
STEP 2: Describe the government's governance situation	Complete the three assessment sheets (Policy Framework, Government Structure and Processes, and Enabling Conditions). For each sheet, consider the following: • Answer the series of questions for each governance principle to describe the current situation in the country • Provide an approximate Low, Medium or High priority categorization for whether the current governance situation helps or hinders the implementation of the SDGs • Answer the question: 'Is it something we can or should focus on?'. For example, is the situation fixed or nearly fixed (e.g., related to the constitutional structure of the country) or changeable (e.g., related to the level of capacity within the government); • Answer the question: 'What actions can be taken?'. For example, are there any actions that could help strengthen this governance principle (in the short-term or long-term)?
STEP 3: Categorize governance dimensions	Review the dashboard for an overview of how each governance principle was categorized (low, medium or high priority) and answer the question. The average government priority categorizations are automatically

	calculated from the three sheets. The question asks: 'What are the immediate priority actions that can be taken to address this risk?' This could require modifications to the SDGs to manage these risks or actions to strengthen this governance dimension which can be incorporated into the SDGs.
STEP 4: Decide on the relevant actions	Review the high priority categorizations and identify the actions that could be taken after reviewing the government's experience and learning from other governments. Where appropriate, consult with local experts and other stakeholders.
STEP 5: Review and complete the dashboard	The dashboard auto-populates the average priority categorizations from the three assessment sheets. Reflect on the priorities to identify realistic and immediate actions.

2.5 Session 3: Multi-level Governance for SDG Localization

Session 3 and the Vertical Integration Action (VIA) activity highlighted that effective SDG localization depends on strong multi-level governance systems that align national frameworks with local action through coherent planning, financing, stakeholder engagement, and data integration. Drawing from global and Indonesian examples, the session showed how clear mandates, participatory processes, and innovative financing can translate national commitments into implementable local interventions. Through the VIA tool, participants identified key alignment gaps across government levels and prioritized coordinated actions to improve targets, policies, institutions, financing, and information systems, reinforcing that strengthened vertical integration is essential for accelerating and harmonizing SDG implementation nationwide.

Mr. Pietro Ceppi, Associate Programme Officer, UN-Habitat. ***Analytical framework on Multi-level Governance for SDG localization***

Advancing sustainable development requires governance systems capable of breaking out of recurring gaps in data, coordination, financing, and institutional capacity. Multi-level governance offers this structure by integrating vertical and horizontal coordination, stakeholder engagement, and cross-sector interaction across the policy cycle. Initiatives such as the UN-Habitat Strategic Plan 2026–2029 and the Partnership Platform for Localizing the SDGs demonstrate how national frameworks can support alignment between national objectives and local action. Countries including Zambia, Ghana, Costa Rica, Nepal, Finland, Georgia, Brazil, Cabo Verde, Tunisia, and Senegal are using these frameworks to connect governance mechanisms, legal and financial instruments, and diagnostic tools to unlock catalytic local development projects. In Senegal and Tunisia, for example, interministerial steering committees, revised territorial development plans, and municipal VLR processes form part of broader national SDG localization systems.

Localization gains further strategic importance through the expanding role of Voluntary Local Reviews (VLRs), which now number 438 globally, complementing 402 VNRs and increasing

local government participation from 39% in 2023 to over 50% in 2024. Evidence from Tanzania, Italy, and the Philippines illustrates how locally generated data, whether through municipal VLRs, regional consortia, or youth-led reviews, feeds directly into national reporting and strengthens policy coherence. The 2025–2026 Partnership Platform peer-learning series, supporting six countries preparing their 2026 VNRs (Brazil, Cabo Verde, Italy, Jordan, Senegal, Tunisia), further institutionalizes these exchanges. Together, these initiatives point toward a governance model where alignment across levels of government, inclusive participation, and structured evidence generation create the enabling conditions for more coherent and transformative SDG localization.

Figure 5 Analytical framework on Multi-level Governance for SDG localization
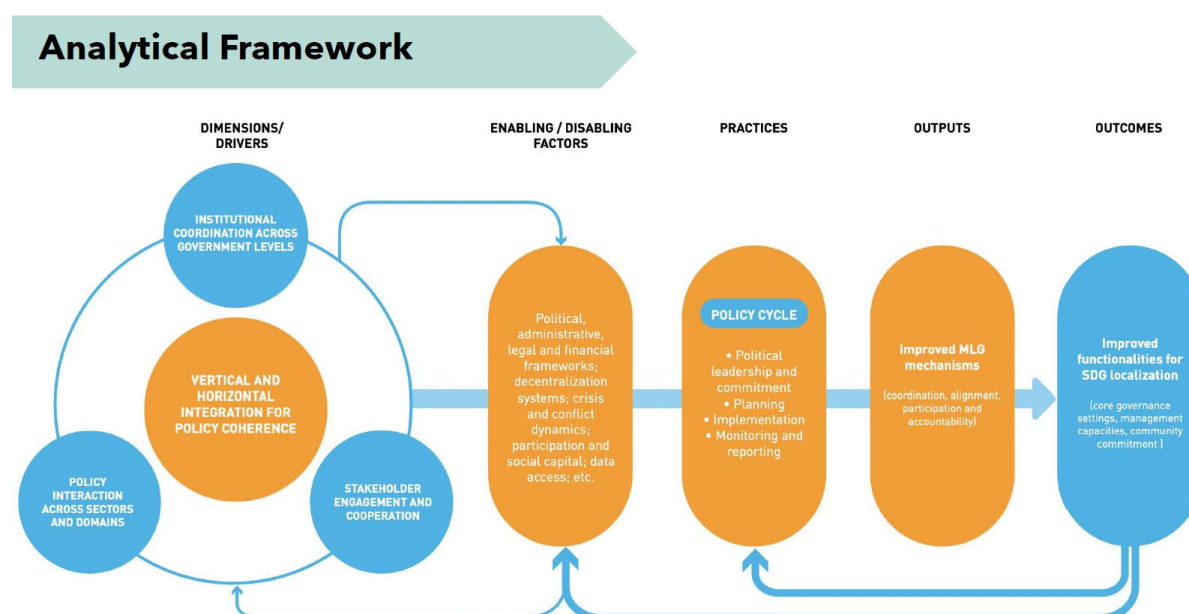
Source: Pietro Ceppi (2025). Analytical framework on Multi-level Governance for SDG Localization [PowerPoint Slides]. UN-Habitat.

Ms. Juliaty Ansye Sopacua, Senior Advisor for Programme Integration and Development Analyses, UNDP Indonesia. ***Institutionalizing SDG Localization in Multi-Level Governance Settings***

Institutionalizing SDG localization within multi-level governance systems requires more than aligning high-level commitments with local development agendas; it demands governance arrangements that enable translation, adaptation, and coherence across all levels of administration. Indonesia's experience illustrates how this process becomes operational when national SDG commitments of 169 targets, with 94 integrated into national planning and 124 mainstreamed at national and subnational levels are complemented by enabling policies, decentralization measures, and clear mandates for provincial and district governments. The emphasis on fiscal decentralization, including performance-based grants and innovative financing, highlights how local autonomy and adequate resources are central to ensuring that SDG commitments move beyond planning documents and become implementable actions. Addressing trade-offs across the four SDG pillars of economic, social, environmental, and

governance, requires integrated planning methods such as participatory land-use planning in Central and West Kalimantan, nexus-based approaches in Karawang, balanced economic planning in Riau, and city-level action planning in Yogyakarta, demonstrating how joint decision-making can reconcile competing priorities.

Sustaining SDG localization also relies on institutional features that create continuity, legitimacy, and broad-based participation. Effective approaches include formalized coordination platforms anchored in governor or regent decrees, adaptive management cycles that connect planning, implementation, and assessment, and the institutionalization of multi-stakeholder forums at provincial and district levels to ensure non-state actors have equal standing in local governance processes. Transparency and open data are essential to empower civil society, academia, and other partners to contribute meaningfully, while capacity-building measures strengthen their ability to participate in monitoring, analysis, and policy dialogue. This perspective positions SDG localization not as a discrete initiative but as an iterative process of learning, refining institutional arrangements, and building durable partnerships. Through enabling policies, adaptive mechanisms, and the systematic engagement of non-state actors, multi-level governance becomes a vehicle for ensuring that local action drives national SDG outcomes and that Indonesia's progress reflects the collective capacities of all development actors.

Ms. Shom Teoh, Programme Manager of Sustainable Cities, Institute for Global Environmental Strategies (IGES). ***Innovations in Supporting Multi-level Approaches to SDG Localization***

Innovating multi-level approaches to SDG localization requires governance systems that can connect pioneering local initiatives with national platforms and regional learning ecosystems. The ASEAN SDGs Frontrunner Cities Programme, including Japan's Eco-Model City, Future City, and SDGs Future City initiatives, demonstrates how first-mover cities can serve as catalysts for wider transformation. Over more than a decade, the platform has expanded to 64 participating cities across ASEAN, spanning very small urban centers under 20,000 people to megacities exceeding 1.5 million. Its design follows the logic of innovation diffusion, moving "from islands of excellence to a sea of change," and prioritizes SDGs linked to health, water, energy, infrastructure, sustainable cities, responsible consumption, climate action, life below water, and life on land. This multi-country platform integrates bottom-up city initiatives, national green-city programmes, and regional knowledge exchange facilitated by IGES and partners. Its governance approach centers on five characteristics of innovative multi-level governance: multi-actor engagement, coordinated vertical and horizontal alignment, built-in learning mechanisms, diverse incentive instruments, and technological deployment for participatory data generation.

Concrete city-level cases illustrate how multi-level governance and SDG localization intersect in practice. In Banda Aceh (Indonesia), a model climate-resilient village integrates national programmes such as PROKLIM and food-security initiatives with city agencies, universities, community welfare groups, and local enterprises. Prik City (Thailand) demonstrates a flood-resilient model coordinated by national ministries, municipal departments, universities, seven

sub-districts, and private-sector CSR initiatives. Surakarta (Indonesia) showcases a circular-economy model through central and satellite waste banks supported by national awards programmes, neighborhood associations across 54 villages, religious forums, universities, and private recycling industries. In Redang Island (Malaysia), an innovative plastic-upcycling tourism programme brings together national coastal planning, state governments, universities, global ocean alliances, and private innovators. Similarly, Saensuk (Thailand) models zero-waste beach and community-based tourism through coordinated efforts among national environmental agencies, local planning boards, universities, community enterprises, hospitality associations, and major private CSR partners.

Figure 6 Local Governance Programmes in Indonesia
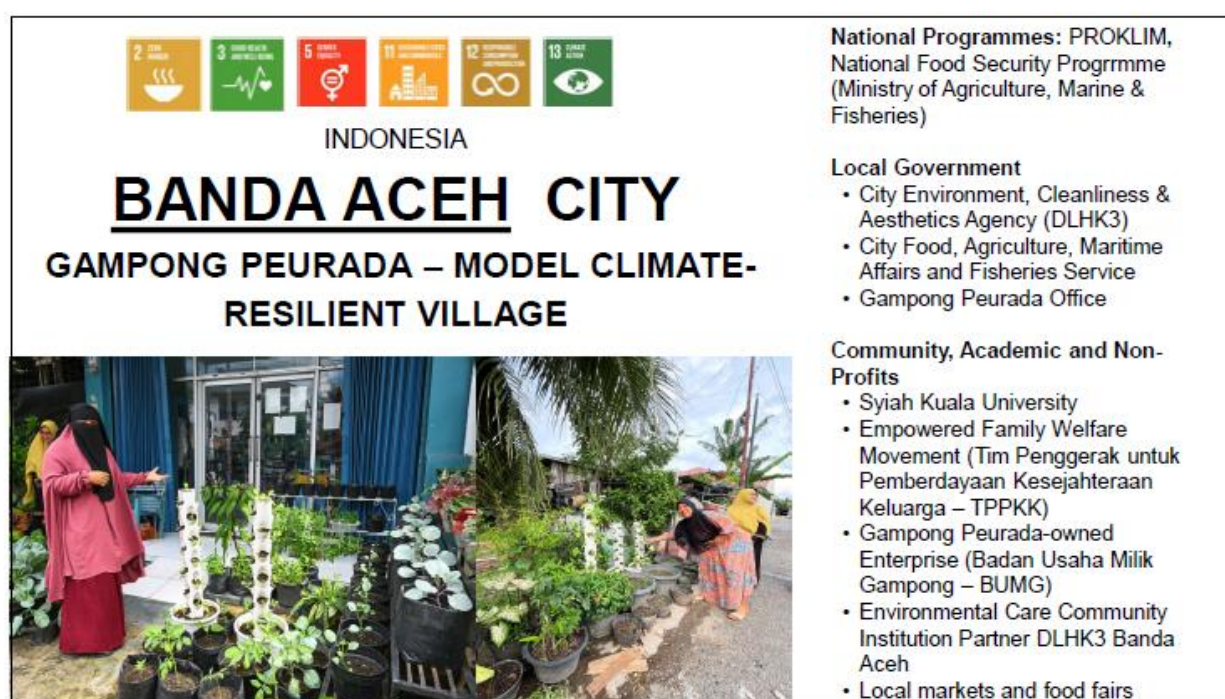
Source: Shom Teoh (2025). Innovations in Supporting Multi-level Approaches to SDG Localization [PowerPoint Slides]. IGES.

Across these examples, digital platforms, knowledge-sharing networks, and recognition mechanisms act as enablers that expand local capacity, improve data availability, and reinforce vertical policy coherence. Together, these innovations demonstrate a governance culture where local experimentation, cross-government collaboration, and regional peer learning converge to accelerate SDG localization across Southeast Asia.

2.6 Activity on Strategic Cross-cutting Analysis on Vertical Integration for SDG Implementation

Vertical integration should be considered in local government SDG implementation plans, given promising opportunities to address barriers and unlock action. Identifying the vertical integration challenges that a particular local government faces and where the leverage points are for enabling climate action through enhanced vertical integration may not be easy.

The Vertical Integration Action (VIA)[2] tool is a critical thinking tool that local governments can use to evaluate the vertical integration status, barriers and enablers impacting their choice of SDG implementation and ability to implement these. It is designed to facilitate the diagnosis of how improved alignment between local and state/national governments could help facilitate the delivery of SDGs. Local governments can use the tool internally or facilitate structured, collaborative diagnoses of vertical integration challenges and opportunities with other levels of government.

Planning the Analysis

The VIA tools can be undertaken at any point in the SDG implementation planning process. It is not a data-intensive analysis and simply requires answering a series of questions with qualitative responses. The analysis is perspective-based. This means that the quality of the analysis and associated results depends entirely on the quality of the perspective(s) of the user(s). It can be useful to use the questions in the Cross-cutting Analysis tables to facilitate structured discussions between stakeholders whose perspectives may differ and who are then required to agree on a suitable answer to input.

It can be useful to use the VIA Tool to facilitate structured discussions between different stakeholders whose perspectives may differ and who are then required to jointly agree on one suitable answer to input. This process of combining perspectives amongst different stakeholders is likely to yield a more credible analysis. It may also facilitate learning from each other's views. A consensus-based approach can be especially useful when local and national government stakeholders have these discussions and agree on diagnosing how well-aligned or misaligned, they are on SDG implementation. Such opportunities may help build broader buy-in for the analysis results and catalyze greater willingness to work on addressing the areas where poor national and local government alignment on SDG is hampering SDG implementation.

Users should decide before using the Tool whether they are analyzing alignment between the local and the state (provincial) government or the local and national government.

Cross-Cutting Analysis maps the current extent of alignment between local and state/national governments on SDG implementation. The analysis is done across seven themes: (i) Joint sustainable development target and goal setting, (ii) Political alignment, (iii) Policy alignment, (iv) Institutional alignment, (v) Financing SDG, (vi) Capacity and skills, and (vii) Information and knowledge. It involves one step, i.e., completion of tables analyzing the current status of vertical integration around SDG implementation. Results are generated from the user's answers in the drop-down list.

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[2] Access the tool here: https://bit.ly/3Xyw2pm

Vertical Integration Response Strategy (Action Plan)[3]

Vertical Integration Response Strategy Guiding Framework can be used in developing a plan for how to respond to vertical integration challenges and opportunities, the primary aim of which would be to enhance vertical integration as a mechanism for unlocking the accelerated delivery of SDG. After the cross-cutting analysis, the Vertical Integration Response Strategy Guiding Framework can be used to determine how the government should respond to key vertical integration issues, barriers and opportunities.

Depending on the government context, the Guiding Framework can be used to develop a Vertical Integration Response Strategy in the SDG implementation. There are 3 tables containing a series of questions aimed at stimulating a critical thinking process around:

i.   What and how important the various vertical integration barriers are in the context of the government being enabled to implement SDGs effectively

ii.   How these vertical integration barriers could/should be addressed and

iii.   Defining what needs to be done, by when and by whom, to address the priority vertical integration barriers that may negatively impact SDG implementation.

The third table in each section provides a framework for setting out the Vertical Integration Response Strategy goals, objectives and associated timeframes and responsibilities. Once completed, these table(s) can be incorporated into the SDG Implementation Plan.

Table A starts by asking the User to select applicable vertical integration themes (strategic/cross-cutting) associated with vertical integration barriers. All questions in Tables A, B and C of the section should be answered only for the themes listed in Table A as being important for the local government's vertical integration response.

The tables can be completed as an in-house exercise by the local government as part of compiling its SDG implementation plan. However, the tables can also be compiled through a participatory process with inputs from other actors who may need to play a role in addressing the vertical integration barriers in the Response Strategy.

Access/Download the Tool here.

2.7 Session 4: Enabling Effective Multi-Stakeholder Partnerships for the SDGs at the Local Level

Session 4 emphasized that accelerating SDG implementation in Indonesia requires institutionalized multi-stakeholder partnerships that align national priorities with local actions through inclusive governance, shared data systems, and diversified financing. Examples from UNDP, Tanoto Foundation, Hawai'i Green Growth, and UCLG ASPAC showed how participatory platforms, open-data dashboards, philanthropic programmes, and city-to-city

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[3] Access the tool here: https://bit.ly/3Xyw2pm

cooperation strengthen local capacity and ensure that community-level initiatives contribute directly to national SDG outcomes.

Mr. Siprianus Bate Soro, Assistant Resident Representative & Head of Democratic Governance Unit, UNDP Indonesia. *Strengthening Stakeholder Engagement for Accelerating the SDG Implementation at the National and Local Level in Indonesia*

Advancing SDG implementation in Indonesia depends on governance arrangements that embed inclusive, multi-actor cooperation into national and subnational systems. With 65% of SDG targets linked to local government mandates and poverty affecting 24 million people (8.47%), Indonesia's development challenges underscore the importance of aligning national planning frameworks with local priorities. The Pentahelix approach which brings together government bodies, private sector actors, academic institutions, civil society, and communities, provides a structure for shared responsibility and joint problem-solving. UNDP's support reinforces this through participatory planning, stronger SDG institutional mechanisms, and the promotion of innovative financing that matches Indonesia's policy landscape.

Figure 7 Institutionalizing SDG Partnerships
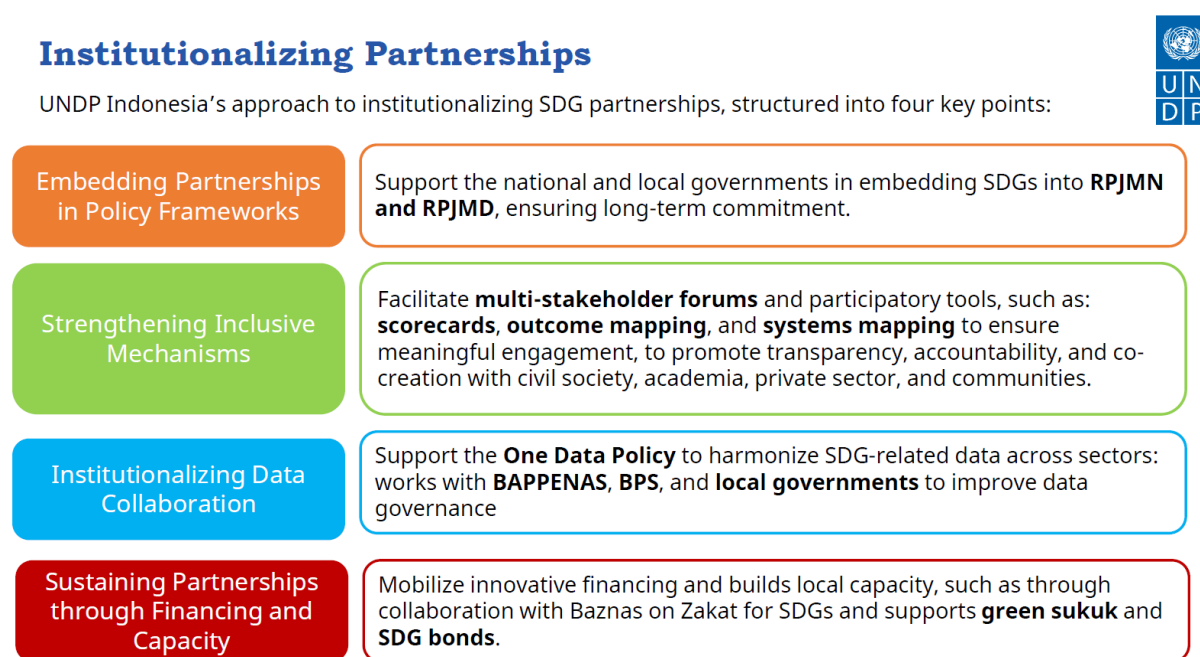
Source: Siprianus Bate Soro (2025). Strengthening Stakeholder Engagement for Accelerating the SDG Implementation at the National and Local Level in Indonesia [PowerPoint Slides]. UNDP Indonesia.

Institutionalization of stakeholder engagement is reflected in initiatives such as the SDG Academy Indonesia, which engages over 13,000 learners, produces 250+ alumni across 30 provinces, and generates dozens of applied capstone projects. Collaboration with Riau Province demonstrates how SDGs can be integrated into regional development plans (RPJMD), while the One Data for SDGs initiative which is led by Statistics Indonesia, improves shared metadata and data governance. Additional mechanisms, including multi-stakeholder forums, scorecards, systems mapping, and sustainable financing instruments (zakat for SDGs, green sukuk, SDG

bonds), illustrate how Indonesia is institutionalizing multi-level and multi-actor cooperation. Together, these elements highlight a governance model where evidence, participation, and blended financing strengthen SDG delivery and ensure local action contributes directly to national outcomes.

Mr. Eddy Henry, Head of Policy and Advocacy, Tanoto Foundation. *Accelerating Indonesia's 2030 Goals: Alignment, Collaboration and Capacity Building.*

Strengthening SDG implementation in Indonesia benefits from partnerships that align national priorities with subnational systems and expand local capacity for education, nutrition, and human development. The Tanoto Foundation demonstrates how philanthropic actors can serve as system-strengthening partners by embedding SDG principles across early childhood development, basic education, leadership, and maternal-child health. Its programmes operate in over 30 districts across 10 provinces, using data-driven approaches to improve learning outcomes, reduce stunting, and support local governments in SDG-aligned planning. The SDG Academy Indonesia co-developed with Bappenas, UNDP, and the Foundation has trained 250 SDG leaders, produced 81 capstone projects, enrolled 26,000+ learners, and is transitioning to full national ownership, illustrating how multi-stakeholder platforms can institutionalize capacity building at scale.

Figure 8 SDG Academy in Indonesia

Source: Eddy Henry (2025). Accelerating Indonesia's 2030 Goals: Alignment, Collaboration and Capacity Building [PowerPoint Slides]. Tanoto Foundation.

Evidence from programme evaluations highlights measurable improvements. The PINTAR programme increased teacher quality by 27% and student performance by 39%, while the Rumah Anak SIGAP early childhood centers supported 67,891 children and showed significantly higher developmental outcomes (55.6% vs. 39.1%) compared to non-participants.

Nutrition initiatives including the PASTI partnership and contributions to the national Investing in Nutrition and Early Years (INEY) programme have reached 350,000 pregnant women and caregivers, trained 8,128 health workers, and mobilized USD 8.5 million in funding. The Foundation's approach combines alignment with government plans (RPJMN–RPJMD synchronization), evidence-based design, and the pentahelix model which engages government, private sector, academia, civil society, and media to advance SDG implementation. Together, these investments demonstrate how philanthropy can reinforce institutional capacity, accelerate local delivery, and strengthen multisector collaboration for Indonesia's 2030 Agenda.

Ms. Samantha Happ, Network Director, Hawai'i Green Growth, Managing Director, Local2030 Islands Network. ***Multi-stakeholders Partnership to Achieve SDGs in Hawaii: Aloha+ Challenge program***

Advancing sustainable development in island settings is strengthened by governance models that integrate community leadership, cultural values, and cross-sector partnerships into the SDG localization process. Hawai'i Green Growth (HGG), operating as a UN Local2030 Hub, anchors this approach through the Aloha+ Challenge, a statewide commitment that aligns local goals with the global SDGs across six priority areas and 35 measurable targets. Its open-data Aloha+ Dashboard functions as an accountability and transparency tool, enabling partners to track progress and coordinate action. HGG's network-based model brings together government agencies, private sector partners, nonprofits, and communities to share data, identify gaps, and develop solutions grounded in long-standing systems thinking traditions.

Figure 9 Hawai'i's Progress in SDGs
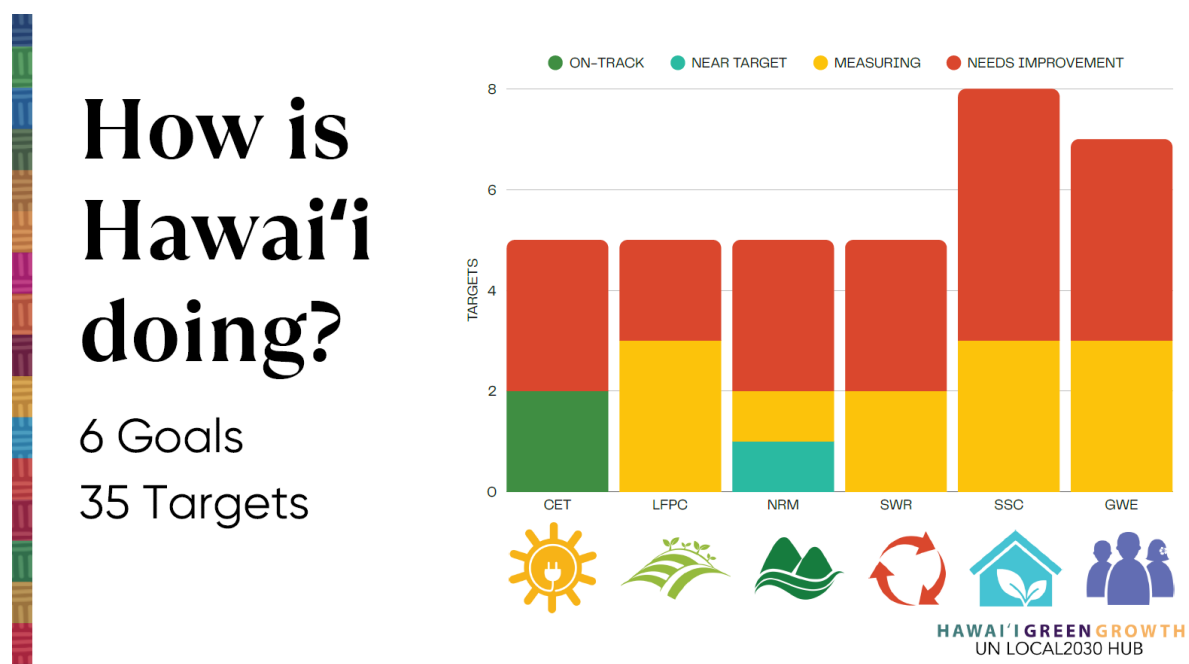
Source: Samantha Happ (2025). Multi-stakeholders Partnership to Achieve SDGs in Hawaii: Aloha+ Challenge Program [PowerPoint Slides]. Hawai'i Green Growth and Local2030 Islands Network.

This framework is demonstrated through practical initiatives that connect sustainability goals with local action. Programs such as Clean Energy Wayfinders, the statewide Hawai'i Food Hub Hui, and the Climate Change and Health Working Group illustrate how partnerships strengthen

energy transitions, food security, climate resilience, and health systems. Youth participation is advanced through the Hawaiʻi SDG Youth Council, while the 2025 Hawaiʻi Voluntary Local Review serves as a statewide movement titled "He Nohona ʻAeʻoia" to document progress and elevate local contributions. Through its role as co-secretariat of the Local2030 Islands Network, HGG supports island governments globally in developing similar public–private partnerships and SDG dashboards, demonstrating how locally driven models can inform and accelerate wider sustainable development efforts.

Ms. Aniessa Delima Sari, Programme Manager, UCLG ASPAC. ***City-to-City Partnerships to Localize SDGs***

Decentralised cooperation in the Asia-Pacific region provides a practical mechanism for strengthening SDG localization by enabling cities to exchange solutions, build capacity, and address shared challenges through peer learning. As the regional section of UCLG, representing over 10,000 local governments in 36 countries, UCLG ASPAC positions local authorities as central development actors, supporting them with training, tools, and multi-stakeholder engagement to align local strategies with national SDG frameworks. With more than 65% of SDG targets linked to local government mandates, city-to-city partnerships offer a structured approach for advancing innovation, improving service delivery, and increasing local resilience.

Figure 10 Decentralised Cooperation in Practice
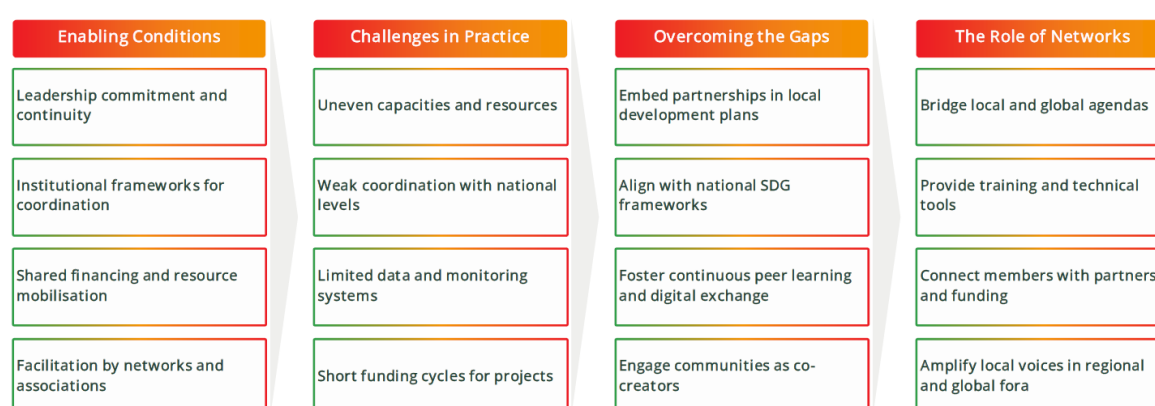
Source: Aniessa Delima Sari (2025). City-to-City and Decentralised Cooperation: Accelerating SDG Localisation through Collaboration [PowerPoint Slides]. UCLG ASPAC.

Examples demonstrate how these partnerships generate tangible outcomes. The Surabaya–Kitakyushu Green Sister City collaboration led to a 71% reduction in landfill waste, the creation of 1,500 community waste banks, and a drop in waste sent to landfill from over 9,000 tonnes to 2,600 tonnes per day. The Jakarta–Berlin partnership, strengthened through the EU-funded Smart Change Project, has supported digital governance exchanges, women-led MSME programmes, and the establishment of the Jakarta Future City Hub. UCLG ASPAC also facilitates cooperation on post-disaster recovery, urban public space revitalization, and local SDG monitoring. Together, these initiatives illustrate how decentralised cooperation enhances local capacities, strengthens multi-level coherence, and supports cities in driving SDG implementation through practical and scalable collaboration.

2.8 Activity on Setting up a Stakeholder Engagement Plan

A stakeholder engagement plan can be used, among other things, to frame the strategic purpose of consultations; set up a process to identify stakeholders to be consulted; means; techniques and methods for consultation (face-to-face workshops, online platforms, focus groups, written comments); and how the consultation process will be documented.

Consideration could be given throughout the process as to how to support reporting by relevant stakeholders and how those contributions will be reflected in public policies for implementing and following up the 2030 Agenda at national and sub-national levels.

Awareness-raising efforts encompass a range of activities such as simplifying and translating the SDGs into local languages and including the SDGs in school and university teaching programmes.

Some questions that could be considered include the following:

- What mechanisms and platforms are available for stakeholders from civil society and the private sector to contribute to implementing and following the SDGs?
- Who can participate? Are there umbrella bodies that can be consulted, or is there a need to create targeted consultation processes in situations where no multi-stakeholder bodies or fora exist?
- What is the desired mix of in-person or online engagement options?
- How does the government consider the views of all stakeholders in developing its implementation plan for the 2030 Agenda?
- What partnerships, including with the private sector, have been put in place to implement the SDGs?

Below is a detailed outline describing the different components of a stakeholder engagement strategy plan

1. *Setting up a vision for stakeholder engagement*: Setting up a vision will support in clarifying the objectives that are aimed to be achieved through stakeholder engagement in the implementation and follow-up of the 2030 Agenda. The following questions can support in defining the vision:

   ➢ What is the priority in engaging stakeholders in the implementation and review process? Reacting to external pressures? Developing strategic insights? Gaining legitimacy? Building ownership? Leaving no one behind? Seeking new ideas?
   ➢ What principles[4] will the stakeholder engagement strategy be based on? These principles should guide activities and set standards for building consistent, open and respectful working relationships with stakeholders.

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[4] Principle and dimensions: Inclusion: Non-discrimination, Accessibility. Participation: Access to information, Influence in decision making. Accountability: Transparency, Responsiveness. From https://sdgs.un.org/sites/default/files/2021-11/UNDP-UNDESA-Stakeholder-Engagement-en.pdf

2. ***Justification for stakeholder engagement: who stands to gain what?:*** Clarify the expected benefits from stakeholder engagement by answering the following questions:

   ➢ What does the government stand to gain from this engagement?
   ➢ What do stakeholders stand to gain from this engagement?
   ➢ How will the engagement of stakeholders strengthen the implementation and follow-up of the 2030 Agenda in your country?

3. ***Who should be engaged?:*** Organizing a stakeholder mapping should be part of the strategy. See Annex 3 for the suggested template

4. ***How should they be engaged?:*** Define the different forms and avenues for engagement considering the identified priorities and objectives. The questions below may be helpful for outreach planning:

   ➢ What is the most efficient outreach method for these groups?
   ➢ What resources are available for undertaking outreach? (Human, financial)

Group the stakeholders identified in Section 3 and select the form of engagement and related approaches for the 2030 Agenda.

5. ***What challenges are envisaged and how might these be overcome?:*** Stakeholder engagement will bring its own challenges in each country, depending on the context. It is important that those challenges are listed and strategies to address them considered as part of the stakeholder strategy planning. Most of the potential challenges can be grouped into four categories, namely:

   ➢ Stakeholders are hard to reach
   ➢ Engagement is resource-intensive
   ➢ Ensuring meaningful engagement and participation of stakeholders is difficult and requires specific skills
   ➢ Mobilizing high-level political support for the engagement of stakeholders in the review process can be challenging

Indicate the challenges and potential solutions for addressing the challenges in strengthening stakeholder engagement. See Annex 5 for the template.

6. ***What are the planned outcomes, outputs and activities?:*** After defining the overall approach, it is important to have clear expected outcomes, outputs and activities for the stakeholder engagement strategy to support the implementation and follow-up of the 2030 Agenda. See Annex 6 for the logical framework template.

7. ***What resources are needed?:*** The human and financial resources required to implement the stakeholder engagement strategy will vary depending on the level of engagement envisaged, the number of stakeholders to be included, the number of

meetings planned, and the number of languages in which documents will need to be translated. Use a template (Annex 7) for the budget timeline.

8. *Timeline*: A clear timeline is critical for a meaningful stakeholder engagement process. This needs to be broadly shared with stakeholders to allow for proper planning and management of expectations. See Annex 8 for a timeline template.

9. *Registering the process[5]:* It is important to register the process undertaken to engage stakeholders in the follow-up and review of the 2030 Agenda implementation, including VNR and VLR, to support peer learning and knowledge management. See Annex 9 for the template, which is a simple tool to register the process undertaken to engage stakeholders, including the identification of relevant decision-makers and considerations for evaluation at each of the three stages in the policy development cycle.

10. **Evaluating the process**: An evaluation of the process will allow for a review of approaches, identification of gaps and challenges and agreement on the next steps. This can also contribute to trust-building and peer learning. See Annex 10 for the template. Refer to Annex 11 for Analytical Framework[6] – Quality of Stakeholder Engagement in SDG Implementation and Follow-up to select a level.

2.9 Session 5: Financing for SDG Localization

Session 5 emphasized that accelerating SDG localization in Indonesia requires resolving the persistent mismatch between local responsibilities and financing through a more coherent Integrated National Financing Framework, linking fiscal policy, innovative instruments (green/blue bonds, sukuk, blended finance), and strengthened national–local alignment. This financial architecture must be reinforced by unified data governance and responsible AI adoption to enable predictive monitoring, close capacity gaps, and ensure that evidence-driven decisions translate national commitments into measurable local outcomes.

Mr. Daniel Platz, Senior Economic Affairs Officer, Financing for Sustainable Development Office (FSDO)/UN DESA. *Strengthening Local Finance through Integrated National Financing Frameworks for Effective SDG Localization*

Strengthening SDG implementation in Indonesia requires financing systems that connect national reforms with local delivery. The Integrated National Financing Framework (INFF) provides this structure by aligning public and private finance across fiscal policy, investment, and development cooperation, with national development plans. Indonesia's progress includes SDG budget tagging, green and blue bonds, and blended finance instruments that mobilize capital for climate and infrastructure needs. The key challenge now is localizing this coherence. Local governments are responsible for core SDG services but face limited fiscal space, heavy

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[5]https://www.unescap.org/sites/default/files/Final.Effective percent20Stakeholder percent20Engagement percent20for percent20the percent202030 percent20Agenda percent20rev.pdf
[6] From: What is a Good Practice? Engaging Stakeholders in implementation and follow up of the 2030 Agenda - A framework to analyses the quality of stakeholder engagement: https://sdgs.un.org/stakeholders

reliance on transfers, and fragmented coordination. This mismatch between responsibilities and resources creates a "local finance gridlock," which can only be addressed through clearer mandates, streamlined reporting, stronger local capacities, and better integration between planning, budgeting, and financing.

A strategic entry point for breaking this gridlock is infrastructure asset management, given that over 70–85% of infrastructure costs occur after construction and more than 90% of SDG targets depend on functioning infrastructure. Effective asset management links physical systems with financial planning, improving maintenance, extending asset life, strengthening creditworthiness, and reducing long-term liabilities. Indonesia has begun improving asset registries and maintenance planning, yet practices remain uneven and siloed. Localizing the INFF helps institutionalize asset management as part of a whole-of-government approach, ensuring that national reforms reinforce local planning and that local budgets reflect life-cycle infrastructure needs. When these principles of coherence, transparency, and coordinated financing converge, Indonesia can move toward a more resilient, efficient, and sustainable system where every rupiah contributes to long-term development outcomes.

Ms. Nila Murti, Head of Financing for Development Unit, UNDP Indonesia. ***Bridging the SDG Financing Gap with the Support of Innovative Financing Instruments***

Indonesia's sustainable development trajectory increasingly depends on financing systems capable of aligning public budgets, private capital, and innovative instruments with national priorities. UNDP's Financing for Development (FfD) programme provides this structure by expanding climate finance, faith-based finance, blended finance, and impact investing ecosystems while strengthening the Integrated National Financing Framework (INFF). Through climate budget tagging at national and subnational levels, thematic bonds such as green sukuk, SDG bonds, and blue bonds, and partnerships with institutions including BAZNAS, BPDLH, OJK, and the Ministry of Finance, the programme supports Indonesia in coordinating financing flows toward low-carbon, resilient, and inclusive development. Youth empowerment and digital skills initiatives complement this by enabling young people, especially women and underserved groups, to participate in sustainable economic transformation.

The programme's results demonstrate how diversified financing can close critical gaps. Thematic bonds have mobilized billions for renewable energy, public transport, marine conservation, waste management, and social protection. Faith-based financing has enabled energy access, community resilience, and green livelihoods, while blended finance facilities and de-risking schemes open capital for MSMEs, social forestry, and circular economy enterprises traditionally seen as high-risk. Impact investing accelerators, catalytic funding, and investment facilitation platforms help early-stage ventures scale solutions in climate, food systems, women's health, and clean water. Together, these instruments leverage and align resources at scale, strengthen national–subnational coherence, and reinforce Indonesia's ability to fund the SDGs through integrated, inclusive, and sustainable financing pathways.

Figure 11 Financing for Development: Indonesia
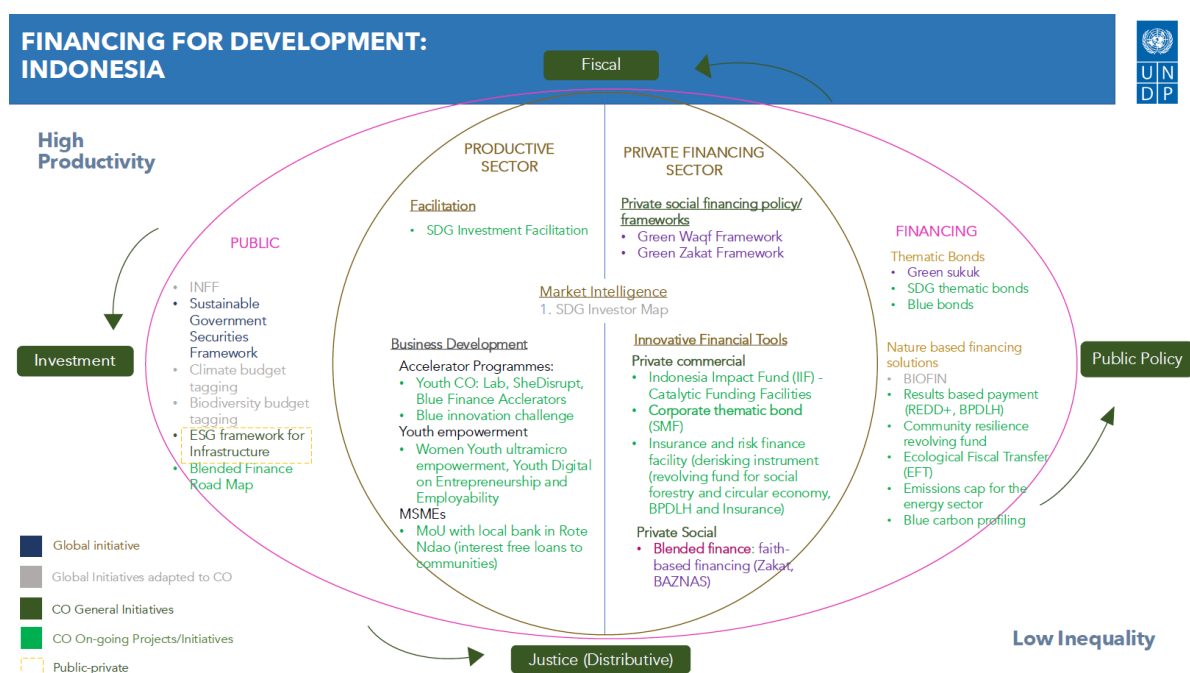
Source: Nila Murti (2025). Bridging the SDG Financing Gap with the Support of Innovative Financing Instruments [PowerPoint Slides]. UNDP Indonesia.
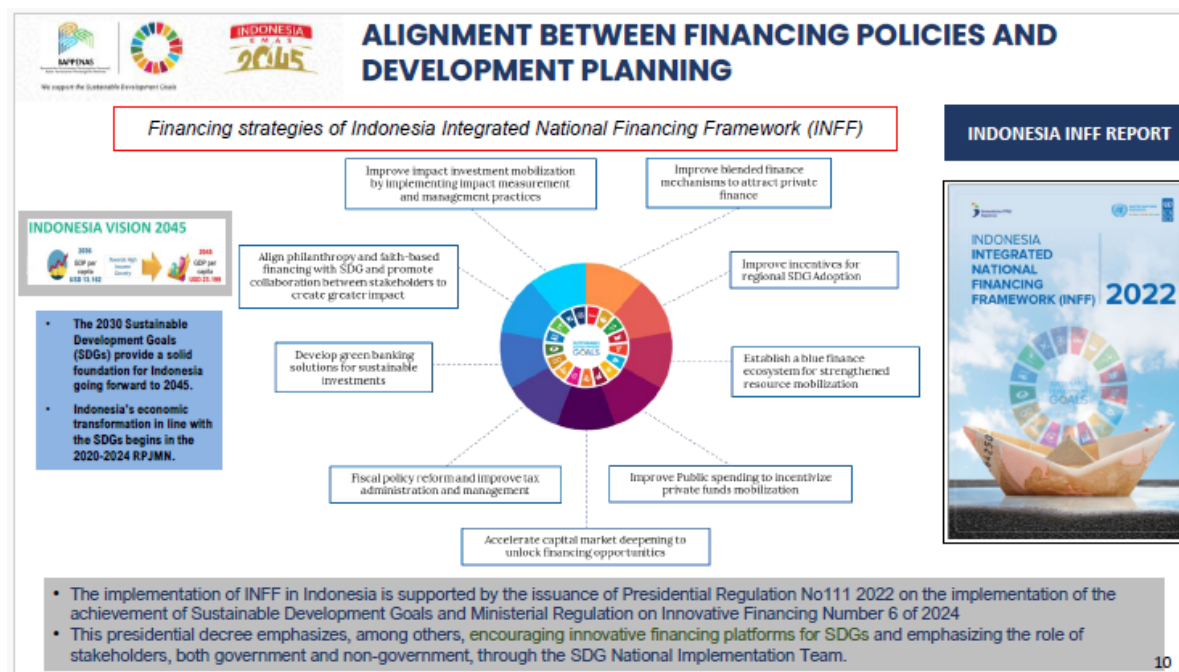
Mr. Luhur Fajar, Project Development and Matchmaking Specialist, National SDGs Secretariat, Ministry of National Planning, Indonesia. *Financing Mechanisms for SDG Localization in Indonesia through Integrated Local Financing Framework*

Indonesia's commitment to achieving the SDGs by 2030 and aligning them with the long-term "Indonesia Emas 2045" vision requires a financing system that strengthens coherence between national planning and local implementation. SDG financing needs have risen significantly in the post-pandemic period, creating a large national gap that cannot be met through public budgets alone. Local governments face structural obstacles: limited fiscal space, complex reporting requirements, uneven capacity, and weak integration between planning and financing. To address this, Indonesia is advancing an Integrated National Financing Framework (INFF) that links the RPJPN, RPJMN, SDG Roadmap, financing strategies, and monitoring systems. The framework brings together regulations, national–subnational coordination, innovative financing mechanisms, and strengthened roles for governors, districts, and non-state actors.

Within this structure, integrated local financing frameworks become essential to unlocking localized finance for SDG delivery. The presentation highlights mechanisms such as the SDG Financing Hub, which supports more than 100 projects through matchmaking, mentoring, and collaboration with investors and development partners. The national SDG Investor Map identifies opportunity areas in food systems, healthcare, education, and housing/waste management, showing where private investment can generate both returns and SDG impact. At the same time, monitoring systems such as the SDGs Dashboard, VNR, and Subnational Action Plans reinforce accountability and transparency, while initiatives like the SDG Action Certification System incentivize performance among non-state actors. Together, these elements

form a financing ecosystem designed to expand resource mobilization, align public and private financing with development priorities, and support Indonesia's multi-stakeholder, multi-level approach to SDG localization.

Figure 12 Financing Strategies of Indonesia Integrated National Financing Framework

Source: Luhur Fajar (2025). Financing Mechanisms for SDG Localization in Indonesia through Integrated Local Financing Framework [PowerPoint Slides]. Ministry of National Planning, Indonesia.

2.10 Activity on Financing for SDG Localization

Governance and Coordination for Integrated Financing Framework

The specific form of governance arrangements – i.e., relevant institutions and processes – will vary across contexts. However, their functions will be common, in line with the fundamental purpose of financing framework – i.e., raising resources by increasing the coherence of financing policies.

In the context of financing framework, coherent policymaking means considering policy goals across different financing policy areas (such as public finance, including development cooperation, private finance and investment, and macro-fiscal issues) and coherent financing of different sectoral priorities, addressing potential trade-offs and exploiting opportunities for win-wins.

Three key functions will enable coherence:

I.   Commitment and leadership from the top (both at the political and technical level) provides the overall vision and direction around which increased coherence can be pursued, and ensures ownership, broad-based buy-in and participation, sustained momentum

over time (including across political cycles), and adequate resourcing of financing framework-related efforts and activities.

II. 2. Access to knowledge and perspectives ensures that policy makers have the information they need to make decisions on the suitability of different financing policy options and their impact on sustainable development; that finance providers (public, private, national, international) can be held to account; and that the broad set of needs, priorities and interests that affect the success of financing framework are recognized and addressed.

III. 3. Coordination among different stakeholders (both within and beyond government) maximizes synergies, reduces duplication, enables the management of trade-offs, and minimizes contradictions or inconsistencies in the formulation and implementation of financing policies in different areas. Coordination among stakeholders is also critical to facilitate a coherent approach to financing that reduces risk across economic, social, and environmental systems and ensures that financing priorities and policies in one area do not create risk in another.

Different countries will have different priorities and needs, operate in different political and administrative systems, and have different institutional set-ups in place. These should be the starting point, with the aim to gradually improve, guided by the overarching objective of increasing coherence of financing policies.

Step-by-step guidance: from identification and assessment of existing institutions and processes to consideration of steps to strengthen them to support effective Financing Framework implementation. The objective is to enhance coherence of existing governance arrangements and close gaps where needed. Both steps are structured along three functions defined above as key elements of coherent governance: (i) commitment and leadership, (ii) access to knowledge and perspectives, and (iii) coordination among stakeholders.

Step 1: Identify and Assess Existing Governance Arrangements

- What institutions and processes exist to guide, enable and support (coherent) financing policy making?

Step 2: Enhance Coherence of Existing Governance Arrangements, Close Gaps If Needed

- How can existing institutions and processes be further strengthened to better guide, enable, support coherent financing policy making?

- How can typical challenges be overcome?

Access/Download the Tool here.

## 2.11 Session 6. Data Governance and Data Management for M&E at the Local Level

Session 6 emphasized that Indonesia's SDG monitoring depends on an increasingly institutionalized data system—Satu Data Indonesia, standardized metadata, and integrated national–local reporting, which strengthens coherence but still faces gaps in data disaggregation, local capacity, and stakeholder participation. AI was presented as a critical accelerator for predictive analytics in health, poverty, climate, and education, yet its

effectiveness hinges on strong data governance, ethical safeguards, and substantial subnational digital capacity. Together, institutionalized M&E systems and responsible AI deployment offer Indonesia a pathway to more responsive, evidence-driven SDG implementation aligned with the 2030 Agenda and Indonesia Vision 2045.

Mr. Gantjang Amannullah, Monitoring and Evaluation Manager of the National SDG Secretariat of the Ministry of National Development Planning/Bappenas. *Monitoring and Evaluation: How to measure progress of the SDGs implementation at the local level?*

Indonesia's approach to monitoring and evaluating SDG implementation reflects a fully institutionalized system anchored in national regulations, unified data governance, and multi-level coordination. The framework is built on Satu Data Indonesia, the SDGs Metadata Indicator 3.0, and the SDGs 2030 Roadmap, which collectively ensure methodological consistency, data quality, and long-term projection capability. SDG integration is mandated through the RPJMN, National and Provincial Action Plans (RAN/RAD), and a comprehensive reporting architecture that includes annual national reports, regional reports, VNR/VLR processes, and digital monitoring platforms such as Dashboard SDGs Indonesia, the e-Monev system, and the SDGs Knowledge Hub. With 32 out of 38 provinces adopting Provincial Action Plans and 70 SDGs Centers established, the system blends planning, data management, and capacity building across all levels of government.

Figure 13 Instruments for Planning, Monitoring and Evaluation SDGs
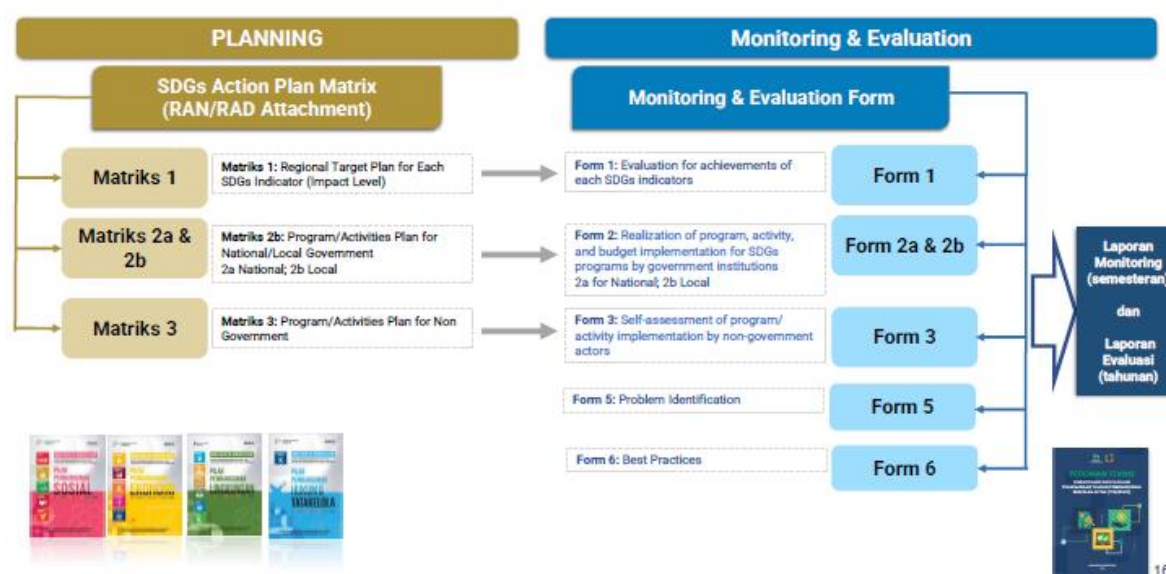
Source: Gantjang Amannullah (2025). Monitoring and Evaluation: How to Measure Progress of the SDGs Implementation at the Local Level. [PowerPoint Slides]. Ministry of National Development Planning/Bappenas, Indonesia.

The M&E mechanism uses standardized instruments such as Indicator Forms, Activity Realization Forms (national, local, and non-state actors), Problem Identification Forms, and Best Practice templates, ensuring comparability, accountability, and continuous learning. Semiannual monitoring and annual evaluation processes enable early detection of gaps and policy misalignment, supporting adaptive management. Indonesia's overall SDG performance shows that 61.4% of 233 indicators are achieved or progressing well, with remaining indicators requiring acceleration or facing setbacks. Progress also varies across transition areas such as

food systems, energy, digital connectivity, education, decent work, social protection, climate change, and pollution. Overall, the system emphasizes partnership, transparency, and evidence-based decision-making, while calling for stronger data disaggregation, improved local reporting cycles, and deeper engagement of non-state actors to ensure that regional action fully drives national outcomes.

Mr. Ashish Narayan, Programme Coordinator, ITU Regional Office for Asia and the Pacific. *The Role of AI in Monitoring and Evaluating the Sustainable Development Goals*

Advancing SDG monitoring and evaluation increasingly requires digital systems capable of integrating data, forecasting risks, and supporting whole-of-government decision-making. The International Telecommunication Union (ITU) highlights how AI can strengthen national SDG architectures by improving data quality, generating predictive insights, and standardizing monitoring practices. AI-driven dashboards piloted with countries such as Bhutan, Lao PDR, and Tonga demonstrate how integrated platforms can consolidate sectoral data across health, agriculture, education, connectivity, and public services to support national SDG implementation plans. Reliable and representative datasets are emphasized as the foundation for all AI-driven M&E models, alongside the need for adherence to global AI standards and responsible data governance.

Concrete use cases illustrate how AI can provide early warnings and actionable insights for SDG acceleration. Examples include predicting dengue outbreaks by combining epidemiological, environmental, and waste-management indicators; projecting poverty estimates through satellite imagery; identifying school-dropout risks by modeling attendance, exam patterns, commuting conditions, and flood exposure; forecasting coastal flooding using rainfall, tidal, and land-subsidence trends; and mapping stunting hotspots through health, sanitation, food-price, and demographic data. The presentation also underscores risks such as algorithmic and data bias and the need for mitigation strategies, gender-sensitive AI policy development, and expanded digital skills for local governments. ITU's Innovation Centre and Innovation Café initiatives further support countries in applying emerging technologies for inclusive, sustainable digital transformation, positioning AI as both an enabler of SDG monitoring and a catalyst for reducing technological inequities.

Mr. Arief Kusuma, Director of Business Development, KORIKA. *Accelerating AI Adoption to Support the Vision of Golden Indonesia 2045 and the 2030 Agenda for Sustainable in Indonesia*

Indonesia's long-term vision for Golden Indonesia 2045 and its commitment to the 2030 Agenda both depend on stronger institutions, equitable development, and the ability to close persistent capacity and coordination gaps. The presentation highlights how local governments continue to face skill shortages, fragmented implementation, data deficits, and uneven regional development which serves as barriers that directly affect SDG localization. Bridging these gaps requires governance systems that can translate national ambitions into effective, inclusive local action. AI is positioned as a catalytic tool for achieving this shift, offering real-time analytics, improved monitoring, and optimized resource allocation that strengthen planning, decision-making, and public service delivery.

By applying AI across key SDG areas including poverty targeting, disease prediction, personalized education, urban mobility, and public-sector integrity, Indonesia can accelerate progress while addressing constraints in data and institutional capacity. The presentation proposes a strategic framework built on five pillars: aligning AI with national planning

(RPJMN and 2045 Vision), building public-sector skills through training of trainers, establishing strong data governance, promoting multi-stakeholder collaboration, and piloting high-impact local AI initiatives. Responsible AI adoption is portrayed as essential for modernizing governance, enabling more transparent institutions, and ensuring that development benefits reach all communities. When embedded within national-to-local systems, AI becomes a lever for a more resilient, innovative, and sustainable pathway toward Indonesia's 2045 aspirations.

Figure 14 Strategic Framework for Responsible AI Adoption
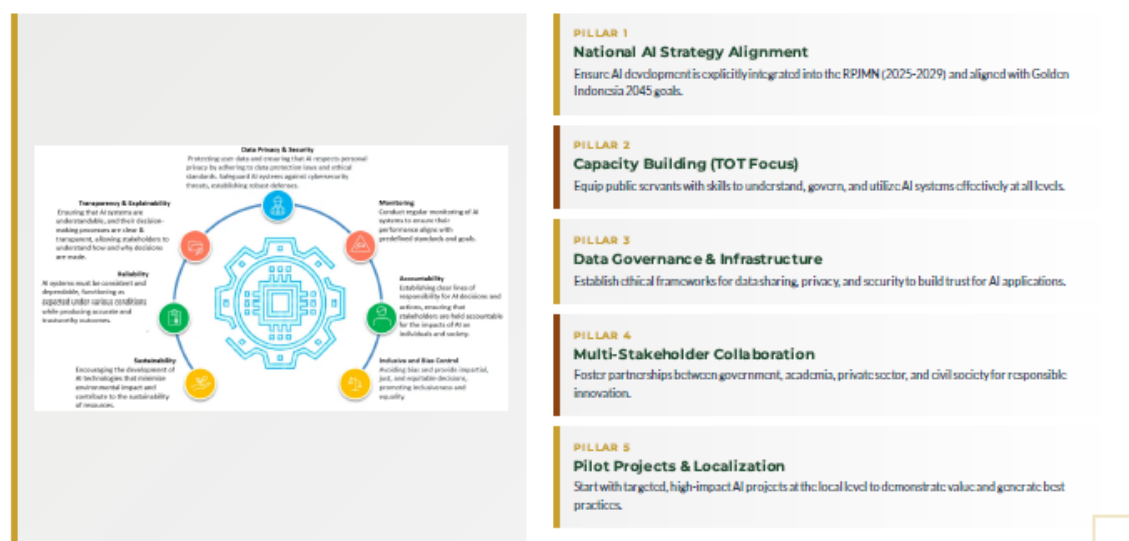
Source: Arief Kusuma (2025). Accelerating AI Adoption to Support the Vision of Golden Indonesia 2045 and the 2030 Agenda for Sustainable in Indonesia [PowerPoint Slides]. KORIKA.

2.12 Monitoring, Evaluation and Reporting of the SDGs at the Local Level

Local SDG monitoring increasingly relies on institutionalized systems such as VLRs/VSRs that strengthen vertical coherence, enhance data quality, and embed multi-stakeholder participation into national reporting structures, demonstrated through cases like Jakarta's 2024 VLR and the expanding adoption of UN-aligned review methodologies across Indonesian cities. The session emphasized that VLRs serve not only as reporting instruments but as governance tools that improve policy alignment, local capacity, and evidence-based decision-making, positioning them as essential accelerators for Indonesia's SDG implementation and its integration into national VNR processes.

Mr. Jürgen Gafke, Senior Programme Management Officer, Division for Sustainable Development Goals, UN DESA. ***Contributions of Voluntary Local and Subnational Reviews to the Voluntary National Review Process***

The Voluntary Local Reviews (VLRs) and Voluntary Subnational Reviews (VSRs) play an important role in contributing to the overall success of Voluntary National Reviews (VNRs) under the 2030 Agenda. Since the inception of the SDGs, countries have been encouraged to

conduct inclusive reviews at all levels, national, regional, and local, to assess and share progress. With 177 countries having presented at least one VNR, localizing the SDGs has emerged as a strategic accelerator, especially as an estimated 65 percent of SDG indicators rely on local-level implementation. The SDG Summit in 2023 formally recognized SDG localization as one of the 12 high-impact initiatives needed to fast-track global progress.

VLRs and VSRs play a foundational role in translating global goals into local action by tailoring SDG strategies to the specific needs and priorities of communities. These reviews involve broad stakeholder engagement and promote inclusivity, aligning closely with the Leave No One Behind principle. UN DESA, in collaboration with UN-Habitat and regional commissions, supports local governments with guidelines, tools, and capacity-building initiatives to enhance SDG localization. As a result, many countries are increasingly integrating local perspectives into national VNRs, strengthening vertical coherence through decentralized governance and fostering a whole-of-government approach. This collaborative framework not only improves data quality and policy alignment but also ensures more meaningful, ground-level impact in advancing the SDGs.

Mr. Davida Rustom, Manager of the Rule of Law/Governance of SDGs Pillar at the Regional Development Planning Agency of Jakarta City Government. *Jakarta Voluntary Local Review 2024 - Building a Liveable and Sustainable Global City.*

Jakarta uses the Voluntary Local Review as a strategic tool to align its transformation into a liveable and sustainable global city with SDGs. The 2024 VLR focuses on three pillars of liveability, environment, and accessibility and showcases how urban systems, public services, and ecosystem management contribute to these goals. Best practices include expanding child-friendly public spaces, improving clean-water access in the Thousand Islands through seawater reverse osmosis, advancing waste-reduction hubs, strengthening public health outreach, restoring coastal ecosystems, building climate-resilient infrastructure, enhancing flood control systems, and increasing renewable energy use through solar charging stations. In terms of mobility and accessibility, Jakarta highlights integrated public transport (JakLingko), active mobility, disability-friendly buses, electric bus fleets, and transit-oriented development zones such as TOD Blok M.

Figure 15 Key Insights from Jakarta's VLR Experience

The VLR process itself has become an institutional capacity-building mechanism. Jakarta strengthened its SDGs Secretariat through training, data-collection workshops, and multi-stakeholder collaboration involving government agencies, academia, philanthropy, business actors, NGOs, and media partners. The city emphasizes that VLRs are not only reporting tools but instruments for improving policy coherence and urban management. Compared with the 2021 VLR, the 2024 edition expands its thematic scope, shifts from pandemic-focused resilience to long-term sustainability, and highlights commitments such as a 30% emissions-reduction target by 2030. By rooting the VLR in continuous, data-driven processes and aligning it with local development plans, Jakarta positions the review as a cornerstone of its journey toward becoming a more inclusive, resilient, and globally connected city.

Mr. Hendra Adi Susila, Capacity Development and Learning Coordinator, UCLG ASPAC. *Activity on Conducting a Voluntary Local Review*

Voluntary Local Reviews serve as a practical mechanism for linking local SDG progress with national and global reporting, while strengthening governance, participation, and accountability at the city and district level. The presentation underscores four core functions of a VLR: connecting local action to Voluntary National Reviews, enabling cities to assess SDG achievements and gaps, fostering transparency and inclusive participation, and promoting learning through locally driven innovation. Drawing on international guidance, especially the UN ESCAP Regional Guidelines, the VLR process is framed as a structured cycle: securing institutional commitment, mapping local SDG priorities, consulting stakeholders, collecting and aligning data, drafting and validating results, and communicating findings for policy use.

Figure 16. Phases of Preparing the Voluntary Local Review (VLR) Report
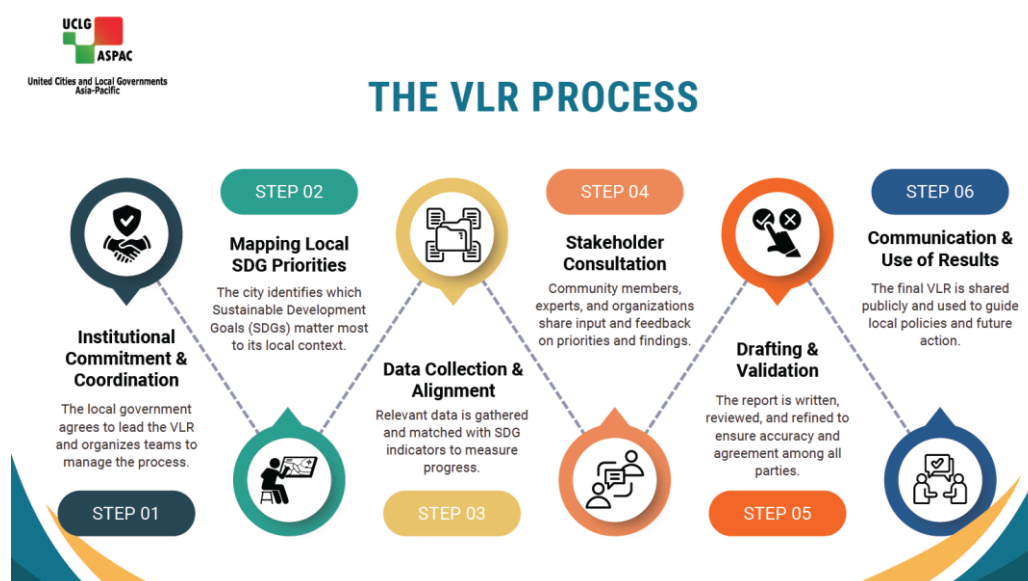
Indonesian case studies illustrate how different local governments adapt the VLR to their context. Jakarta focuses on integrating global urban challenges into local policies; Samarinda uses participatory approaches to embed SDGs into local planning; and Bandar Lampung applies the VLR to identify service-delivery gaps and policy priorities. Surabaya, West Java, and Kendal demonstrate variations in sequencing and coordination but share common elements: leadership commitment, cross-sector engagement, and data systems capable of supporting SDG monitoring. The presentation emphasizes that successful VLRs depend on collaboration, reliable data, and ongoing commitment, positioning the process not only as a reporting exercise but as a continuous pathway for learning, improving governance, and enhancing decision-making for sustainable local development.

A short exercise deepened participants' understanding of SDG indicators, giving hands-on experience on data computation.

3. Action Plan for Accelerating Change

Participants actively developed action plans based on their various work-related departments/agencies. Participants will continue to develop and finalize their draft action plans with approval from their various organizations' heads to be cleared for implementation.

The action plan focuses on identifying specific goals and objectives that are measurable, achievable, and time bound. It begins with a situational analysis to assess challenges, such as limited capacity and coordination gaps, alongside opportunities like strong leadership and international partnerships. The plan includes a robust monitoring and evaluation framework, indicators for tracking progress, and clear roles for lead agencies and stakeholders, ensuring collaboration among government institutions, NGOs, and community groups.

Implementation strategies encompass actionable steps, resource allocation, and defined timelines to address the identified challenges. Anticipated outcomes include improved governance at all levels, accelerated SDG progress, and strengthened stakeholder engagement. The plan also addresses potential obstacles through proposed mitigating measures, emphasizing capacity-building support from organizations like UNPOG/UN DESA and fostering collaborations with regional and international partners. Lessons learned from past initiatives inform recommendations for enhancing governance structures, with the workshop serving as a platform to establish a shared roadmap for sustainable development in Rwanda.

4. Way Forward

The question "What comes next?" frequently emerged during informal discussions among participants, the NIPA committee, and representatives from UNDESA/DPIPG/UNPOG, UNRCO, and other partners throughout the workshop often during coffee breaks and shared meals. Responding to this question is complex. Although the speakers have delivered comprehensive knowledge and learning materials, the next steps require strong ownership from both local governments and NIPA. Only through sustained commitment aligned with the vision of Indonesia Emas 2045 and focused on strengthening human resources to achieve the SDGs can Indonesia progress toward becoming a prosperous, resilient, and inclusive nation.

Following the completion of the TOT Workshop, NIPA must develop a forward-looking Roadmap to facilitate the wider dissemination of SDG principles to local governments. In doing so, NIPA will formalize its role as the national orchestrator for SDG governance learning, responsible for standardizing training modules, strengthening cross-government coordination, and embedding SDG capacity-building into the ASN Corporate University framework. Alumni of the training, upon reporting back to their respective governors, will serve as strategic entry points for further collaboration and policy integration.

The proposed action plan includes a follow up evaluation of the TOT Workshop within six months, ensuring that key insights and recommendations are broadly disseminated. Furthermore, within a period of one to two years, the replication of the program at the local level is expected to take place, in close cooperation with NIPA, UNDESA/DPIPG/UNPOG, UNRCO, and UNDP. This partnership architecture will include clear role delineation—UN DESA for governance frameworks, UNDP for financing and data systems, UN RCO for national alignment and coordination, and NIPA for institutional leadership and system-wide implementation. The scaling process will adopt a provincial cluster approach, establishing regional hubs that allow for phased and systematic expansion between 2025 and 2028 while ensuring consistent training quality across Indonesia's diverse subnational contexts.

Figure 17. NIPA Roadmap and Way forward

Source: Muzani Mansoer (2025). NIPA Roadmap and Way forward [PowerPoint slides], NIPA.

The action plans and roadmaps produced by the participants will be treated as living documents, serving as the foundation for future follow-up support, consultation clinics, and pilot projects at the subnational level. Initial pilot projects will focus on SDG 3 (stunting reduction), SDG 4 (learning recovery and digital inclusion), and SDG 9 (local data systems), supported through structured coaching clinics to generate quick wins and early evidence of impact. This approach

ensures that the knowledge gained is translated into concrete policy actions that accelerate Indonesia's progress toward the 2030 Agenda and the vision of Golden Indonesia 2045. To secure institutional uptake, these action plans will be linked to regional planning instruments such as RPJMD and OPD strategic plans and encouraged for formal adoption through gubernatorial or mayoral circulars to ensure sustained implementation.

A quarterly monitoring mechanism will be established to track progress, guided by key performance indicators (KPIs) covering training replication, institutionalization of SDG governance, data readiness, and pilot-project results, forming the basis for a future national SDG governance dashboard. Recognizing risks such as uneven local capacity, fluctuating political commitment, and persistent data gaps, the Way Forward incorporates mitigation strategies including simplified modular training, blended-learning delivery models, and ongoing technical support to ensure equitable and sustained uptake across regions.

Ultimately, sustained collaboration across institutions and levels of government will remain the essential foundation for shaping a better and more resilient future for Indonesia. By strengthening partnerships, building institutional capabilities, and embedding SDG governance into the national learning ecosystem, Indonesia can accelerate progress toward the 2030 Agenda and advance steadily toward the aspirations of Golden Indonesia 2045.

5. Follow-up

UNPOG/UN DESA will collaborate closely with NIPA to support and monitor the implementation of the roadmap, aiming to strengthen local capacities and accelerate SDG implementation at the local level. The follow-up process will be guided by a structured results framework with clear responsibilities, quarterly monitoring cycles, and key performance indicators to track progress in training replication, institutional uptake, and local SDG governance performance. Particularly, UNPOG will facilitate NIPA to adapt the curriculum to Indonesia Context and co-design the curriculum based on the needs of the local level and provide support to organize specific trainings for on effective governance for the SDGs for thematic areas.

UNPOG will apply a co-facilitator model during initial training cycles to ensure full knowledge transfer, while providing targeted technical support for regions with lower institutional capacity. UNPOG will also carry out a post-impact survey to assess the effectiveness of the workshop. Insights from the curriculum adaptation and pilot implementation will be synchronized with regional planning instruments (RPJMD and OPD strategies) to ensure institutionalization of SDG governance practices. The evaluation results will inform an annual learning loop for curriculum refinement and will support the establishment of a National SDG Governance Community of Practice to sustain peer learning and cross-regional collaboration.

6. Closing Session

The closing reflections emphasized that the value of this workshop lies not in the number of presentations delivered, but in its potential to improve policies, strengthen institutions, and deliver tangible benefits to communities through better governance. The workshop marks the beginning of a sustained collaboration among government institutions, development partners, and local actors to accelerate SDG implementation across Indonesia. LAN reiterated that this

initiative represents the formation of a new generation of policy reformers, civil servants equipped with the mindset, tools, and networks to drive national–local SDG transformation. The commitment to follow-up, replication, and institutionalization ensures that the momentum built here will translate into long-term impact for Indonesia's journey toward the 2030 Agenda and Indonesia Emas 2045.

Mr. Changseob Han, Head of UNPOG, delivered heartfelt closing remarks reflecting on the workshop's achievements, emphasizing that the three-day program was not an endpoint but the beginning of a broader effort to scale impact through shared learning. Participants were commended for building consensus around the Principles of Effective Governance, effectiveness, accountability, and inclusiveness, and for exploring practical strategies to align national policies with local realities. The sessions covered multi-level coordination, stakeholder engagement beyond government, innovative financing, and the use of Voluntary Local Reviews to strengthen transparency. Mr. Han highlighted the value of the network formed during the workshop, urging participants to sustain these connections as a resource for collaboration and innovation.

Looking ahead, Mr. Han acknowledged the challenges participants will face, such as limited budgets and competing priorities, and encouraged a pragmatic approach: start small, demonstrate results, and use data to build momentum. Three concrete commitments were proposed, sharing lessons within 30 days, piloting a new approach within 90 days, and reporting results within six months, to ensure continuity and accountability. The address closed on an optimistic note, citing Indonesia's institutionalization of the SDGs and strong political will as reasons for confidence, while reaffirming UN DESA, UNRCO, and UNDP's commitment to support governance reforms and capacity building. Participants were called upon to turn plans into action and make sustainable development a lived reality for communities across Indonesia.

In his closing remarks, **Mr. Seno Hartono,** Director of Advocacy and Policy Performance Development, NIPA, traced how the three-day workshop built a shared understanding of what effective national to local governance for the SDGs looks like in practice. Mr. Hartono highlighted the steady movement from global and national frameworks toward concrete local action, showing how participants worked through issues of alignment across laws, plans, budgets, and data systems. The sessions on partnerships, financing, digital tools, and VLRs illustrated that progress depends on cooperation among many actors and on closing persistent gaps in data quality, coordination, and institutional capacity. Examples from health, education, and digital inclusion grounded the discussion in real challenges that provinces and districts face, while the exercises on action plans and roadmaps gave participants a chance to translate concepts into workable steps for their own contexts.

Mr. Hartono stressed that SDG localization thrives when national and local authorities speak the same language on priorities, budgets, and evidence, and when coalitions with UN partners, philanthropy, universities, civil society, the private sector, and the media focus on shared results. Smarter and better aligned financing, stronger data governance, and responsible adoption of AI were framed as essential for Indonesia's path toward 2030 and the vision for Golden Indonesia

2045. Mr. Hartono also emphasized gratitude for the wide range of contributors and affirmed that the TOT marks the start of sustained support through LAN's training ecosystem and ongoing collaboration with partners. The underlying conclusion was clear:

First, SDG localization must be viewed as a national-local partnership, not a one-way instruction from the center. Effective multi-level governance requires that laws, plans, budgets, and data flows "speak to one another" across all levels of government to close gaps in policy coherence and coordination. Second, effective implementation depends on broad coalitions. Progress on complex issues like stunting and learning recovery becomes faster and more sustainable when central and local governments work hand-in-hand with UN agencies, philanthropy, the private sector, academia, civil society, and the media. Third, financing must be smarter and more integrated. Given finite public resources, every rupiah in the state and regional budgets (APBN and APBD) must work for SDG priorities. This requires aligning sectoral budgets, reducing fragmentation, and utilizing innovative blended financing to crowd in additional resources. Fourth, data and AI are becoming central to policy design and monitoring. If grounded in ethics and quality data, AI can facilitate a shift from reactive to anticipatory governance, helping policymakers track outcomes in near real-time. The real measure of success is improved lives and more inclusive communities, made possible by the commitment and collaboration demonstrated throughout the workshop.
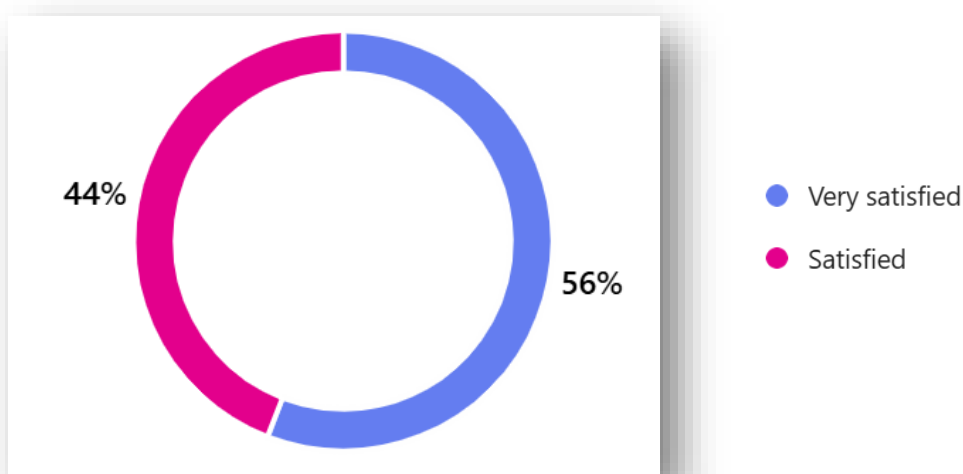
Annex 1 - Evaluation Survey Results

Thirty-four (34) evaluation responses from the participants were collected following the workshop. The feedback reveals unanimous satisfaction with the workshop, with 100% of respondents indicating they are either "Satisfied" (56%) or "Very Satisfied" (44%). An exceptional 97% of respondents reported that the materials were helpful, with a striking 71% finding them "Very Helpful." This indicates that the content was not only relevant but also directly applicable and impactful for their career goals. An impressive 100% of participants agreed that the workshop provided opportunities to practice and apply new skills and knowledge. This unanimous agreement demonstrates that the workshop was highly effective and hands-on. It successfully bridged the gap between theory and practice, ensuring that every attendee could actively engage with and apply the material presented. An impressive 100% of participants agreed that the workshop provided opportunities to practice and apply new skills and knowledge (44% predict a Significant Impact, indicating they expect substantial improvements and tangible benefits to their work, and 35% forecast a Transformational Impact, meaning they believe the workshop will fundamentally reshape their organization's approaches and outcomes).
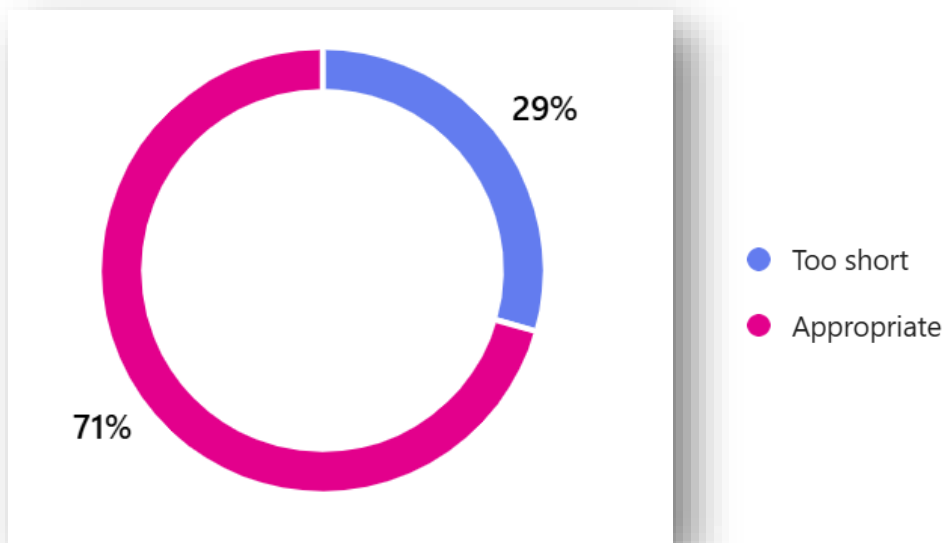
1. **Type of organization**
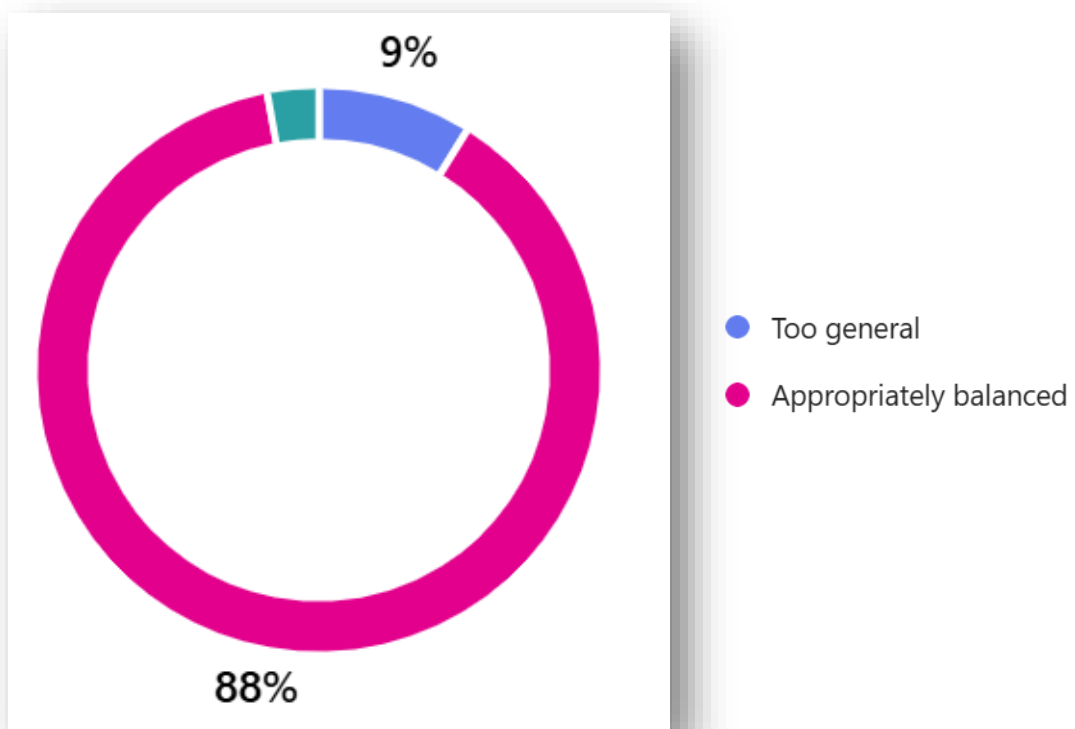

2. **Overall satisfaction with the workshop**

3. Feedback on the length of the workshop

29%

● Too short
● Appropriate

71%

4. Feedback on the level of the event content

9%

● Too general
● Appropriately balanced

88%

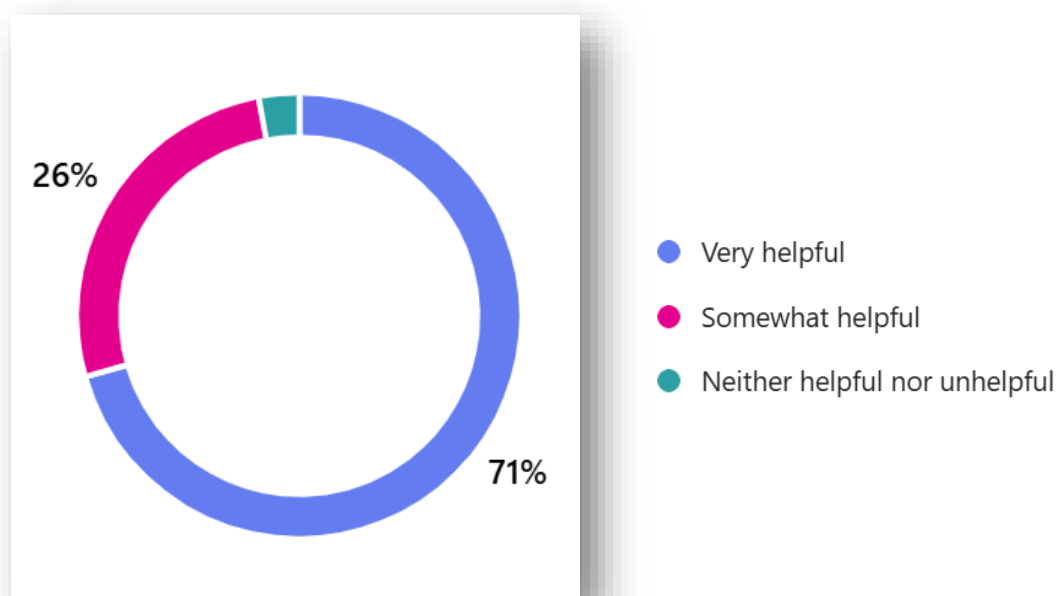**5. Please share what you liked most and / or suggestions for improvement.**

Positive Feedback & Strengths	• All simulation with facilitators • Best Practice Sharing from other countries is good • New knowledge n new experience in class • Opportunity to learn and connect with others nationally and globally • Good informant and facilitator • The atmosphere in the workshop-built collaboration and harmony • Very good. Please continue. • The most liked thing is that every speaker is an expert in their field. • VLR activities and Talk from Tanoto Foundation
Constructive Criticism & Areas for Improvement	• I like insights, but I honestly need more time to understand and do the tasks • The practice and presentation Need to make the session for practice longer • Please give us the goal for each tool you teach. • Time management in the workshop should be improved • Short period, it takes at least 5 days to fully consume the components of TOT • Please make the duration longer for deeper understanding • Perhaps the organizers could be more detailed in organizing the TOT in the regions intensively • One area for improvement could be the table layout, which might be made more comfortable, along with providing adequate power outlets at or at each table. • I like the interactive, but maybe we can improve it next time

6. Did you feel the workshop was applicable to your current job/career? If so, how?

• Yes, as a policy analyst I can use the best practices in SDGs to give policy recommendations to certain stakeholders in our policy briefs and policy papers.
• I think the workshop is very useful for my job, some of the content are applicable but some of them may be quite challenges
• Very applicable and beneficial for achieving SDGs in my region, and I will try to develop and share it with colleagues in the region
• Yes, because DPUPR is one of the regional apparatus organizations related to fulfilling goals 6 and 9
• Yes, related with the Strategic leadership Training , to insight Provinces & District Leaders implementing Strategic Innovation as a break trough to implement SDG
• Yes, I am assigned at Politeknik STIA LAN Jakarta, this training will allow me to improve the curriculum for the sustainability of SDGs
• Yes, because I work for BPSDM, this workshop give me opportunity to work on SDG implementation by disseminating the knowledge that I've learned from this workshop
• This activity is very useful as an additional insight that is very important for a lecturer as a national teacher.

- Yes, because our concern is knowledge development for government officials
- Yes, it has a big impact on our ability to manage ASN human resources.
- Very relevan to my work because the library currently functions as an activity center and serves as a link between the community, institutions and communities. Of course, it is closely related to the SDGs and the UN programs.
- Somehow yes, but it will be more effective for planners in the local government.

7. **Please rate how helpful the workshop material was to reach your professional goals.**

- 71% Very helpful
- 26% Somewhat helpful
- Neither helpful nor unhelpful

8. **Did the workshop help you develop any new skills, knowledge, or perspectives? If so, what?**

Directly Applicable & Skill Development	- I teach civil servants, so I can integrate the SDGs agenda into my lessons. - Yes, it broadened my point of view on SDGs. - Yes, it provided new knowledge on tools that can be used to evaluate SDGs progress. - Yes, the workshop developed new skills, knowledge, and perspective, particularly in creating the VLR - Yes.. because we can align our work programs/goals with the SDGs goals. - Yes. I gathered so much material for my class. - It provided new perspectives, knowledge, and skills. - The workshop helped me reflect on my current skills and identify areas for growth regarding the SDGs. - Very beneficial and broadened my insights and knowledge. - It helped me develop a few new skills. - Yes, I gained more detailed knowledge about the SDGs and the role of local government in achieving them.

|	
	• Yes, I learned about the SDGs and how to build collaboration with other organizations, both national and global. • Yes, I gained knowledge on SDGs. • Indeed, the workshop is strongly related to my desk duties. It provided a different view of SDGs from other countries and agencies. • Yes, I gained new skills regarding localizing the 2030 SDGs agenda. • It improved our ability to understand SDG tools. • Yes, it greatly developed our skills and knowledge. • Yes. It provided a better understanding of the SDGs. • Very helpful and provided knowledge on how to collaborate to improve performance in the region.
Increased Awareness & Strategic Perspective	• The workshop helped me reflect on my current skills and identify areas for growth. I developed a stronger sense of confidence in SDGs, and I now see the importance of continuous learning and collaboration. • Yes, it is very helpful in advocating to leaders and can provide understanding to participants so they can contribute together in achieving the SDGs targets in their region. • It broadened my horizon about SDGs, especially in a local government context, because localizing the SDGs is very important.

9. **Did the workshop provide you with the opportunity to practice and apply the skills and knowledge discussed?**

■ Strongly Agree   ■ Agree
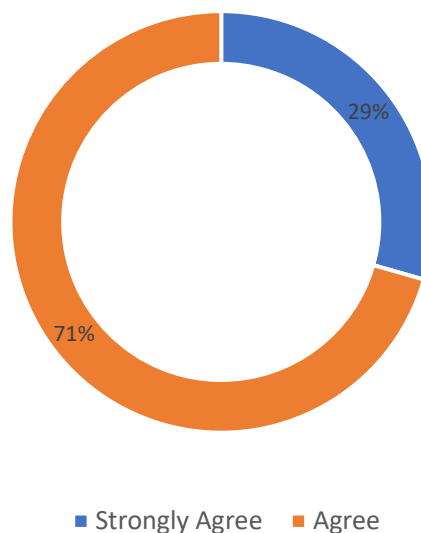
10. How has your knowledge improved on the following topics?
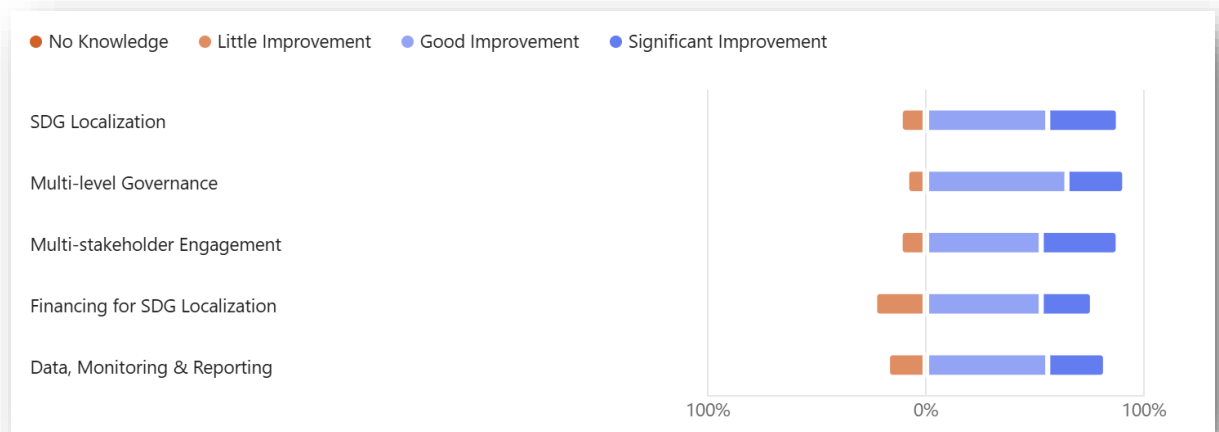
11. How do you think the workshop will positively impact your organization's activities or projects?
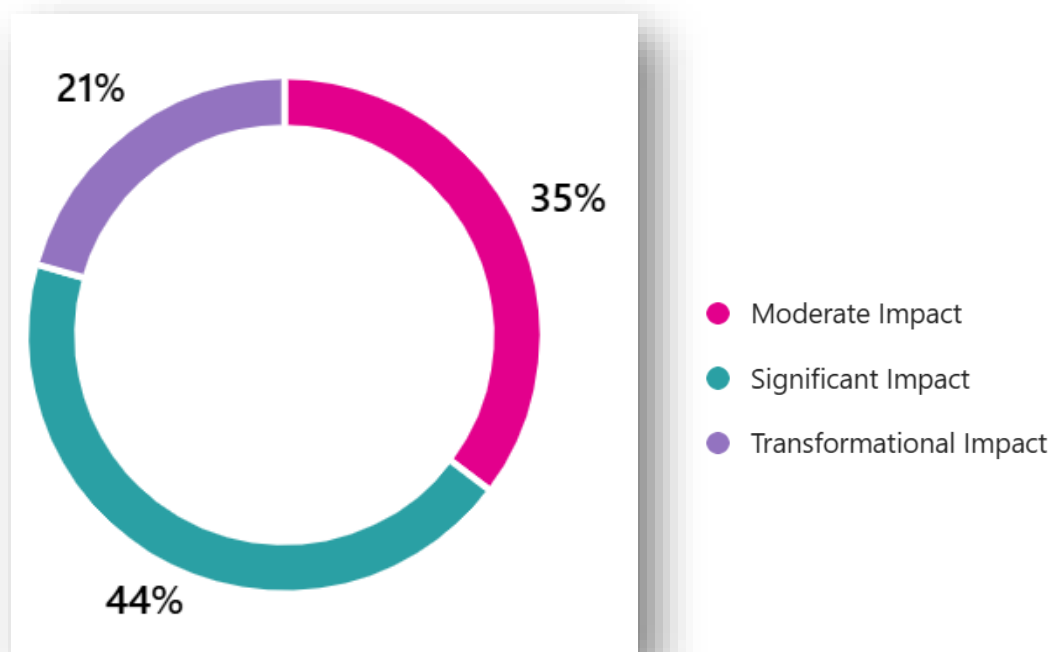
Annex 2 – List of Participants

S/N	Names of Participant	Name of the Institution
1	Dr. Syahrul Aminullah	BKPK Kemkes
2	Indah Dwianti,S.Kom,M.I.Kom	Dinas Perpustakaan dan Kearsipan Daerah Provinsi Jawa Barat
3	Annisa Femila	ministry of home affairs of the republic of indonesia (Kementerian Dalam Negeri)
4	Maidah	Dinas Kelautan Dan Perikanan Provinsi Kalimantan Timur
5	ANITA YULIAWATI, S.M.	DINAS KELAUTAN DAN PERIKANAN PROVINSI KALIMANTAN TIMUR/PPI SANGATTA
6	Aksar	Dinas Kelautan Dan Perikanan Provinsi Kalimantan Timur
7	Juhardi	Dinas Kelautan Dan Perikanan Provinsi Kalimantan Timur
8	Sri Untari	BPSDM JABAR
9	IWAN KUSTIAWAN, S.K.M., M.H.	Disdukcapil Kota Banjar
10	Dita Setyo Rini	DPUPR Kabupaten Serang
11	Agus Supriyadi, S.T., M.Si., Ph. D	Pemerintah Kota Banjar
12	MARDIANA ARSJAD	BPSDM KALIMANTAN UTARA
13	Edmie G. M. Gerungan, SH, S.Psi., MH	BPSDMD Prov. Sulawesi Utara
14	Andi Dirga Putra	Lembaga Administrasi Negara
15	Gerald A.M. Rawis	Badan Pengembangan Sumber Daya Manusia Daerah Provinsi Sulawesi Utara
16	Um Salamah, S.H., M.Si	BPSDMD Provinsi Sumatera Selatan
17	Dra. Efrilia, M. Si	BPSDMD Sumatera Selatan
18	Des Indri Prihantony	BPSDM Prov Sumatera Barat
19	Arita Nugraheni	Litbang Kompas
20	Hilmawan Nurhatmadi	BPSDMD Provinsi Lampung
21	Abiyyu Prishdian Vivekananda	Politeknik STIA LAN Jakarta
22	Heni Kurniasih	SMERU
23	Nur Lienda, M.T., M.Sc	BPSDM Provinsi Maluku Utara
24	Dewi Oktaviani	Lembaga Administrasi Negara
25	John Apriyono	Bappeda Provinsi Banten
26	Dr. Endang Supriadi, MM	Bappeda Pemprov Banten
27	Ardi wibawa SE	Bappeda provinsi banten
28	Nur Lienda, M.T., M.Sc	BPSDM Provinsi Maluku Utara
29	Juli Winarto, Ak., MM., CA.	BPSDM JATIM
30	Wahyu Riawanti	Badan Diklat DIY
31	Muhammad Taufan Qohar	Pusjar SKTAN LAN
32	Benny Ricardo	Bappeda prov. Sumatera Barat
33	Novi Prawitasari	NIPA

34	Bdn.Ade Ana Asmara, S.S.T., MPH	UPTD Pelatihan Kesehatan Dinas Kesehatan Provinsi Jawa Barat
35	Hania Atikasari	Lembaga Administrasi Negara
36	Aula Sakinah Muntasyarah	Badan Pengembangan Sumber Daya Manusia Daerah Provinsi NTB
37	Nirwati Yapardy	Pusjar SKMP LAN RI
38	Widyawan Pranawa, S.IP., M. IP	Lembaga Administrasi Negara
39	Dr.Hj.Dinarwati.CH.SE.MM	Kemendagri
41	Dr. Drs. Arwin Malik, M.Si	BPSDM Provinsi Sulawesi Selatan
42	Fathir Fajar Sidiq	Bappeda Kota Depok
43	Drs. Burhan Manda. SH. MH	PPSDM Kemendagri Regional Makassar
44	Chomsyah Putra, A.Md,S.Ikom,MM	BPSDM Kemendagri

Annex 3 – Workshop Agenda

11 November 2025	
Time	**Agenda**
08:00-08:30	**Good Morning** ● Check-in ● Guest speakers log on to the Zoom meeting room by 15 minutes before the start of the Workshop for final connection check.

08:30-09:00	**Master of Ceremony**: **Mrs. Reny Kusuma,** NIPA
	
	Opening Session
	
	    ● **Mr. Changseob Han,** Head of Office, UNPOG/DPIDG/UN DESA *(3 mins)*
	    ● **Ms. Gita Sabharwal,** UN Resident Coordinator in Indonesia *(3 mins)*
	    ● **Mr. Eddy Henry,** Head of Policy and Advocacy, Tanoto Foundation *(3mins)*
	    ● **Mr. Seno Hartono,** Director of Advocacy and Policy Performance Development, NIPA *(3 mins)*
	
	Keynote Speech
	    ● **Dr. Muhammad Taufiq,** Chairman, National Institute of Public Administration Indonesia by **Mr. Agus Sudrajat**, Deputy for Improving the Quality of Public Administration Policy, National Institute of Public Administration, Indonesia *(10 mins)*
	
	Photo Session (Online and Offline)

09:00-09:10	**Setting the Scene: Workshop Introduction**
	
	Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity *(5 mins)*
	
	Curriculum on Governance for the SDGs *(5 mins)*
	
	    ● **Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA
	
	    ● Video on Curriculum on Governance for the SDGs

09:10-10:20	**Session 1: Implementation Progress of the 2030 Agenda for Sustainable Development in Indonesia**
	
	Moderator: Mr. Daddan Sidqul Anwar, Senior Policy Analyst, NIPA, Indonesia
	
	Fostering SDGs localization through strengthening the capacities of national and local authorities to accelerate the implementation of the 2030 Agenda *(15 mins)*
	
	    ● **Ms. Sara Libera Zanetti,** Sustainable Urban Development Advisor, Sustainable Urban Development Section, ESCAP (online)
	
	Linking the 2030 Agenda with National Development Planning- Opportunities for Synergy and Collaborative Implementation and Localization *(15 mins)*
	    ● **Mr. Pungkas Bahjuri Ali, PhD,** Ministry of National Development Planning/Bappenas, Indonesia
	
	United Nations Sustainable Development Cooperation Framework (2026-2030) Indonesia

	● **Mr. Matthew David Johnson-Idan,** Head of UN Resident Coordinator Office, Indonesia *(15 mins)* **Q&A Discussion** *(30 mins)*
10:20-10:30: Health Break	
10:30-12:00	**Session 2: Effective National to Local Governance for SDG Implementation** **From Principle to Practice: The Strategic Role of Subsidiarity in Achieving the Sustainable Development Goals** ● **Ms. Saras Jagwanth,** Inter-Regional Adviser, DPIDG/UN DESA **Activity on Governance Self-Assessment** ● **Facilitator: Mr. Prabin Maharjan,** Programme Management Expert, UN-POG/DPIDG/UN DESA
12:00-13:00: Lunch Break	
13:30-14:45	**Session 3: Multi-level Governance for SDG Localization** **Moderator: Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA **Analytical framework on Multi-level Governance for SDG localization** *(15 mins)* ● **Mr. Pietro Ceppi,** Associate Programme Officer, UN-Habitat (online) **Institutionalizing SDG Localization in Multi-Level Governance Settings** *(15 mins)* ● **Ms. Juliaty Ansye Sopacua,** Senior Advisor for Programme Integration and Development Analyses, UNDP Indonesia **Innovations in Supporting Multi-level Approaches to SDG Localization** *(15 mins)* ● **Ms. Shom Teoh,** Programme Manager of Sustainable Cities, Institute for Global Environmental Strategies (IGES) (online) **Q&A Discussion** *(30 mins)*
14:45-15:00: Health Break	
15:00-16:30	**Activity on Vertical Integration for SDG Implementation using Cross-cutting Analysis** *(90 mins)* **Facilitator: Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA
16:30-16:40	***Wrap-up & Reflection*** ● **Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA
12 November 2025	
Time	**Agenda**
08:00-08:30	**Good Morning** ● Check-in ● Guest speakers log on to the Zoom meeting room by 15 minutes before the start of the Workshop for final connection check.

08:30-09:45	**Master of Ceremony**: **Mrs. Keisha,** NIPA **Session 4: Enabling Effective Multi-Stakeholder Partnerships for the SDGs at the Local Level** **Moderator: Mrs. Shinta Dame,** NIPA **Strengthening Stakeholder Engagement for Accelerating the SDG Implementation at the National and Local Level in Indonesia** *(24 mins)* ● **Mr. Siprianus Bate Soro,** Assistant Resident Representative & Head of Democratic Governance Unit, UNDP Indonesia *(12 mins)* ● **Mr. Eddy Henry,** Head of Policy and Advocacy, Tanoto Foundation Representative *(12 mins)* **Multi-stakeholders Partnership to Achieve SDGs in Hawaii: Aloha+ Challenge program** ● **Ms. Samantha Happ,** Network Director, Hawai'i Green Growth, Managing Director, Local2030 Islands Network (online) *(12 mins)* **City-to-City Partnerships to Localize SDGs** ● **Ms. Aniessa Delima Sari,** Programme Manager, UCLG ASPAC *(12 mins)* **Q&A Discussion** *(30 mins)*
09:45-11:00	**Activity on Setting up a Stakeholder Engagement Plan** *(75 mins)* **Facilitator: Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA
11:00-11:15: Health Break	
11:15-12:30	**Session 5: Financing for SDG Localization** *(75 mins)* **Moderator: Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA **Strengthening Local Finance through Integrated National Financing Frameworks for Effective SDG Localization** *(15 mins)* ● **Mr. Daniel Platz,** Senior Economic Affairs Officer, Financing for Sustainable Development Office (FSDO)/UN DESA (Video Presentation) **Bridging the SDG Financing Gap with the Support of Innovative Financing Instruments** *(15 mins)* ● **Ms. Nila Murti,** Head of Financing for Development Unit, UNDP Indonesia **Financing Mechanisms for SDG Localization in Indonesia through Integrated Local Financing Framework** *(15 mins)* ● **Mr. Luhur Fajar,** Project Development and Matchmaking Specialist, National SDGs Secretariat, Ministry of National Planning, Indonesia **Q&A Discussion** *(30 mins)*
12:30-13:30: Lunch Break	
13:30-15:00	**Activity on Financing for SDG Localization** *(90 mins)*

	Facilitator: Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA
	15:00-15:20: Health Break
15:20-16:35	**Session 6: Data Governance and Data Management for M&E at the Local Level** **Moderator: Mr. Muzani Mansoer,** Senior Policy Analyst, NIPA **Monitoring and Evaluation: How to measure progress of the SDGs implementation at the local level?** *(15 mins)* ● **Mr. Gantjang Amannullah,** Monitoring and Evaluation Manager of the National SDG Secretariat of the Ministry of National Development Planning/Bappenas **The Role of AI in Monitoring and Evaluating the Sustainable Development Goals** *(15 mins)* ● **Mr. Ashish Narayan,** Programme Coordinator, ITU Regional Office for Asia and the Pacific (Online) **Accelerating AI Adoption to Support the Vision of Golden Indonesia 2045 and the 2030 Agenda for Sustainable in Indonesia** *(15 mins)* ● **Mr. Arief Kusuma,** Director of Business Development, KORIKA **Q&A Discussion** *(30 mins)*
16:35-16:40	*Wrap-up & Reflection* ● **Mr. Amrillah M,** NIPA
	13 November 2025
Time	**Agenda**
08:00-08:30	**Good Morning** ● Check-in ● Guest speakers log on to the Zoom meeting room 15 minutes before the start of the Workshop for a final connection check.
08:30-09:45	**Master of Ceremony**: **Mrs. Keisha,** NIPA **Session 7: Monitoring, Evaluation and Reporting of the SDGs at the Local Level** **Moderator: Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA **Contributions of Voluntary Local and Subnational Reviews to the Voluntary National Review Process** *(5 mins)* ● **Mr. Jürgen Gafke,** Senior Programme Management Officer, Division for Sustainable Development Goals, UN DESA (Video) **Jakarta Voluntary Local Review 2024 - Building a Liveable and Sustainable Global City** *(10 mins)* ● **Mr. Andhika Ajie,** CEO of the Center for Research and Innovation at the Regional Development Planning Agency of Jakarta City Government **Activity on Conducting a Voluntary Local Review** *(60 mins)* **Facilitator: Mr. Hendra Adi Susila,** Capacity Development and Learning Coordinator, UCLG ASPAC

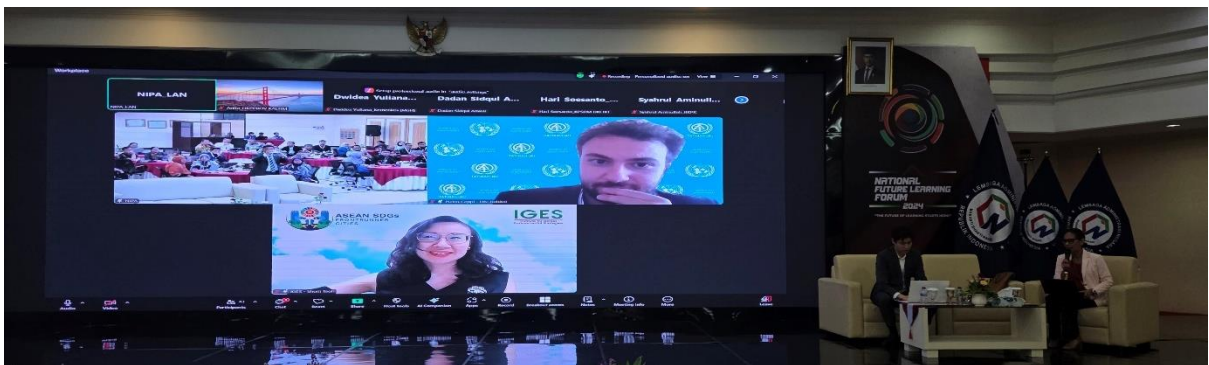|	
09:45-10:00: Health Break	

10:00-11:20	**Developing an Action Plan for Accelerating Change**
	
	Facilitator: Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA
	
	<u>Group Activity</u>:
	
	   ● **Participants and facilitators** *(60 mins)*
	   ● **Report back** *(20 mins)*

11:20-11:40	**Presentation of Roadmap: Way Forward and Replication of the Workshop** *(10 mins)* ● **Mr. Muzani Mansoer,** Senior Policy Analyst, NIPA **Reflection from the participants** *(10 mins)*

11:40-12:00	**Closing Session**
	
	Master of Ceremony: **Mrs. Keisha,** NIPA
	
	   ● **Appreciation ceremony (certificate awarding) (15 mins)**
	Closing Remarks
	
	   ● **Mr. Changseob Han,** Head of Office, UNPOG/DPIDG/UN DESA
	   ● **Mr. Seno Hartono,** Director of Advocacy and Policy Performance Development, NIPA

Annex 4 – Media Coverage

- 3 Main Priorities for Accelerating the Achievement of SDGs Targets in Indonesia https://www.viva.co.id/bisnis/1861432-3-prioritas-utama-percepatan-pencapaian-target-sdgs-di-indonesia#goog_rewarded 14/11

- Indonesia Still Faces the Challenge of Achieving the 2030 SDGs, What is the Solution? https://www.merdeka.com/uang/indonesia-masih-hadapi-tantangan-mencapai-tujuan-sdgs-2030-apa-solusinya-494299-mvk.html 14/11

- Realizing SDGs 2030, LAN Strengthens Governance at the Central and Regional https://nasional.sindonews.com/read/1644081/15/wujudkan-sdgs-2030-lan-perkuat-tata-kelola-pemerintahan-di-pusat-dan-daerah-1763093492

- Indonesia's SDG 2030 Target Is Crucial, Governance Needs to Be Strengthened https://www.metrotvnews.com/read/NLMCJaql-target-sdg-s-2030-indonesia-krusial-tata-kelola-pemerintahan-perlu-diperkuat

- Generation Y Dominates the Number of ASN, This Is What Is Highlighted to Boost the Quality of https://www.viva.co.id/berita/nasional/1861703-generasi-y-dominasi-jumlah-asn-ini-yang-disoroti-guna-genjot-kualitas?utm_source=viva_android_app&utm_medium=share_button&utm_campaign=share_content

- Indonesia is Now in a Crucial Phase Towards the 2030 SDGs Target https://www.liputan6.com/bisnis/read/6211758/indonesia-kini-di-fase-krusial-menuju-target-sdgs-2030

- Central and Regional Government Governance Strengthened to Achieve the 2030 SDGs Target https://m.tribunnews.com/nasional/7754461/tata-kelola-pemerintah-pusat-dan-daerah-diperkuat-untuk-capai-target-sdgs-tahun-2030

Annex 6 – Snaps of the Workshop

Training of Trainers (TOT) Workshop on Effective National to Local Governance for Sustainable Development Goals (SDGs) Implementation in Indonesia

United Nations Project Office on Governance
Division for Public Institutions and Digital Government
United Nations Department of Economic and Social Affairs