



**Mid-term Evaluation of IKI project “Innovation
Regions for a Just Energy Transition (IKI JET)”
(22_I_418_Global_G_Innovation Regions for Just
Transition)**

Evaluation Report

info@arepo-consult.com
www.arepo-consult.com

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Dr. Christine Wörten

Karolin Kölling

Joni Kasim

Carlotta Theye



Arepo GmbH

Albrechtstraße 22

10117 Berlin

Tel.: +49 30 220 124 48

E-Mail: info@arepo-consult.com

AREPO GmbH | Registered Office: Berlin

Managing Directors: Dr. Christine Wörten

Registered at: Amtsgericht Charlottenburg, Berlin | Registration No.: HRB 219 349 B

VAT.-ID: DE 332 314 373

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Abbreviations

APHEDA	Union Aid Abroad – APHEDA
BAPPEDA	Regional Development Planning Agency (Indonesia)
BAPPENAS	Ministry of National Development Planning (Indonesia)
BMWK	Federal Ministry for Economic Affairs & Climate Action
CAN I	Climate Action Network International
CANSEA	Climate Action Network South-East Asia
CAT	Climate Action Tracker
CBA	Collective Bargaining Agreement
CBO	Community-based Organization
COP	Conference of the Parties (UN climate summit)
CoP	Community of Practice
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DEDT	Mpumalanga Dept. of Economic Development & Tourism
DG INTPA	Directorate General for International Partnerships (DG INTPA)
EC	European Commission
EGAT	Electricity Generating Authority of Thailand
EU	European Union
FGDs	Focus Group Discussions
GDP	Gross Domestic Product
GHG	Greenhouse gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IEA	International Energy Agency
IESR	Institute for Essential Services Reform
IFC	International Finance Corporation
IISD	International Institute for Sustainable Development
IKI	International Climate Initiative
ILO	International Labour Organization
INTPA	Directorate-General for International Partnerships (EC)

ITUC	International Trade Union Confederation
JET	Just Energy Transition
JETP	Just Energy Transition Partnership
KSBSI	Confederation of Indonesian Prosperity Trade Union
KSPI	Confederation of Indonesian Workers' Unions
LNG	Liquefied Natural Gas
LNOB	Leave No One Behind principle
MEMR	(Indonesian) Ministry of Energy & Mineral Resources
MOIT	Ministry of Industry & Trade (Viet Nam)
MTE	Mid-term evaluation
MW	Megawatt
PA	Paris Agreement
PLN	Perusahaan Listrik Negara (Indonesia's state utility)
PS	Performance Standard (IFC)
RCF	Regional Consultation Forum
RE	Renewable Energy
RPJPD	Rencana Pembangunan Jangka Panjang Daerah (provincial long-term plan)
SDG	Sustainable Development Goal
SI	Standard Indicator(s)
UNFCCC	United Nations Framework Convention on Climate Change
WI	Wuppertal Institut für Klima, Umwelt, Energie gGmbH
WP	Work Package
YMH	Yayasan Mitra Hijau (local NGO sub-grantee)
ZUG	Zukunft – Umwelt – Gesellschaft gGmbH

Summary

The mid-term evaluation (MTE) of the "Innovation Regions for a Just Energy Transition" (IKI JET) project provides critical insights into the progress and challenges of the initiatives under Germany's International Climate Initiative (IKI). Conducted between January and August 2025, this evaluation assesses the relevance; effectiveness; planning, steering and coherence; transformational impact and sustainability; as well as the IKI safeguards and standard indicators of the project in a formative way, with a view to potential changes in enhancing the project in the second half of its implementation period. This summary distills the key findings, evaluation methodology, and strategic recommendations, providing a concise overview for stakeholders involved in implementation and oversight of this project.

Project Description

The project addresses the heavy economic dependence on coal in specific regions within its seven partner countries. National or global plans to exit coal bring about significant economic disruption in these areas but offer environmental and health benefits. The project works to support these coal-reliant regions in transitioning toward clean development alternatives.

The project runs from April 2022 to January 2027, with funding from IKI and the European Commission, totaling nearly €24.5 million. It has three main components: a global/interregional component, and country-specific components for Indonesia and Colombia. The project uses a multilevel, multistakeholder approach, coordinated by GIZ. Consortium partners are the International Labour Organization (ILO), Wuppertal Institute (WI), Climate Action Network International (CAN I), the International Institute for Sustainable Development (IISD), and two trade union-affiliated technical assistance organizations (Solidarity Center and APHEDA), ensuring representation of and access to governments, labor, and civil society.

The project targets government bodies, utilities, businesses, civil society, trade unions, and academic institutions in seven countries overall, facing different Just Energy Transition (JET) challenges: Indonesia remains a major global coal exporter and relies heavily on coal for electricity, despite net-zero pledges. Policy implementation is weak, and coal use is still rising. Colombia, a major exporter, is making the Just Energy Transition central to its policy but faces economic sensitivities. Chile aims to retire most coal plants by 2025 but may offset climate gains with increased fossil gas. Viet Nam and Mongolia remain coal-dependent without specific phase-out plans. Thailand is in the process of closing its last remaining coal mine and the related power generation. South Africa's transition is the most advanced with respect to the JET process, but coal and fossil gas use are still rising.

The project seeks to overcome the perceived dilemma between climate, economic, and social goals through a collaborative, multi-level approach. It aims to build capacity for inclusive, technically sound JET strategies (building on i.e. the ILO Just Transition Guidelines), and for adapting international best practices to local needs. Subnational work combines institutional support for official planning with practical grassroots economic diversification and skills training. The interregional component promotes knowledge exchange and policy dialogue between national and regional stakeholders from different countries. The target group comprises administrations, labor unions and community leaders. The ultimate beneficiaries are the affected communities in the coal regions, including women and vulnerable groups. The Theory of Change assumes that by facilitating a dialogue that aligns climate

policy narratives with economic and social goals, the project provides economic development and empowerment opportunities and mitigates environmental, health, and social risks through a multi-level, collaborative approach. It enables stakeholders to plan and implement just energy transition strategies tailored to local needs, while facilitating knowledge exchange and international policy dialogue. In Indonesia and Colombia, the project supports both institutional and practical pathways, developing regional JET strategies, piloting green economic alternatives, and enhancing skills for a low-carbon economy.

There are eight key outputs: three from the interregional component (international network, policy dialogue, Knowledge Hub), four the Country Component Indonesia (regional forums, policy advice, transformational measures, national dialogues), and one the Country Component Colombia (energy communities). Progress varies, with some milestones delayed (like official meetings and stakeholder inclusion in Indonesia), but other activities like study tours, trainings, and knowledge products are in advanced stages of implementation.

Evaluation Objectives

The main objective of this MTE is to assess the status of implementation, the achievement of objectives, and the challenges faced by the IKI JET project across the following evaluation criteria: relevance; planning and steering, coherence; effectiveness; transformational impact and sustainability; adequacy of social and environmental safeguards and compliance with IKI standard indicators. The findings from the MTE inform strategic direction and operational adjustments of the IKI JET projects. For GIZ, the German ministry, the European Commission, the IKI office at Zukunft – Umwelt – Gesellschaft gGmbH (ZUG) and the consortium, the evaluation provides a comprehensive assessment of the project's success to date and offers recommendations on how to address the challenges within project implementation identified. For the Indonesian government, particularly BAPPENAS, the evaluation offers an external perspective on how well the project aligns with national strategies and priorities.

Methodology

The evaluation employed a robust, theory-based mixed-methods approach to ensure a comprehensive and nuanced understanding of the project's performance. This approach involved a combination of qualitative and quantitative methods, including document analysis, internet research, interviews, and workshops. A key aspect of the methodology was the reconstruction of the project's Theory of Change (ToC). The reconstructed ToC provides a more detailed and accurate depiction of the causal links between the project activities, outputs, and outcome, allowing for a deeper analysis of its logical coherence and effectiveness.

Evidence was gathered from a wide range of sources to validate findings, including project internal documents, interviews, and validation with general literature and internet sources. The evaluation team conducted a total of 66 interviews and focus group discussions (FGDs), with stakeholders from Indonesia during a 2-week field mission, and remote interviews in Germany as well as several other countries, including representatives from GIZ and the consortium partners, as well as political partners. These interviews provided rich qualitative data, which was supplemented by quantitative analysis drawn from project documents and reports as well as internet-based research on specific aspects.

The evaluation process was iterative, involving multiple rounds of data collection, triangulation, analysis, and validation. This approach ensured that the findings were not only evidence-based but also reflective of the complex realities faced by the projects. The evaluation findings were discussed extensively with the project team to ensure that the conclusions and recommendations were based on correct facts.

Main Findings per Evaluation Criterion

Relevance: Overall, the high alignment with national and regional (diversification and coal exit) priorities and the global discourse on coal phase-out are outstanding strengths of this project. The project is highly relevant in regional contexts where it is clear that a coal exit will take place, either due to political decisions, or due to techno-economic factors (e.g., mine depletion). These are typically region-specific and pose significant challenges for the local decision makers. The knowledge offers of the interregional component in particular respond well to the needs of the subnational target group for guidance and connectivity. These decision makers, their national counterparts as well as labor leaders find the project extremely relevant. Connecting them to stakeholders in similar situations in other countries helps them understand that they are not the only ones facing the challenge. The Indonesia component has demonstrated that these groups can benefit very well from local capacity building measures and from access to international best practice if the project can reach them.

The core problem of coal dependence cannot be addressed by the project, but the project lays relevant foundations for a coal phase-out. The affected communities can benefit significantly from the project. This includes organized workers and trade unions who are strengthened by the project to receive a seat at the table and use tools like Collective Bargaining Agreements to ensure provisions for workers under coal exit scenarios. The project offers upskilling for workers, as well as for government agencies. It also works with communities on the diversification of their development plans and business models to diversify income sources. In Indonesia, the project is working towards institutionalizing Regional Consultation Forums to discuss and structure the JET process in a participatory manner.

Overall, evidence gathered through interviews, stakeholder workshops, and document reviews indicates that the project robustly responds to relevant global thematic policies and agreements, including the Paris Agreement, the Sustainable Development Goals, the COP26 Just Transition Declaration, and the ILO's Just Transition Guideline. Its strategic alignment with these frameworks is a noteworthy characteristic but there is room for an even better fit by taking a stronger gender-transformative approach, as a comparison of JET concepts demonstrates that gender and equity are important dimensions linking all JET concepts. The project has been designed in a gender-responsive manner in line with the IKI Gender Strategy.

Planning, Steering, and Coherence: The project features comprehensive planning with detailed operational frameworks, annual plans, and gender analyses, but has faced challenges in monitoring at the activity level. Steering is supported by established governance and coordination mechanisms, though improvements are suggested in internal communication, role clarity, and responsiveness to local operational challenges, with recent progress noted in inclusivity and collaboration. The project is implemented in a gender-responsive fashion.

Project steering demonstrates strengths in results-based management, monitoring, and gender inclusivity. However, due to the size and complexity, these are met with limits, and challenges remain in internal communication, role clarity, and responsiveness. Consortium partners are advocating for

more transparency, joint activities, synchronization of activities, strategic guidance among consortium partners and more unified messaging specifically in the Indonesia component.

Each consortium partner is assigned a specific target group to work with, and specific tasks, and brings specific capacities to the table. The division of tasks does not fully reflect the consortium partner's organizational strengths (Learning Question). Specifically, the delivery of technical assistance on community level is difficult to organize for global non-governmental federations.

Effectiveness: The project logic implements closely the ILO JET principles and is still applicable. It works well in situations with amenable preconditions. Among these are a politically decided or at least generally accepted joint understanding that the regional coal economy is phasing down. Two additional preconditions for effectiveness of this specific ToC and the specific JET concept relate to the presence of CSOs and labor unions. For situations in which these three conditions are present, the project can provide targeted support to coal regions upon demand in the context of the country-specific measures and leverage cross-learning effectively. In situations where there is no consensus on the (local) end of coal and/or workers and civil society cannot be accessed, the project will not be able to gain full traction, and other approaches might be more suited. Country components in which all consortium partners participate can be extremely effective, as is demonstrated in Indonesia.

The global component enables sustainable transfer of the discussions to the respective countries for those who are participating in the project (Learning Question). The country selection is also crucial for the ability of the regional and national stakeholders to utilize the learnings and offers of the interregional component – where the preconditions apply (coal exit is clear, workers and communities can be reached by consortium members) country stakeholders can share learning experiences very well, specifically within the Communities of Practice.

Transformational Impact and Sustainability: The IKI JET project has considerable potential to contribute meaningfully towards transformational change. The project's approach, which integrates socio-economic transition, institutional capacity-building, and inclusive governance, positions it effectively to foster large-scale, systemic change within Indonesia's coal-dependent regions. The project is fully integrated into a broader theory of climate compatible transformation, as indicated by its title even if it will not lead to GHG savings. Yet, the transformation of socioeconomic systems leads to significant cobenefits. Negative impacts are not expected and so far, also not observable.

Transformational impact refers to large-scale, lasting change that extends beyond project timelines and is often not directly observable during mid-term evaluations. The IKI therefore uses "abilities" that the project works towards to assess the transformation-readiness of resulting social systems. They include the ability to manage complex systems, to facilitate, to address multiple dimensions, to shape social change, and to leverage reciprocity and justice. The project performs exceptionally well on each of these aspects. The transformational approach of the project is very broad and reflected in several of the project activities. The project does not work in a gender-transformative fashion.

The project also works towards some structural and sustained changes on the ground, including the institutionalized Regional Consultation Forum's (RCFs) in Indonesia. Several of the structures installed by the project, such as the JET Knowledge Hub and the thematic and geographic communities of practice, will be able to provide important services on JET in the future, but their sustainability will most likely depend on access to further funding.

Safeguards: Safeguards were extensively discussed in project design. No specific mitigation measures were planned, but mitigation was generally built into the project activities. This approach is also

reflected in the reporting process. Safeguard practices should be reviewed for consistency and completeness in light of e.g., bioenergy projects that have not been included in the original risk assessment.

IKI Standard Indicators: The IKI Standard Indicators do not reflect the gist of the project. The project will not lead to greenhouse gas reductions, or related policies. Instead, it will help prepare for and mitigate the consequences of socio-economic challenges from coal exits, but not create policies that limit climate emissions, which means that the associated Standard Indicator cannot measure the project's contribution. Similarly, the capacity building indicator is formulated with respect to people's capacity to address climate change, and thus, strictly speaking only partly captures capacity building measures of this project. Some methodological challenges with the measurement protocols also persist.

Main Recommendations

The evaluation provides recommendations to GIZ, the consortium, and the donors. Operationally in the next phase, the project should start a Community of Practice on Gender and Just Energy Transition and revise the Standard Indicator reporting. GIZ should improve the internal communication in the consortium so that the partners are better informed about the individual work packages and progress. Enhanced monitoring, including more reporting on the activity level, is recommended as one avenue to this.

For the project to leverage its full potential, it should strive to implement the multi-stakeholder structure in as many situations as possible. Specifically in the country's activities, the consortium approach should be fully implemented, not only because it conforms to the ILO JET concept but also because it provides better access to a larger number of relevant stakeholders. In addition, the consortium partners should collaborate more intensely and implement jointly rather than alongside each other.

The evaluation also recommends employing a stronger push for innovation. Beyond the gamification approach which has already been tested in the project, two suggestions of the evaluation team are to develop and test new (IT) tools for online Communities of Practice and Knowledge Hub. For the next phase, the Consortium partners should develop and propose some gender-transformative approaches, as all JET concepts emphasize the relevance of gender and the IKI Gender Strategy is favoring gender-transformative approaches. These are often difficult to conceive and implement but there might be a window of opportunity in this project.

The Consortium should develop in close collaboration with ZUG a differentiated exit strategy for each Output of this project. It is highly recommended to sustain the Knowledge Hub and the Communities of Practice. Country components with a multistakeholder approach should be continued in places with amenable preconditions (coal exit is consensus, workers can organize, communities are accessible).

In a future project, the consortium should include private sector representation more systematically: The diversification of business models and revenue streams is also an option for coal companies. Including the private sector seems to be the next level in the conversation.

Zusammenfassung

Diese Mid-term Evaluierung (MTE) des Projekts „Innovationsregionen für eine gerechte Energiewende“ (IKI JET) liefert wichtige Erkenntnisse über die Fortschritte und Herausforderungen der Initiativen im Rahmen der Internationalen Klimaschutzinitiative (IKI) Deutschlands. Die zwischen Januar und August 2025 durchgeführte Evaluierung bewertet das Projekt nach Relevanz, Wirksamkeit, Planung, Steuerung und Kohärenz, transformative Wirkung und Nachhaltigkeit sowie der Anwendung der IKI-Safeguards und IKI-Standardindikatoren auf formative Weise, mit Blick auf mögliche Verbesserungen in der Projektumsetzung in der zweiten Hälfte seiner Laufzeit. Die vorliegende Kurzzusammenfassung erläutert die wichtigsten Ergebnisse, die Bewertungsmethodik und die strategischen Empfehlungen zusammen und bietet einen prägnanten Überblick für die an der Umsetzung und Steuerung beteiligten Akteure, aber auch für die Ministerien sowie die breite Öffentlichkeit.

Projektbeschreibung

Das Projekt befasst sich mit der starken wirtschaftlichen Abhängigkeit von Kohle in bestimmten Regionen innerhalb der sieben Partnerländer, in denen das Projekt umgesetzt wird. Nationale oder globale Pläne zum Ausstieg aus der Kohle führen in diesen Gebieten zu erheblichen wirtschaftlichen Verwerfungen, bieten jedoch Vorteile für die Umwelt und die Gesundheit. Das Projekt unterstützt die Menschen in den kohleabhängigen Regionen beim Übergang zu sauberen Entwicklungsalternativen.

Mit einer Projektlaufzeit von April 2022 bis Januar 2027 wird es von der IKI und der Europäischen Kommission mit insgesamt fast 24,5 Millionen Euro finanziert. Es umfasst drei Hauptkomponenten: eine globale/interregionale Komponente und länderspezifische Komponenten für Indonesien und Kolumbien. Das Projekt verfolgt einen multi-ebenen-, multi-stakeholder-Ansatz. Konsortialpartner sind neben dem Konsortialführer Deutsche Gesellschaft für Internationale Zusammenarbeit gGmbH (GIZ) die Internationale Arbeitsorganisation (ILO), das Wuppertal Institut (WI), das Climate Action Network International (CAN I), das International Institute for Sustainable Development (IISD) und zwei gewerkschaftsnahe Organisationen für internationale Zusammenarbeit (Solidarity Center und APHEDA). Jede dieser Organisationen bringt spezifische Zugänge zu bestimmten Stakeholdergruppen, die neben den Regierungen der Partnerländer auch die Zivilgesellschaft, den Privatsektor sowie die Gewerkschaften umfassen.

Das Projekt richtet sich an Regierungsstellen, Unternehmen, die Zivilgesellschaft, Gewerkschaften und akademische Einrichtungen in insgesamt sieben Ländern, die mit unterschiedlichen Herausforderungen im Bereich der gerechten Energiewende (Just Energy Transition, JET) konfrontiert sind: Indonesien ist nach wie vor ein wichtiger globaler Kohleexporteur und trotz seiner Netto-Null-Emissions-Ziele stark von Kohle für die Stromerzeugung abhängig. Die Umsetzung der Politik ist wenig fortgeschritten, und der Kohleverbrauch steigt trotz aller Ankündigungen nach wie vor an. Kolumbien, ebenfalls ein wichtiger Exporteur, stellt unter der aktuellen Regierung eine gerechte Energiewende in den Mittelpunkt seiner Politik, sieht sich jedoch mit wirtschaftlichen Sensibilitäten konfrontiert. Chile strebt an, die meisten Kohlekraftwerke bis 2025 stillzulegen, weist jedoch ebenfalls einen erhöhten Verbrauch fossiler Brennstoffe auf, der die Emissionsreduktion zunichte machen könnte. Vietnam und die Mongolei sind weiterhin von Kohle abhängig und haben keine konkreten Pläne für einen nationalen Ausstieg. Thailand ist dabei, seine letzte verbliebene Kohlemine und die damit verbundene Stromerzeugung stillzulegen. Südafrika ist in Bezug auf den JET-Prozess am weitesten fortgeschritten, aber der Verbrauch von Kohle und fossilen Brennstoffen steigt auch hier weiterhin an.

Das Projekt zielt mit seinem kooperativen und dialogorientierten Ansatz darauf ab, das vermeintliche Dilemma zwischen klimatischen, wirtschaftlichen und sozialen Zielen zu überwinden. Es soll Kapazitäten für inklusive, technisch fundierte „JET“-Strategien (aufbauend auf den Leitlinien der ILO für eine Just Transition) schaffen, und dafür internationale Best Practices an lokale Bedürfnisse anpassen. Die Arbeit auf subnationaler Ebene (insbesondere in Indonesien) verbindet eine institutionelle Unterstützung für die subnationale Regierungsplanung mit praktischer Unterstützung bei der wirtschaftlichen Diversifizierung und Qualifizierungsmaßnahmen für die Bevölkerung. Die interregionale Komponente fördert den Wissensaustausch und den politischen Dialog zwischen nationalen und regionalen Teilnehmern aus verschiedenen Ländern, darunter Verwaltungen, Gewerkschaften und führende Köpfe der lokalen Ebene. Die letztendlichen Nutznießer sind die betroffenen Gemeinden in den Kohleregionen, darunter Frauen und schutzbedürftige Gruppen. Die Theory of Change des Projektes geht davon aus, dass das Projekt durch die Förderung eines Dialogs es schafft, klimapolitische Narrative mit wirtschaftlichen und sozialen Zielen in Einklang zu bringen. Dabei bietet es wirtschaftliche Entwicklungs- und Empowerment-Möglichkeiten und federt mit diesem Multi-Ebenen-Ansatz Umwelt-, Gesundheits- und soziale Risiken lokal ab. Es ermöglicht den Akteuren, auf die lokalen Bedürfnisse zugeschnittene Strategien für eine gerechte Energiewende zu planen und umzusetzen, und fördert gleichzeitig den Wissensaustausch und den internationalen politischen Dialog.

Das Projekt ist in acht Outputs strukturiert. Drei bilden die interregionale Komponente (internationales Netzwerk, politischer Dialog, Wissenszentrum), und vier die Länderkomponente Indonesien (regionale Foren, politische Beratung, Transformationsmaßnahmen, nationale Dialoge). Durch das letzte Änderungsangebot wurde der achte Output in Form der Länderkomponente Kolumbien (Energiegemeinschaften) ergänzt. Die Implementierungsfortschritte sind uneinheitlich, da einige Meilensteine verzögert sind (wie offizielle Treffen und die Einbeziehung von bestimmten Zielgruppen in Indonesien), während andere Aktivitäten wie Studienreisen, Schulungen und Wissensprodukte sich in einem fortgeschrittenen Stadium der Umsetzung befinden.

Evaluierungsziele

Das Hauptziel dieser MTE ist es, den Stand der Umsetzung, die Erreichung der Ziele und die Herausforderungen des IKI-JET-Projekts anhand der folgenden Bewertungskriterien zu bewerten: Relevanz, Planung und Steuerung, Kohärenz, Wirksamkeit, transformative Wirkung und Nachhaltigkeit, Angemessenheit der sozialen und ökologischen Safeguards und Einhaltung der IKI-Standardindikatoren. Die Ergebnisse der MTE fließen in die strategische Ausrichtung und operative Anpassungen des Projektes ein. Für die GIZ, das deutsche Ministerium, die Europäische Kommission, das IKI-Büro bei Zukunft – Umwelt – Gesellschaft gGmbH (ZUG) und das Konsortium bietet die Evaluierung eine umfassende Bewertung des bisherigen Projekterfolgs und gibt Empfehlungen, wie die bei der Projektumsetzung identifizierten Herausforderungen angegangen werden können. Für die indonesische Regierung, insbesondere BAPPENAS, bietet die Evaluierung eine externe Perspektive darauf, inwieweit das Projekt mit den nationalen Strategien und Prioritäten übereinstimmt.

Methodik

Die Evaluierung verwendete einen robusten, theoriegeleiteten Mixed-Methods-Ansatz, um ein umfassendes und differenziertes Verständnis der Projektleistung zu gewährleisten. Dieser Ansatz umfasste eine Kombination aus qualitativen und quantitativen Methoden, darunter Dokumentenanalyse, Internetrecherche, Interviews und Workshops. Ein zentraler Aspekt der Methodik war die Rekonstruktion

der Theory of Change (ToC) des Projekts. Die rekonstruierte ToC liefert eine detailliertere und genauere Darstellung der kausalen Zusammenhänge zwischen den Projektaktivitäten, den Outputs und den Ergebnissen und ermöglicht so eine tiefere Analyse ihrer logischen Kohärenz und Wirksamkeit.

Zur Validierung der Ergebnisse wurden Belege aus einer Vielzahl von Quellen gesammelt, darunter interne Projektdokumente, Interviews und Validierungen anhand von allgemeiner Literatur und Internetquellen. Das Bewertungsteam führte während einer zweiwöchigen Feldmission insgesamt 66 Interviews und Fokusgruppendifkussionen (FGDs) mit Stakeholdern aus Indonesien sowie Ferninterviews in Deutschland und mehreren anderen Ländern durch, darunter Vertreter der GIZ und der Konsortialpartner sowie der Partnerregierungen. Diese Interviews lieferten reichhaltige qualitative Daten, die durch quantitative Analysen aus Projektdokumenten und -berichten und eine Umfrage sowie durch internetbasierte Recherchen zu bestimmten Aspekten ergänzt wurden. Der Evaluierungsprozess war iterativ und umfasste mehrere Runden der Datenerhebung, Triangulation, Analyse und Validierung. Dieser Ansatz stellte sicher, dass die Ergebnisse nicht nur evidenzbasiert waren, sondern auch die komplexen Realitäten widerspiegeln, mit denen die Projekte konfrontiert waren. Die Evaluierungsergebnisse wurden ausführlich mit dem Projektteam diskutiert, um sicherzustellen, dass die Schlussfolgerungen und Empfehlungen auf korrekten Fakten beruhen.

Wichtigste Ergebnisse pro Bewertungskriterium

Relevanz: Insgesamt sind die hohe Übereinstimmung mit nationalen und regionalen Prioritäten (Diversifizierung und Kohleausstieg) sowie der globale Diskurs über den Kohleausstieg herausragende Stärken dieses Projekts. Das Projekt ist in regionalen Kontexten, in denen es klar ist, dass ein Kohleausstieg aufgrund politischer Entscheidungen oder aufgrund techno-ökonomischer Faktoren (z. B. Erschöpfung der Vorkommen, Rentabilität) stattfinden wird, von hoher Relevanz. Diese Faktoren und insbesondere auch die ökonomische Abhängigkeit von der Kohle sind in der Regel regionenspezifisch und stellen die lokalen Entscheidungsträger vor erhebliche Herausforderungen. Insbesondere die Informationsangebote der inter-regionalen Komponente entsprechen hier gut den Bedürfnissen der subnationalen Zielgruppe nach Orientierung und Vernetzung. Diese Entscheidungsträger, ihre Kollegen auf nationaler Ebene und auch die Gewerkschaftsführer halten das Projekt für äußerst relevant. Die Vernetzung mit Akteuren in ähnlichen Situationen in anderen Ländern hilft ihnen zu verstehen, dass sie nicht die einzigen sind, die vor dieser Herausforderung stehen. Die Komponente in Indonesien hat gezeigt, dass diese Gruppen sehr gut von lokalen Maßnahmen zum Kapazitätsaufbau und vom Zugang zu internationalen Best Practices profitieren können, wenn das Projekt sie erreicht.

Das Kernproblem der Kohleabhängigkeit kann durch das Projekt nicht gelöst werden, aber das Projekt legt relevante Grundlagen für einen Kohleausstieg. Die betroffenen Gemeinden können erheblich von dem Projekt profitieren. Dazu gehören organisierte Arbeitnehmer und Gewerkschaften, die durch das Projekt gestärkt werden, um einen Platz am Verhandlungstisch zu erhalten und Instrumente wie Tarifverträge zu nutzen, um Schutz für Arbeitnehmer im Rahmen von Kohleausstiegsszenarien sicherzustellen. Das Projekt bietet Weiterbildungsmaßnahmen für Arbeitnehmer sowie für Regierungsbehörden an. Es arbeitet auch mit lokalen Gemeinschaften und Kommunen an der Diversifizierung von Entwicklungsplänen und an Geschäftsmodellen, die die Einkommensquellen diversifizieren können. In Indonesien arbeitet das Projekt daran, Regionale Konsultationsforen (RCF) zu institutionalisieren, um den JET-Prozess dort partizipativ zu diskutieren und zu strukturieren.

Insgesamt deuten die durch Interviews, Stakeholder-Workshops und Dokumentenprüfungen gesammelten Erkenntnisse darauf hin, dass das Projekt mit den relevanten globalen Vereinbarungen im Einklang steht,

darunter das Pariser Abkommen, die Ziele für nachhaltige Entwicklung, die COP26-Erklärung zur gerechten Transition und die Leitlinien der ILO zum gerechten Strukturwandel. Die strategische Ausrichtung auf diese Rahmenwerke ist ein bemerkenswertes Merkmal, aber es besteht noch Spielraum für eine noch bessere Umsetzung, z.B. durch einen stärker gendertransformativen Ansatz. Denn ein Vergleich der JET-Konzepte im Rahmen der Evaluation zeigte, wie wichtig die Dimensionen Geschlecht und Gerechtigkeit für alle JET-Konzepte sind. Das Projekt wurde im Einklang mit der IKI-Geschlechterstrategie geschlechtergerecht konzipiert.

Planung, Steuerung und Kohärenz: Die Projektsteuerung zeigt Stärken in den Bereichen ergebnisorientiertes Management und Gender Responsiveness. Das Projekt zeichnet sich durch eine strukturierte Planung mit detaillierten operativen Rahmenbedingungen, Jahresplänen und Gender-Analysen aus, stößt jedoch bei der Überwachung auf Aktivitätenebene aufgrund seiner Größe und Komplexität auf Herausforderungen. Die Steuerung nutzt einige Governance- und Koordinierungsmechanismen, die die Kommunikation zwischen den Konsortialpartnern ermöglichen. Auf der anderen Seite werden von ihnen Verbesserungsmöglichkeiten bei der internen Kommunikation, Rollenklarheit und Reaktionsfähigkeit auf lokale operative Herausforderungen gesehen, und sie regen mehr Transparenz, gemeinsame Aktivitäten, die Synchronisierung von Aktivitäten, strategische Leitlinien unter den Konsortialpartnern und eine einheitlichere Außenkommunikation speziell auch in der indonesischen Komponente an, auch wenn sie auch die Fortschritte in Bezug auf Inklusivität und Zusammenarbeit in der letzten Zeit würdigen.

Jedem Konsortialpartner entspricht eine bestimmte Zielgruppe, mit der er zusammenarbeitet, sowie bestimmte Aufgaben, und er bringt spezifische Kapazitäten ein. Die Aufgabenteilung in der praktischen Umsetzung spiegelt die organisatorischen Stärken der Konsortialpartner jedoch nicht vollständig wider (Lernfrage). Die lokale Arbeit auf Dorfebene stellt globale Nichtregierungsverbände vor besondere Herausforderungen.

Wirksamkeit: Die Projektlogik setzt die JET-Prinzipien der ILO eng um und ist nach wie vor anwendbar. Sie funktioniert gut in Situationen mit günstigen Voraussetzungen. Dazu gehört essenziell ein politisch beschlossenes oder zumindest allgemein akzeptiertes gemeinsames Verständnis, dass die regionale Kohlewirtschaft ausläuft. Zwei weitere Voraussetzungen für die Wirksamkeit dieses spezifischen ToC und des spezifischen JET-Konzepts beziehen sich auf die Präsenz von zivilgesellschaftlichen Organisationen und Gewerkschaften. In Situationen, in denen diese drei Bedingungen gegeben sind, kann das Projekt den Kohleregionen auf Anfrage im Rahmen der länderspezifischen Maßnahmen gezielte Unterstützung bieten und Cross-Learning effektiv nutzen. In Situationen, in denen kein Konsens über das (lokale) Ende der Kohle besteht und/oder kein Zugang zu organisierten Arbeitnehmern und Zivilgesellschaft besteht, wird das Projekt nicht seine volle Wirkung entfalten können, und andere Ansätze sollten gewählt werden. Wie das Beispiel Indonesien zeigt, können Länderkomponenten, an denen alle Konsortialpartner beteiligt sind, äußerst wirksam sein.

Die globale Komponente ermöglicht den Projektteilnehmern einen nachhaltigen Transfer von Inhalten zwischen Ländern (Lernfrage). Die Auswahl der Länder ist entscheidend für die Fähigkeit der regionalen und nationalen Akteure, die Erkenntnisse und Angebote der interregionalen Komponente zu nutzen – wenn die Voraussetzungen gegeben sind (Kohleausstieg ist entschiedene Sache, Arbeitnehmer und Gemeinden können von den Konsortiumsmitgliedern erreicht werden), können die Akteure der Länder ihre Lernerfahrungen sehr gut austauschen, insbesondere innerhalb der Communities of Practice.

Transformative Wirkung und Nachhaltigkeit: Das IKI-JET-Projekt hat ein erhebliches Potenzial, einen bedeutenden Beitrag zum transformativen Wandel zu leisten. Der Ansatz des Projekts, der den sozioöko-

nomischen Wandel, den Aufbau institutioneller Kapazitäten und eine inklusive Regierungsführung integriert, ermöglicht die Förderung eines groß angelegten, systemischen Strukturwandels in den kohleabhängigen Regionen Indonesiens. Das Projekt ist vollständig in eine umfassendere Theorie der klimakompatiblen Transformation integriert, auch wenn es nicht zu einer Reduzierung der Treibhausgasemissionen führen wird. Die Transformation sozioökonomischer Systeme führt jedoch zu erheblichen positiven Nebeneffekten. Negative Auswirkungen sind nicht zu erwarten und wurden bisher auch beobachtet.

Transformative Wirkung bezieht sich auf groß angelegte, dauerhafte Veränderungen, die über den Projektzeitraum hinausgehen und bei Halbzeitbewertungen oft nicht direkt beobachtbar sind. Das IKI nutzt daher „Abilities“, auf die das Projekt hinarbeitet, um die Transformationsbereitschaft der resultierenden sozialen Systeme zu bewerten. Dazu gehören die Fähigkeit, komplexe Systeme zu verwalten, zu moderieren, mehrere Dimensionen anzusprechen, sozialen Wandel zu gestalten und Gegenseitigkeit und Gerechtigkeit zu fördern. Das Projekt schneidet in jedem dieser Aspekte außergewöhnlich gut ab. Der transformative Ansatz des Projekts ist sehr breit gefasst und spiegelt sich in mehreren Projektaktivitäten wider, auch wenn das Projekt (noch) nicht gender-transformativ ist.

Das Projekt arbeitet auch auf einige strukturelle und nachhaltige Veränderungen vor Ort hin, darunter die institutionalisierten regionalen Konsultationsforen (RCFs) in Indonesien. Mehrere der durch das Projekt geschaffenen Strukturen, wie der JET-Knowledge Hub und die thematischen und geografischen Communities of Practice, könnten in Zukunft wichtige Dienste zum Thema JET leisten, aber die Dauerhaftigkeit ihrer Umsetzung wird vom Zugang zu weiteren Finanzmitteln abhängen.

IKI Safeguards: Die Projektrisiken wurden zwar bei der Projektplanung ausführlich diskutiert, was nicht zu spezifischen Risikominderungsmaßnahmen führte, da die Projektaktivitäten generell zur Risikominderung ausgelegt sind. Dieser Ansatz spiegelt sich auch im Berichtsprozess wider, in dem keine spezielle Berichterstattung erfolgt. Allerdings sollte die Safeguardsdiskussion im Hinblick auf ihre Konsistenz und Vollständigkeit nach dieser Evaluierung überprüft werden, insbesondere im Hinblick auf Bioenergieprojekte, die nicht in die ursprüngliche Risikobewertung einbezogen wurden.

IKI-Standardindikatoren: Die IKI-Standardindikatoren spiegeln nicht den Kern des Projekts wider. Das Projekt wird nicht zu einer Reduzierung der Treibhausgasemissionen oder zu entsprechenden politischen Maßnahmen führen. Stattdessen wird es dazu beitragen, die Folgen der sozioökonomischen Herausforderungen des Kohleausstiegs vorzubereiten und abzumildern. Politischen Maßnahmen zur Begrenzung der Klimagasemissionen sind die Voraussetzung dafür, aber kein Ergebnis des Projektes. Das bedeutet, dass der gewählte Standardindikator SI 1/3 den Beitrag des Projekts nicht messen kann. In ähnlicher Weise ist der Indikator für den Kapazitätsaufbau formuliert, der die Fähigkeit der Menschen formuliert, mit dem Klimawandel umzugehen misst. Dieser erfasst streng genommen nur teilweise die Maßnahmen zum Kapazitätsaufbau dieses Projekts. Auch kleinere methodische Herausforderungen existieren.

Wichtigste Empfehlungen

Die Evaluierung enthält Empfehlungen an die GIZ, das Konsortium und die Geldgeber. In der nächsten Phase sollte das Projekt eine Community of Practice zum Thema Gender und gerechte Energiewende ins Leben rufen und die Berichterstattung zu den Standardindikatoren überarbeiten. Die GIZ sollte die interne Kommunikation im Konsortium verbessern, damit die Partner besser über die einzelnen Arbeitspakete und Fortschritte informiert sind. Als einen Weg dorthin wird ein verbessertes Monitoring mit einer verstärkten Berichterstattung auf Aktivitätenebene empfohlen.

Damit das Projekt sein volles Potenzial ausschöpfen kann, sollte es sich bemühen, die Multi-Stakeholder-Struktur in möglichst vielen Situationen umzusetzen. Insbesondere bei den Aktivitäten des Landes sollte der Konsortialansatz vollständig umgesetzt werden, nicht nur, weil er dem JET-Konzept der ILO entspricht, sondern auch, weil er einen besseren Zugang zu einer größeren Anzahl relevanter Stakeholder ermöglicht. Darüber hinaus sollten die Konsortialpartner intensiver zusammenarbeiten und gemeinsam statt nebeneinander umsetzen.

Die Evaluierung empfiehlt außerdem, einen stärkeren Innovationsschub zu setzen. Über den bereits im Projekt getesteten Gamification-Ansatz hinaus schlägt das Evaluierungsteam vor, neue (IT-)Tools für Online-Communities of Practice und Knowledge Hubs zu entwickeln und zu testen. Für die nächste Phase sollten die Konsortialpartner einige geschlechtertransformative Ansätze entwickeln und vorschlagen, da alle JET-Konzepte die Relevanz der Geschlechterfrage betonen und die IKI-Geschlechterstrategie geschlechtertransformative Ansätze anregt. Diese sind oft schwer zu konzipieren und umzusetzen, aber in diesem Projekt könnte sich eine Gelegenheit dafür bieten.

Das Konsortium sollte in enger Zusammenarbeit mit ZUG eine differenzierte Ausstiegsstrategie für jeden Output dieses Projekts entwickeln. Es wird dringend empfohlen, den Wissenshub und die Communities of Practice nach dem Projekt fortzuführen. Länderspezifische Komponenten mit dem für das Projekt kennzeichnenden Multi-Stakeholder-Ansatz sollten nur an Orten mit günstigen Voraussetzungen (Konsens über den Kohleausstieg, Möglichkeit der Arbeitnehmerorganisation, Zugänglichkeit der Gemeinden) fortgesetzt werden.

In einem zukünftigen Projekt sollte das Konsortium Vertreter des Privatsektors systematischer einbeziehen: Die Diversifizierung von Geschäftsmodellen und Einnahmequellen ist auch eine Option für Kohleunternehmen, und kann den Strukturwandelprozess auf die nächste Ebene heben.

Resumen

La evaluación intermedia (MTE) del proyecto «Regiones innovadoras para una transición energética justa» (IKI JET) ofrece importante información sobre los avances y retos de las iniciativas enmarcadas en la Iniciativa Internacional sobre el Clima (IKI) de Alemania. Realizada entre enero y agosto de 2025, esta evaluación analiza la pertinencia, la eficacia, la planificación, la dirección y la coherencia, el impacto transformador y la sostenibilidad, así como las salvaguardias y los indicadores estándar de la IKI del proyecto de forma formativa, con vistas a posibles cambios para mejorar el proyecto en la segunda mitad de su período de ejecución. Este resumen recoge las principales conclusiones, la metodología de evaluación y las recomendaciones estratégicas, y ofrece una visión general concisa para las partes interesadas que participan en la ejecución y la supervisión de este proyecto.

Descripción del proyecto

El proyecto aborda la fuerte dependencia económica del carbón en regiones específicas de sus siete países socios. Los planes nacionales o mundiales para abandonar el carbón provocan importantes perturbaciones económicas en estas zonas, pero ofrecen beneficios para el medio ambiente y la salud. El proyecto trabaja para apoyar a estas regiones dependientes del carbón en su transición hacia alternativas de desarrollo limpio.

El proyecto se desarrolla entre abril de 2022 y enero de 2027, con una financiación de la IKI y la Comisión Europea que asciende a un total de casi 24,5 millones de euros. Consta de tres componentes principales: un componente global/interregional y componentes específicos para Indonesia y Colombia. El proyecto utiliza un enfoque multinivel y multiactores, coordinado por la GIZ. Los socios del consorcio son la Organización Internacional del Trabajo (OIT), el Instituto Wuppertal (WI), la Red Internacional de Acción Climática (CAN I), el Instituto Internacional para el Desarrollo Sostenible (IISD) y dos organizaciones de asistencia técnica afiliadas a sindicatos (Solidarity Center y APHEDA), lo que garantiza la representación y el acceso de los gobiernos, los trabajadores y la sociedad civil.

El proyecto se dirige a organismos gubernamentales, empresas de servicios públicos, empresas, sociedad civil, sindicatos e instituciones académicas de siete países en total, que se enfrentan a diferentes retos en materia de transición energética justa (JET): Indonesia sigue siendo un importante exportador mundial de carbón y depende en gran medida de este combustible para la generación de electricidad, a pesar de sus compromisos de cero emisiones netas. La aplicación de las políticas es débil y el uso del carbón sigue aumentando. Colombia, un importante exportador, está situando la transición energética justa en el centro de su política, pero se enfrenta a sensibilidades económicas. Chile pretende retirar la mayoría de las centrales de carbón para 2025, pero podría contrarrestar los avances climáticos con un aumento del gas fósil. Vietnam y Mongolia siguen dependiendo del carbón sin planes específicos de eliminación gradual. Tailandia está en proceso de cerrar su última mina de carbón y la generación de energía relacionada. La transición de Sudáfrica es la más avanzada con respecto al proceso de JET, pero el uso del carbón y el gas fósil sigue aumentando.

El proyecto busca superar el dilema percibido entre los objetivos climáticos, económicos y sociales mediante un enfoque colaborativo y multinivel. Su objetivo es crear capacidad para estrategias de JET inclusivas y técnicamente sólidas (basadas, por ejemplo, en las Directrices de Transición Justa de la OIT) y para adaptar las mejores prácticas internacionales a las necesidades locales. El trabajo subnacional combina el apoyo institucional a la planificación oficial con la diversificación económica práctica a nivel local y la formación profesional. El componente interregional promueve el intercambio de conocimientos y el diálogo sobre

políticas entre las partes interesadas nacionales y regionales de diferentes países. El grupo destinatario está compuesto por administraciones, sindicatos y líderes comunitarios. Los beneficiarios finales son las comunidades afectadas de las regiones carboníferas, incluidas las mujeres y los grupos vulnerables. La teoría del cambio parte de la base de que, al facilitar un diálogo que alinea las narrativas de las políticas climáticas y e es con los objetivos económicos y sociales, el proyecto ofrece oportunidades de desarrollo económico y empoderamiento y mitiga los riesgos ambientales, sanitarios y sociales mediante un enfoque colaborativo y multinivel. Permite a las partes interesadas planificar y aplicar estrategias de transición energética justa adaptadas a las necesidades locales, al tiempo que facilita el intercambio de conocimientos y el diálogo político internacional. En Indonesia y Colombia, el proyecto apoya vías tanto institucionales como prácticas, desarrollando estrategias regionales de transición energética justa, poniendo a prueba alternativas económicas verdes y mejorando las competencias para una economía baja en carbono.

Hay ocho resultados clave: tres forman el componente interregional (red internacional, diálogo sobre políticas, centro de conocimientos), cuatro el componente nacional de Indonesia (foros regionales, asesoramiento sobre políticas, medidas transformadoras, diálogos nacionales) y uno el componente nacional de Colombia (comunidades energéticas). Los avances varían, con algunos hitos retrasados (como las reuniones oficiales y la inclusión de las partes interesadas en Indonesia), pero otras actividades, como los viajes de estudio, las formaciones y los productos de conocimiento, se encuentran en fases avanzadas de implementación.

Objetivos de la evaluación

El objetivo principal de esta MTE es evaluar el estado de la implementación, el logro de los objetivos y los retos a los que se enfrenta el proyecto IKI JET en función de los siguientes criterios de evaluación: relevancia; planificación y dirección, coherencia; eficacia; impacto transformador y sostenibilidad; adecuación de las salvaguardias sociales y medioambientales y cumplimiento de los indicadores estándar de IKI. Las conclusiones de la MTE sirven de base para la orientación estratégica y los ajustes operativos de los proyectos IKI JET. Para la GIZ, el ministerio alemán, la Comisión Europea, la oficina de la IKI en Zukunft – Umwelt – Gesellschaft gGmbH (ZUG) y el consorcio, la evaluación proporciona una valoración exhaustiva del éxito del proyecto hasta la fecha y ofrece recomendaciones sobre cómo abordar los retos identificados en la implementación del proyecto. Para el Gobierno de Indonesia, en particular la BAPPENAS, la evaluación ofrece una perspectiva externa sobre el grado de alineación del proyecto con las estrategias y prioridades nacionales.

Metodología

La evaluación empleó un enfoque sólido y basado en la teoría, que combinaba métodos mixtos para garantizar una comprensión completa y matizada del rendimiento del proyecto. Este enfoque implicaba una combinación de métodos cualitativos y cuantitativos, incluyendo análisis de documentos, investigación en Internet, entrevistas y talleres. Un aspecto clave de la metodología fue la reconstrucción de la Teoría del Cambio (Tos) del proyecto. La ToC reconstruida ofrece una descripción más detallada y precisa de los vínculos causales entre las actividades, los productos y los resultados del proyecto, lo que permite un análisis más profundo de su coherencia lógica y su eficacia.

Se recopilaron pruebas de una amplia gama de fuentes para validar los resultados, incluidos documentos internos del proyecto, entrevistas y validación con bibliografía general y fuentes de Internet. El equipo de evaluación realizó un total de 66 entrevistas y grupos de discusión con partes interesadas de Indonesia durante una misión de campo de dos semanas, así como entrevistas a distancia en Alemania y en varios otros

países, incluyendo representantes de la GIZ y los socios del consorcio, así como socios políticos. Estas entrevistas proporcionaron datos cualitativos muy valiosos, que se complementaron con análisis cuantitativos extraídos de documentos e informes del proyecto, así como con investigaciones en Internet sobre aspectos específicos.

El proceso de evaluación fue iterativo e implicó múltiples rondas de recopilación de datos, triangulación, análisis y validación. Este enfoque garantizó que los resultados no solo se basaran en pruebas, sino que también reflejan las complejas realidades a las que se enfrentaban los proyectos. Los resultados de la evaluación se debatieron ampliamente con el equipo del proyecto para garantizar que las conclusiones y recomendaciones se basaran en hechos correctos.

Principales resultados por criterio de evaluación

Pertinencia: En general, la alta alineación con las prioridades nacionales y regionales (diversificación y abandono del carbón) y el discurso global sobre la eliminación gradual del carbón son puntos fuertes destacados de este proyecto. El proyecto es muy pertinente en contextos regionales en los que es evidente que se producirá el abandono del carbón, ya sea por decisiones políticas o por factores tecnoeconómicos (por ejemplo, el agotamiento de las minas). Estos son típicamente específicos de cada región y plantean retos importantes para los responsables locales de la toma de decisiones. Los conocimientos que ofrece el componente interregional, en particular, responden bien a las necesidades de orientación y conectividad del grupo destinatario subnacional. Estos responsables de la toma de decisiones, sus homólogos nacionales y los líderes sindicales consideran que el proyecto es extremadamente relevante. Conectarlos con partes interesadas en situaciones similares en otros países les ayuda a comprender que no son los únicos que se enfrentan a este reto. El componente de Indonesia ha demostrado que estos grupos pueden beneficiarse muy bien de las medidas de desarrollo de la capacidad local y del acceso a las mejores prácticas internacionales si el proyecto puede llegar a ellos.

El proyecto no puede abordar el problema fundamental de la dependencia del carbón, pero sienta las bases pertinentes para la eliminación gradual del carbón.

Las comunidades afectadas pueden beneficiarse significativamente del proyecto. Esto incluye a los trabajadores organizados y a los sindicatos, que se ven reforzados por el proyecto para obtener un lugar en la mesa de negociaciones y utilizar herramientas como los convenios colectivos para garantizar disposiciones para los trabajadores en escenarios de abandono del carbón. El proyecto ofrece formación para mejorar las competencias de los trabajadores, así como para los organismos gubernamentales. También colabora con las comunidades en la diversificación de sus planes de desarrollo y modelos de negocio para diversificar las fuentes de ingresos. En Indonesia, el proyecto está trabajando para institucionalizar los foros de consulta regionales con el fin de debatir y estructurar el proceso JET de forma participativa.

En general, las pruebas recopiladas a través de entrevistas, talleres con las partes interesadas y revisiones de documentos indican que el proyecto responde de manera sólida a las políticas y acuerdos temáticos globales pertinentes, incluidos el Acuerdo de París, los Objetivos de Desarrollo Sostenible, la Declaración de Transición Justa de la COP26 y la Guía de Transición Justa de la OIT. Su alineación estratégica con estos marcos es una característica digna de mención, pero hay margen para una adaptación aún mejor si se adopta un enfoque más transformador en materia de género, ya que la comparación de los conceptos de la JET demuestra que el género y la equidad son dimensiones importantes que vinculan todos los conceptos de la JET. El proyecto se ha diseñado teniendo en cuenta las cuestiones de género, en consonancia con la Estrategia de Género de la IKI.

Planificación, dirección y coherencia: El proyecto se caracteriza por una planificación exhaustiva con marcos operativos detallados, planes anuales y análisis de género, pero ha tenido dificultades para realizar el seguimiento a nivel de las actividades. La dirección se apoya en mecanismos de gobernanza y coordinación establecidos, aunque se sugieren mejoras en la comunicación interna, la claridad de las funciones y la capacidad de respuesta a los retos operativos locales, con avances recientes en materia de inclusividad y colaboración. El proyecto se ejecuta de manera sensible al género.

La dirección del proyecto demuestra fortalezas en la gestión basada en resultados, el seguimiento y la inclusión de género. Sin embargo, debido a su tamaño y complejidad, estas se enfrentan a limitaciones y siguen existiendo retos en materia de comunicación interna e , claridad de funciones y capacidad de respuesta. Los socios del consorcio abogan por una mayor transparencia, actividades conjuntas, sincronización de actividades, orientación estratégica entre los socios del consorcio y mensajes más unificados, específicamente en el componente de Indonesia.

A cada socio del consorcio se le asigna un grupo objetivo específico con el que trabajar, así como tareas específicas, y aporta capacidades específicas. La división de tareas no refleja plenamente las fortalezas organizativas de los socios del consorcio (pregunta de aprendizaje). En concreto, la prestación de asistencia técnica a nivel comunitario es difícil de organizar para las federaciones no gubernamentales mundiales.

Eficacia: La lógica del proyecto aplica estrictamente los principios JET de la OIT y sigue siendo aplicable. Funciona bien en situaciones con condiciones previas favorables. Entre ellas se encuentra un entendimiento común, decidido políticamente o al menos generalmente aceptado, de que la economía regional del carbón está en fase de declive. Otras dos condiciones previas para la eficacia de esta Teoría del Cambio específica y del concepto JET específico se refieren a la presencia de organizaciones de la sociedad civil y sindicatos. En situaciones en las que se dan estas tres condiciones, el proyecto puede proporcionar apoyo específico a las regiones carboníferas que lo soliciten, en el contexto de las medidas específicas de cada país, y aprovechar eficazmente el aprendizaje cruzado. En situaciones en las que no existe consenso sobre el fin (local) del carbón y/o no se puede acceder a los trabajadores y la sociedad civil, el proyecto no podrá alcanzar su pleno potencial, y otros enfoques podrían ser más adecuados. Los componentes nacionales en los que participan todos los socios del consorcio pueden ser extremadamente eficaces, como se ha demostrado en Indonesia.

El componente global permite la transferencia sostenible de los debates a los respectivos países para quienes participan en el proyecto (pregunta de aprendizaje). La selección de los países también es crucial para que las partes interesadas regionales y nacionales puedan aprovechar los aprendizajes y las ofertas del componente interregional: cuando se dan las condiciones previas (la salida del carbón es clara, los miembros del consorcio pueden acceder a los trabajadores y las comunidades), las partes interesadas de los países pueden compartir muy bien sus experiencias de aprendizaje, concretamente en las comunidades de práctica.

Impacto transformador y sostenibilidad: El proyecto IKI JET tiene un potencial considerable para contribuir de manera significativa al cambio transformador. El enfoque del proyecto, que integra la transición socioeconómica, el desarrollo de la capacidad institucional y la gobernanza inclusiva, lo posiciona de manera eficaz para fomentar un cambio sistémico a gran escala en las regiones de Indonesia que dependen del carbón. El proyecto está plenamente integrado en una teoría más amplia de transformación compatible con el clima, como indica su título, aunque no conduzca a una reducción de las emisiones de gases de efecto invernadero. Sin embargo, la transformación de los sistemas socioeconómicos conduce a importantes beneficios colaterales. No se esperan impactos negativos y, hasta ahora, tampoco se han observado.

El impacto transformador se refiere a un cambio a gran escala y duradero que va más allá de los plazos del proyecto y que, a menudo, no es directamente observable durante las evaluaciones intermedias. Por lo tanto, el IKI utiliza las «capacidades» hacia las que trabaja el proyecto para evaluar la preparación para la

transformación de los sistemas sociales resultantes. Entre ellas se incluyen la capacidad de gestionar sistemas complejos, facilitar, abordar múltiples dimensiones, dar forma al cambio social y aprovechar la reciprocidad y la justicia. El proyecto obtiene resultados excepcionalmente buenos en cada uno de estos aspectos. El enfoque transformacional del proyecto es muy amplio y se refleja en varias de las actividades del mismo. El proyecto no funciona de manera transformadora en materia de género.

El proyecto también trabaja para lograr algunos cambios estructurales y sostenidos sobre el terreno, como la institucionalización de los Foros de Consulta Regionales en Indonesia. Varias de las estructuras instaladas por el proyecto, como el Centro de Conocimiento JET y las comunidades de práctica temáticas y geográficas, podrán prestar importantes servicios sobre JET en el futuro, pero su sostenibilidad dependerá muy probablemente del acceso a nueva financiación.

Salvaguardias: Las salvaguardias se debatieron ampliamente en el diseño del proyecto. No se planificaron medidas de mitigación específicas, pero la mitigación se incorporó de manera general en las actividades del proyecto. Este enfoque también se refleja en el proceso de presentación de informes. Las prácticas de salvaguardia deben revisarse para garantizar su coherencia y exhaustividad a la luz, por ejemplo, de los proyectos de bioenergía que no se han incluido en la evaluación de riesgos original.

Indicadores estándar de la IKI: Los indicadores estándar de la IKI no reflejan la esencia del proyecto. El proyecto no dará lugar a reducciones de gases de efecto invernadero ni a políticas relacionadas. En cambio, ayudará a prepararse para las consecuencias de los retos socioeconómicos derivados de la eliminación gradual del carbón y a mitigarlas, pero no creará políticas que limiten las emisiones climáticas, lo que significa que el indicador estándar asociado no puede medir la contribución del proyecto. Del mismo modo, el indicador de desarrollo de capacidades se formula con respecto a la capacidad de las personas para hacer frente al cambio climático y, por lo tanto, en sentido estricto, solo capta parcialmente las medidas de desarrollo de capacidades de este proyecto. También persisten algunos retos metodológicos con los protocolos de medición.

Principales recomendaciones

La evaluación ofrece recomendaciones a la GIZ, al consorcio y a los donantes. Desde el punto de vista operativo, en la siguiente fase, el proyecto debería poner en marcha una comunidad de prácticas sobre género y transición energética justa y revisar los informes sobre indicadores estándar. La GIZ debería mejorar la comunicación interna en el consorcio para que los socios estén mejor informados sobre los paquetes de trabajo individuales y los avances. Se recomienda mejorar el seguimiento, incluyendo más informes sobre el nivel de actividad, como una vía para lograrlo.

Para que el proyecto aproveche todo su potencial, debe esforzarse por aplicar la estructura de múltiples partes interesadas en tantas situaciones como sea posible. Concretamente, en las actividades del país, el enfoque del consorcio debe aplicarse plenamente, no solo porque se ajusta al concepto de la OIT sobre la transición energética justa, sino también porque proporciona un mejor acceso a un mayor número de partes interesadas pertinentes. Además, los socios del consorcio deben colaborar más intensamente y aplicar conjuntamente en lugar de hacerlo de forma paralela.

La evaluación también recomienda impulsar más la innovación. Más allá del enfoque de gamificación que ya se ha probado en el proyecto, dos sugerencias del equipo de evaluación son desarrollar y probar nuevas herramientas (informáticas) para las comunidades de práctica y el centro de conocimientos en línea. Para la siguiente fase, los socios del consorcio deben desarrollar y proponer algunos enfoques transformadores en materia de género, ya que todos los conceptos JET hacen hincapié en la relevancia del género y la estrategia

de género de la IKI favorece los enfoques transformadores en materia de género. A menudo son difíciles de concebir y aplicar, pero este proyecto podría brindar una oportunidad para ello.

El consorcio debería desarrollar, en estrecha colaboración con ZUG, una estrategia de salida diferenciada para cada resultado de este proyecto. Se recomienda encarecidamente mantener el centro de conocimientos y las comunidades de práctica. Los componentes nacionales con un enfoque multiactores deberían continuar en lugares con condiciones previas favorables (consenso sobre la salida del carbón, posibilidad de que los trabajadores se organicen, comunidades accesibles).

En un proyecto futuro, el consorcio debería incluir una representación del sector privado de forma más sistemática: la diversificación de los modelos de negocio y las fuentes de ingresos también es una opción para las empresas del carbón. La inclusión del sector privado parece ser el siguiente nivel en el debate.

Ringkasan

Evaluasi tengah periode (MTE) proyek "Innovation Regions for a Just Energy Transition" (IKI JET) memberikan wawasan kritis mengenai kemajuan dan tantangan inisiatif-inisiatif di bawah Inisiatif Iklim Internasional Jerman (IKI). Dilakukan antara Januari dan Agustus 2025, evaluasi ini menilai relevansi; efektivitas; perencanaan, pengendalian, dan kohesi; dampak transformatif dan keberlanjutan; serta jaminan dan indikator standar IKI proyek secara formatif, dengan tujuan untuk perubahan potensial dalam meningkatkan proyek pada paruh kedua periode implementasinya. Ringkasan ini merangkum temuan utama, metodologi evaluasi, dan rekomendasi strategis, memberikan gambaran ringkas bagi pemangku kepentingan yang terlibat dalam implementasi dan pengawasan proyek ini.

Deskripsi Proyek

Proyek ini menangani ketergantungan ekonomi yang berat pada batu bara di wilayah-wilayah tertentu di tujuh negara mitra. Rencana nasional atau global untuk menghentikan penggunaan batu bara menyebabkan gangguan ekonomi yang signifikan di wilayah-wilayah tersebut, namun menawarkan manfaat lingkungan dan kesehatan. Proyek ini bekerja untuk mendukung wilayah-wilayah yang bergantung pada batu bara dalam beralih ke alternatif pengembangan bersih.

Proyek ini berlangsung dari April 2022 hingga Januari 2027, didanai oleh IKI dan Komisi Eropa, dengan total dana hampir €24,5 juta. Proyek ini memiliki tiga komponen utama: komponen global/antarwilayah, dan komponen spesifik negara untuk Indonesia dan Kolombia. Proyek ini menggunakan pendekatan multilevel dan multistakeholder, yang dikoordinasi oleh GIZ. Mitra konsorsium meliputi Organisasi Buruh Internasional (ILO), Institut Wuppertal (WI), Jaringan Aksi Iklim Internasional (CAN I), Institut Internasional untuk Pembangunan Berkelanjutan (IISD), serta dua organisasi bantuan teknis yang berafiliasi dengan serikat pekerja (Solidarity Center dan APHEDA), memastikan representasi dan akses bagi pemerintah, buruh, dan masyarakat sipil.

Proyek ini menargetkan lembaga pemerintah, utilitas, bisnis, masyarakat sipil, serikat pekerja, dan lembaga akademik di tujuh negara secara keseluruhan, yang menghadapi tantangan Transisi Energi yang Adil (JET) yang berbeda: Indonesia tetap menjadi eksportir batu bara global utama dan sangat bergantung pada batu bara untuk listrik, meskipun telah membuat janji net-zero. Implementasi kebijakan lemah, dan penggunaan batu bara masih meningkat. Kolombia, sebagai eksportir utama, menjadikan Transisi Energi yang Adil sebagai inti kebijakannya tetapi menghadapi sensitivitas ekonomi. Chile berencana menutup sebagian besar pembangkit listrik batubara pada 2025, namun peningkatan penggunaan gas fosil dapat mengimbangi keuntungan iklim. Vietnam dan Mongolia masih bergantung pada batubara tanpa rencana penghentian spesifik. Thailand sedang dalam proses menutup tambang batubara terakhirnya dan pembangkit listrik terkait. Transisi Afrika Selatan paling maju dalam proses JET, namun penggunaan batubara dan gas fosil masih meningkat.

Proyek ini bertujuan untuk mengatasi dilema yang dirasakan antara tujuan iklim, ekonomi, dan sosial melalui pendekatan kolaboratif dan multilevel. Tujuannya adalah membangun kapasitas untuk strategi JET yang inklusif dan secara teknis sound (berdasarkan, misalnya, Pedoman Transisi Adil ILO), serta menyesuaikan praktik terbaik internasional dengan kebutuhan lokal. Kerja subnasional menggabungkan dukungan institusional untuk perencanaan resmi dengan diversifikasi ekonomi dan pelatihan keterampilan di tingkat akar rumput. Komponen antarwilayah mempromosikan pertukaran pengetahuan dan dialog kebijakan antara pemangku kepentingan nasional dan regional dari berbagai negara. Kelompok sasaran meliputi administrasi, serikat pekerja, dan pemimpin komunitas. Penerima manfaat akhir adalah komunitas yang terdampak di wilayah batubara, termasuk perempuan dan kelompok rentan. Teori Perubahan

mengasumsikan bahwa dengan memfasilitasi dialog yang menyelaraskan narasi kebijakan transisi energi yang adil () dengan tujuan ekonomi dan sosial, proyek ini menyediakan peluang pengembangan ekonomi dan pemberdayaan, serta mengurangi risiko lingkungan, kesehatan, dan sosial melalui pendekatan kolaboratif dan multilevel. Proyek ini memfasilitasi pemangku kepentingan untuk merencanakan dan melaksanakan strategi transisi energi yang adil sesuai dengan kebutuhan lokal, sambil memfasilitasi pertukaran pengetahuan dan dialog kebijakan internasional. Di Indonesia dan Kolombia, proyek ini mendukung jalur institusional dan praktis, mengembangkan strategi JET regional, menguji alternatif ekonomi hijau, dan meningkatkan keterampilan untuk ekonomi rendah karbon.

Ada delapan hasil utama: tiga membentuk komponen antardaerah (jaringan internasional, dialog kebijakan, pusat pengetahuan), empat komponen negara Indonesia (forum regional, saran kebijakan, langkah transformatif, dialog nasional), dan satu komponen negara Kolombia (komunitas energi). Kemajuan bervariasi, dengan beberapa tonggak tertunda (seperti pertemuan resmi dan partisipasi pemangku kepentingan di Indonesia), tetapi kegiatan lain seperti studi banding, pelatihan, dan produk pengetahuan berada pada tahap implementasi yang maju.

Tujuan Evaluasi

Tujuan utama MTE ini adalah untuk menilai status implementasi, pencapaian tujuan, dan tantangan yang dihadapi oleh proyek IKI JET berdasarkan kriteria evaluasi berikut: relevansi; perencanaan dan pengendalian, kohesi; efektivitas; dampak transformasional dan keberlanjutan; kecukupan jaminan sosial dan lingkungan, serta kepatuhan terhadap indikator standar IKI. Temuan dari MTE ini memberikan arahan strategis dan penyesuaian operasional untuk proyek IKI JET. Bagi GIZ, Kementerian Jerman, Komisi Eropa, kantor IKI di Zukunft – Umwelt – Gesellschaft gGmbH (ZUG), dan konsorsium, evaluasi ini memberikan penilaian komprehensif tentang kesuksesan proyek hingga saat ini dan menawarkan rekomendasi tentang cara mengatasi tantangan dalam implementasi proyek yang diidentifikasi. Bagi pemerintah Indonesia, khususnya BAPPENAS, evaluasi ini memberikan perspektif eksternal tentang sejauh mana proyek selaras dengan strategi dan prioritas nasional.

Metodologi

Evaluasi ini menggunakan pendekatan campuran yang kokoh dan berlandaskan teori untuk memastikan pemahaman yang komprehensif dan mendalam tentang kinerja proyek. Pendekatan ini menggabungkan metode kualitatif dan kuantitatif, termasuk analisis dokumen, penelitian internet, wawancara, dan lokakarya. Aspek kunci dari metodologi ini adalah rekonstruksi Teori Perubahan (ToC) proyek. ToC yang direkonstruksi memberikan gambaran yang lebih rinci dan akurat tentang hubungan kausal antara aktivitas proyek, output, dan hasil, memungkinkan analisis yang lebih mendalam tentang koherensi logis dan efektivitasnya.

Bukti dikumpulkan dari berbagai sumber untuk memvalidasi temuan, termasuk dokumen internal proyek, wawancara, dan validasi dengan literatur umum dan sumber internet. Tim evaluasi melakukan total 66 wawancara dan diskusi kelompok terfokus (FGD) dengan pemangku kepentingan di Indonesia selama misi lapangan selama 2 minggu, serta wawancara jarak jauh di Jerman dan beberapa negara lain, termasuk perwakilan dari GIZ dan mitra konsorsium, serta mitra politik. Wawancara ini menyediakan data kualitatif yang kaya, yang dilengkapi dengan analisis kuantitatif yang diambil dari dokumen dan laporan proyek serta penelitian berbasis internet tentang aspek-aspek tertentu.

Proses evaluasi bersifat iteratif, melibatkan beberapa putaran pengumpulan data, triangulasi, analisis, dan validasi. Pendekatan ini memastikan bahwa temuan tidak hanya didasarkan pada bukti tetapi juga mencerminkan realitas kompleks yang dihadapi oleh proyek-proyek tersebut. Temuan evaluasi dibahas

secara mendalam dengan tim proyek untuk memastikan bahwa kesimpulan dan rekomendasi didasarkan pada fakta yang benar.

Temuan Utama per Kriteria Evaluasi

Relevansi: Secara keseluruhan, keselarasan yang tinggi dengan prioritas nasional dan regional (diversifikasi dan penghentian batu bara) serta diskursus global tentang penghentian batu bara merupakan kekuatan utama proyek ini. Proyek ini sangat relevan dalam konteks regional di mana jelas bahwa penghentian batu bara akan terjadi, baik karena keputusan politik maupun faktor teknologis-ekonomi (misalnya, kelangkaan tambang). Aspek-aspek ini umumnya spesifik regional dan menimbulkan tantangan signifikan bagi pemangku kepentingan lokal. Penawaran pengetahuan dari komponen antar-regional khususnya sangat sesuai dengan kebutuhan kelompok sasaran subnasional untuk bimbingan dan konektivitas. Para pengambil keputusan ini, beserta rekan-rekan nasional mereka dan pemimpin buruh, menilai proyek ini sangat relevan. Menghubungkan mereka dengan pemangku kepentingan di negara lain yang menghadapi situasi serupa membantu mereka memahami bahwa mereka tidak sendirian dalam menghadapi tantangan ini. Komponen Indonesia telah menunjukkan bahwa kelompok-kelompok ini dapat memperoleh manfaat yang sangat baik dari upaya pembangunan kapasitas lokal dan akses ke praktik terbaik internasional jika proyek dapat menjangkau mereka.

Masalah inti ketergantungan pada batu bara tidak dapat diatasi oleh proyek ini, tetapi proyek ini menyediakan landasan yang relevan untuk penghentian penggunaan batu bara.

Komunitas yang terdampak dapat memperoleh manfaat signifikan dari proyek ini. Hal ini termasuk pekerja yang terorganisir dan serikat pekerja yang diperkuat oleh proyek untuk mendapatkan tempat di meja perundingan dan menggunakan alat seperti Perjanjian Perundingan Bersama untuk memastikan perlindungan bagi pekerja dalam skenario penghentian batu bara. Proyek ini menawarkan peningkatan keterampilan bagi pekerja, serta bagi lembaga pemerintah. Proyek ini juga bekerja sama dengan komunitas untuk mendiversifikasi rencana pembangunan dan model bisnis mereka guna mendiversifikasi sumber pendapatan. Di Indonesia, proyek ini berupaya menginstitutionalkan Forum Konsultasi Regional untuk mendiskusikan dan mengstrukturkan proses JET secara partisipatif.

Secara keseluruhan, bukti yang dikumpulkan melalui wawancara, lokakarya pemangku kepentingan, dan tinjauan dokumen menunjukkan bahwa proyek ini secara kokoh merespons kebijakan dan perjanjian global yang relevan, termasuk Perjanjian Paris, Tujuan Pembangunan Berkelanjutan, Deklarasi Transisi yang Adil COP26, dan Pedoman Transisi yang Adil ILO. Keselarasan strategisnya dengan kerangka kerja ini merupakan karakteristik yang patut diperhatikan, namun masih ada ruang untuk keselarasan yang lebih baik dengan mengambil pendekatan transformatif gender yang lebih kuat, seperti yang ditunjukkan oleh perbandingan konsep JET bahwa gender dan keadilan merupakan dimensi penting yang menghubungkan semua konsep JET. Proyek ini dirancang dengan responsif gender sesuai dengan Strategi Gender IKI.

Perencanaan, Pengarahan, dan Kohesi: Proyek ini menampilkan perencanaan komprehensif dengan kerangka kerja operasional terperinci, rencana tahunan, dan analisis gender, namun menghadapi tantangan dalam pemantauan pada tingkat kegiatan. Pengarahan didukung oleh mekanisme tata kelola dan koordinasi yang telah ditetapkan, meskipun perbaikan disarankan dalam komunikasi internal, kejelasan peran, dan responsivitas terhadap tantangan operasional lokal, dengan kemajuan terbaru dicatat dalam inklusivitas dan kolaborasi. Proyek ini dilaksanakan secara responsif gender.

Pengendalian proyek menunjukkan kekuatan dalam manajemen berbasis hasil, pemantauan, dan inklusivitas gender. Namun, karena skala dan kompleksitasnya, hal ini dihadapkan pada batasan, dan tantangan tetap ada dalam komunikasi internal (), kejelasan peran, dan responsivitas. Mitra konsorsium mendesak

transparansi yang lebih besar, kegiatan bersama, sinkronisasi kegiatan, bimbingan strategis di antara mitra konsorsium, dan pesan yang lebih terpadu khususnya dalam komponen Indonesia.

Setiap mitra konsorsium ditugaskan untuk bekerja dengan kelompok sasaran tertentu, melaksanakan tugas-tugas spesifik, dan membawa kapasitas khusus ke dalam konsorsium. Pembagian tugas tidak sepenuhnya mencerminkan kekuatan organisasi mitra konsorsium (Pertanyaan Pembelajaran). Secara khusus, penyediaan bantuan teknis di tingkat komunitas sulit diorganisir bagi federasi non-pemerintah global.

Efektivitas: Logika proyek ini secara ketat mengimplementasikan prinsip-prinsip ILO JET dan masih relevan. Proyek ini berfungsi baik dalam situasi dengan prasyarat yang mendukung. Di antara prasyarat tersebut adalah adanya kesepakatan politik atau setidaknya kesepakatan umum bahwa ekonomi batubara regional sedang mengalami penurunan. Dua prasyarat tambahan untuk efektivitas ToC spesifik ini dan konsep JET spesifik terkait dengan keberadaan LSM dan serikat pekerja. Untuk situasi di mana ketiga kondisi ini terpenuhi, proyek dapat memberikan dukungan yang ditargetkan kepada wilayah batubara sesuai permintaan dalam konteks langkah-langkah spesifik negara dan memanfaatkan pembelajaran silang secara efektif. Dalam situasi di mana tidak ada konsensus tentang penghentian batubara (lokal) dan/atau pekerja dan masyarakat sipil tidak dapat diakses, proyek tidak akan dapat mencapai dampak penuh, dan pendekatan lain mungkin lebih sesuai. Komponen negara di mana semua mitra konsorsium berpartisipasi dapat sangat efektif, seperti yang ditunjukkan di Indonesia.

Komponen global memfasilitasi transfer berkelanjutan dari diskusi ke negara-negara yang berpartisipasi dalam proyek (Pertanyaan Pembelajaran). Pemilihan negara juga krusial bagi kemampuan pemangku kepentingan regional dan nasional untuk memanfaatkan pembelajaran dan penawaran dari komponen antarnegara – di mana prasyarat berlaku (penghentian batubara jelas, pekerja dan komunitas dapat diakses oleh anggota konsorsium), pemangku kepentingan negara dapat berbagi pengalaman pembelajaran dengan sangat baik, khususnya dalam Komunitas Praktik.

Dampak Transformatif dan Keberlanjutan: Proyek IKI JET memiliki potensi besar untuk berkontribusi secara berarti terhadap perubahan transformatif. Pendekatan proyek, yang mengintegrasikan transisi sosio-ekonomi, pembangunan kapasitas institusional, dan tata kelola inklusif, menempatkannya secara efektif untuk mendorong perubahan besar-besaran dan sistemik di wilayah-wilayah Indonesia yang bergantung pada batu bara. Proyek ini sepenuhnya terintegrasi ke dalam teori transformasi yang kompatibel dengan iklim, seperti yang ditunjukkan oleh judulnya, meskipun tidak akan menghasilkan penghematan emisi gas rumah kaca. Namun, transformasi sistem sosial-ekonomi menghasilkan manfaat tambahan yang signifikan. Dampak negatif tidak diharapkan dan sejauh ini juga tidak teramati.

Dampak transformasional merujuk pada perubahan besar-besaran dan berkelanjutan yang melampaui batas waktu proyek dan seringkali tidak dapat diamati secara langsung selama evaluasi tengah periode. IKI menggunakan "kemampuan" yang dituju oleh proyek untuk menilai kesiapan transformasi sistem sosial yang dihasilkan. Kemampuan tersebut meliputi kemampuan mengelola sistem kompleks, memfasilitasi, menangani dimensi-dimensi yang beragam, membentuk perubahan sosial, dan memanfaatkan timbal balik dan keadilan. Proyek ini menunjukkan kinerja yang sangat baik pada setiap aspek tersebut. Pendekatan transformasional proyek ini sangat luas dan tercermin dalam beberapa kegiatan proyek. Proyek ini tidak bekerja dengan cara yang transformatif dalam hal gender.

Proyek ini juga berupaya mencapai perubahan struktural dan berkelanjutan di lapangan, termasuk Forum Konsultasi Regional (FKR) yang diinstitusionalisasikan di Indonesia. Beberapa struktur yang diinstal oleh proyek, seperti JET Knowledge Hub dan komunitas praktik tematik dan geografis, akan dapat menyediakan layanan penting terkait JET di masa depan, tetapi keberlanjutan mereka kemungkinan besar bergantung pada akses ke pendanaan tambahan.

Safeguards: Safeguards dibahas secara mendalam dalam desain proyek. Tidak ada langkah mitigasi khusus yang direncanakan, tetapi mitigasi secara umum telah diintegrasikan ke dalam kegiatan proyek. Pendekatan ini juga tercermin dalam proses pelaporan. Praktik safeguards harus ditinjau untuk konsistensi dan kelengkapan, misalnya terkait proyek bioenergi yang tidak termasuk dalam penilaian risiko awal.

Indikator Standar IKI: Indikator Standar IKI tidak mencerminkan inti proyek. Proyek ini tidak akan menghasilkan pengurangan gas rumah kaca atau kebijakan terkait. Sebaliknya, proyek ini akan membantu mempersiapkan dan mengurangi konsekuensi dari tantangan sosial-ekonomi akibat penghentian penggunaan batu bara, tetapi tidak menciptakan kebijakan yang membatasi emisi iklim, yang berarti Indikator Standar terkait tidak dapat mengukur kontribusi proyek. Demikian pula, indikator pembangunan kapasitas dirumuskan berdasarkan kemampuan masyarakat untuk menangani perubahan iklim, sehingga secara ketat hanya sebagian menangkap langkah-langkah pembangunan kapasitas proyek ini. Beberapa tantangan metodologis dalam protokol pengukuran juga tetap ada.

Rekomendasi Utama

Evaluasi ini memberikan rekomendasi kepada GIZ, konsorsium, dan donor. Secara operasional pada fase berikutnya, proyek harus memulai Komunitas Praktik tentang Gender dan Transisi Energi yang Adil serta merevisi pelaporan Indikator Standar. GIZ harus meningkatkan komunikasi internal dalam konsorsium agar mitra lebih memahami paket kerja individu dan kemajuan yang dicapai. Pemantauan yang ditingkatkan, termasuk pelaporan yang lebih rinci tentang tingkat aktivitas, direkomendasikan sebagai salah satu cara untuk mencapai hal ini.

Agar proyek dapat memanfaatkan potensi penuhnya, proyek tersebut harus berupaya menerapkan struktur multi-pemangku kepentingan sebanyak mungkin. Secara khusus dalam kegiatan di negara tersebut, pendekatan konsorsium harus diterapkan sepenuhnya, tidak hanya karena sesuai dengan konsep ILO JET tetapi juga karena memberikan akses yang lebih baik ke sejumlah pemangku kepentingan yang relevan. Selain itu, mitra konsorsium harus berkolaborasi lebih intensif dan melaksanakan secara bersama-sama daripada hanya berdampingan.

Evaluasi juga merekomendasikan untuk mendorong inovasi dengan lebih kuat. Selain pendekatan gamifikasi yang telah diuji dalam proyek ini, dua saran dari tim evaluasi adalah mengembangkan dan menguji alat-alat IT baru untuk Komunitas Praktik Online dan Pusat Pengetahuan. Untuk fase berikutnya, mitra konsorsium harus mengembangkan dan mengusulkan pendekatan transformatif gender, karena semua konsep JET menekankan relevansi gender dan Strategi Gender IKI mendukung pendekatan transformatif gender. Pendekatan ini seringkali sulit untuk dirancang dan diimplementasikan, tetapi mungkin ada peluang dalam proyek ini.

Konsorsium harus mengembangkan strategi keluar yang berbeda untuk setiap Output proyek ini bekerja sama erat dengan ZUG. Sangat dianjurkan untuk mempertahankan Pusat Pengetahuan dan Komunitas Praktik. Komponen negara dengan pendekatan multistakeholder harus dilanjutkan di tempat-tempat dengan prasyarat yang memungkinkan (keluar dari batu bara adalah konsensus, pekerja dapat berorganisasi, komunitas dapat diakses).

Dalam proyek mendatang, Konsorsium harus secara sistematis melibatkan perwakilan sektor swasta: Diversifikasi model bisnis dan aliran pendapatan juga merupakan opsi bagi perusahaan batu bara. Melibatkan sektor swasta tampaknya menjadi tahap selanjutnya dalam pembicaraan.

1 Introduction

Since 2008, the International Climate Initiative (IKI) has funded projects for reducing greenhouse gas (GHG) emissions, adapting to the consequences of climate change, conserving natural carbon sinks and protecting biodiversity. As a main component of Germany's contribution to international climate financing IKI contributes to fulfilling Germany's obligations as a signatory to the United Nations Framework Convention on Climate Change (UNFCCC) and the Convention on Biological Diversity (CBD). It responded to a thematic call that was originally launched by the Federal Ministry for the Environment, Nature Conservation, Climate Action and Nuclear Safety (BMUKN)¹ in 2019 (IKI, 2019). The IKI Office at Zukunft-Umwelt-Gesellschaft (ZUG) gGmbH supports the federal ministries in implementing the IKI.

Coal remains the top source of energy-related CO₂ emissions worldwide, responsible for about 15 gigatons² of use-related emissions in 2021 and 36% of global electricity. While essential to industry, coal's phase-out is critical for Paris Agreement targets but poses major social and economic risks—such as job losses and reduced revenues—in coal-reliant regions, especially in developing countries. Vulnerable groups like informal workers and women are most affected due to limited policy support and institutional capacity.

In this context, Just Energy Transition (JET) initiatives are essential. The COP26 Just Transition Declaration underscores that coal phase-out must go hand in hand with inclusive planning, strong social protection, and targeted support for economic diversification. Yet, entrenched interests, high economic dependence on coal, and limited institutional capacity continue to make the transition politically sensitive and complex. The project “Innovation Regions for a Just Energy Transition (IKI JET)” addresses the perceived dichotomy and supports key stakeholders in coal regions to understand, plan and implement just energy transition pathways. With a strong focus on regional economic transformation, the project engages with administrations, trade unions, communities, civil society, and academic institutions in selected countries of Latin America, Africa, and Asia, including on the subnational level, and fosters a global interregional peer-to-peer exchange, learning, and policy dialogue through an international network and Knowledge Hub. It works with 7 countries overall, in two of them with larger country components: In Indonesia the project specifically supports the development of transition plans in two coal regions (IKI, 2025). In Colombia, the project supports energy communities with a Just Energy Transition (JET) perspective.³

The project is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit gGmbH (GIZ) as the consortium coordinator, together with the International Labour Organization (ILO); Wuppertal Institut für Klima, Umwelt, Energie gGmbH (WI); Climate Action Network International (CAN I) and the International Institute for Sustainable Development (IISD). Further implementing institutions are Union Aid Abroad – APHEDA and Solidarity Center. The political partners are the Ministry of Energy in Chile, the Mpumalanga Provincial Department of Economic Development and Tourism (DEDT) in South Africa, the Electricity Generating Authority of Thailand (EGAT), the Ministry of Labour and Social Protection of Mongolia, the Ministry of National Development Planning (BAPPENAS) of Indonesia, and the Ministry of Energy and

¹ At the time called Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Buildings (BMUB). Between 2022 and 2025, the IKI was centrally administered by the Federal Ministry for Economic Affairs and Climate (BMWK) and implemented in cooperation with the Environment Ministry and the Ministry for Foreign Affairs (MFA), with BMWK responsible for this project. In summer 2025, responsibility moved back to the environmental ministry BMUKN.

² Coal bed methane alone adds about 1.1 Gt CO₂equ [global warming potential of 100 years] or 37 Mt of CH₄.

³ The local component in Colombia has just recently started so that only the first two are subject to the evaluation.

Mines (GIZ, 2024e, 2025c) of Colombia. The envisaged political partner in Viet Nam is the Ministry of Industry and Trade (MOIT).⁴

According to the IKI evaluation policy, this project has undergone a mid-term evaluation (MTE). MTEs aim to facilitate learning, increase accountability, and contribute to better decision-making by all stakeholders involved. They focus on the IKI MTE evaluation criteria, IKI safeguards, IKI standard indicators as well as additional learning questions. Arepo conducted this MTE between January and August 2025. Interviews, internet research and document review were conducted by the whole evaluation team, and the international energy expert and the local evaluator conducted a field mission for over two weeks in June 2025, visiting Jakarta and the project regions of East Kalimantan and South Sumatra. The project team included Dr. Christine Wörten as the international team lead, Karolin Kölling as the international evaluation expert and deputy team leader and Joni Kasim as the local evaluation expert in Indonesia. They were supported by Carlotta Theye and Joshua Alvensleben. The data presented in the report refers to the period from the start of the project until the end of the data collection phase in July 2025. The database is written documents, internet research and interviews that could be triangulated during this period. Data cut-off was August 10, 2025.

The report is structured as follows: Chapter 2 describes the project background including the stakeholders of the project and the impact logic. Chapter 3 elaborates on the evaluation approach and chapter 4 on the results of the MTE according to each evaluation criteria. Chapter 5 draws the conclusion and chapter 6 contains the recommendations of this MTE.

2 Project background

2.1 Problem statement of the project

Coal as a resource is found and mined in many countries but countries differ in their dependence on coal, for domestic use as well as for export. Within countries, the coal economy is typically concentrated in specific areas, where mining takes place. Here a high local economic dependence on coal persists (often with the associated pollution and public health challenges). National or global coal exit plans will hit these regions hard economically but promise environmental and public health improvements in the mid- to long term. Against this backdrop, the project works with coal regions in its seven partner countries on their economic transformation out of a dependence on coal mining on local clean development alternatives.

Indonesia, as of 2023, is among the world's largest coal exporters, with roughly 89 % of its production exported. Coal currently accounts for about 36 % of Indonesia's total energy mix and produces roughly 69 % of its electricity (IEA, 2023) — a share that continues to rise. The coal industry has contributed around 3.6 % to national GDP in recent years, and in East Kalimantan, the country's largest coal-producing province, it accounts for an estimated 30–35 % of regional GDP (Ilango; Adhiguna, 2025). The Climate Action Tracker rates the country's climate targets and implementation as "critically insufficient," citing ongoing coal expansion and weak regulatory frameworks for managing the transition (CAT, 2025). The draft of Indonesia's second NDC uses vague language about "reduced coal consumption," ignores rising off-grid coal use, and does not reflect the G20 pledge. Nevertheless, a lively discussion around coal mining and power plant closures is ongoing in East Kalimantan and South Sumatra (see Chapter 4.1.1)

Colombia is Latin America's largest coal producer and the world's fifth-biggest thermal-coal exporter, mining about 54.5 million tons in 2023, chiefly from open-pit mines in César and La Guajira. Coal plays only a minor

⁴ The letter of intent is still pending (GIZ, 2024d, 2025c)

role in the domestic energy system—11.6 % of total energy supply and roughly 10 % of electricity generation in 2023—yet it remains economically pivotal, still contributing 2.4% of Colombia’s total fiscal income, which makes any phase-down highly sensitive for local jobs and budgets (SEI *et al.*, 2024). President Gustavo Petro has put a “Just Energy Transition” at the center of his economic agenda. His administration has joined the Powering Past Coal Alliance in September 2023 with a pledge of no new unabated coal plants and a post-2025 (Powering Past Coal Alliance, 2023), and, in February 2025, released a national Just Energy Transition Roadmap that emphasizes social dialogue, retraining, and economic diversification in coal-dependent Caribbean departments (Ministerio de Minas y Energía, 2025).

In Chile, coal provides about 8% of energy (IEA, 2025). The government’s 2024 Decarbonization Plan aims to retire or repurpose around 70% of coal plants by 2025, but climate gains could be offset if units switch to fossil gas. Eight coal plants may operate until 2040. A proposal to fully phase out coal by 2030 was considered in 2022 but not adopted in the 2023 Energy Transition strategy.

Viet Nam is a significant coal producer and importer, mainly mining in Quảng Ninh Province and hosting fossil fuel and Renewable Energy (RE) facilities in regions like Trà Vinh. Despite committing to net-zero emissions by 2050 and joining the Just Energy Transition Partnership (JETP) in 2022, Viet Nam remains dependent on coal and gas. The JETP aims to cap power sector emissions at 170 MtCO₂e by 2030 and achieve a 47% RE share, but the Power Development Plan (PDP8) of May 2023 promotes fossil gas as a "transition fuel" while cutting back on coal expansion. Climate Action Tracker rates these efforts as "Critically Insufficient" with emissions projected to grow until 2030; there is no clear coal phase-out plan yet. While solar and wind capacity has increased, overall renewable targets are still lacking (CAT, 2025).

Thailand’s Electricity Generating Authority of Thailand (EGAT) operates the Mae Moh mine in Lampang Province, the country’s only remaining source of domestic lignite. It is expected to wind down as reserves are depleted. Thailand aims for carbon neutrality by 2065, but in 2022, increased fossil fuel supply and invested in gas projects, including LNG capacity and a new power plant. The Climate Action Tracker rates its climate policies as “Highly Insufficient” due to this and lack of a coal exit plan (CAT, 2025).

Mongolia relies on coal for over 86% of its electricity and most heating needs, with no official plan to phase out coal and demand projected to stay high. Although exports to China may decline and Ulaanbaatar faces severe air pollution from raw coal use in households, government bans since 2019 have promoted cleaner briquettes and district heating, lowering particulate emissions (IEA, 2025).

South Africa’s Just Transition framework is advanced and led by the Presidential Climate Commission. While RE is increasing, coal remains prevalent—800 MW of new capacity was added in 2024—and fossil gas use is growing. The outdated 2019 Integrated Resource Plan still shapes policy, slowing coal retirement. Recent reforms include the 2024 Climate Change Act and Eskom’s restructuring, but persistent energy insecurity and slow decarbonization outside electricity remain challenges (Department of Mineral Resources and Energy, Republic of South Africa, 2023).

2.2 Project technical data and consortium

IKI JET’s duration is from 28.04.2022 – 31.01.2027 (GIZ, 2024e). The project is jointly funded by IKI and the European Commission’s (EC) Directorate General for International Partnerships (DG INTPA) and has a total budget of EUR 24,483,720.00 (GIZ, 2023b, 2024d, 2024e; IISD, ohne Datum). The project was prepared from 15.03.2021 to 14.09.2021 with ca. EUR 600,000 of the total project budget (GIZ, 2024e; IKI, 2025). The project consists of an interregional component (also referred to as the global component), a country component in

Indonesia and a country component in Colombia. The latter has just recently started so that only the first two are subject to the evaluation.⁵

The project uses a multilevel, multistakeholder strategy at global, national, and especially subnational levels in coal regions to promote community dialogue, economic diversification, and skill development. This approach aligns with the ILO/UNFCCC JET framework by engaging governments, companies, labor organizations, and civil society. The implementation team includes GIZ (as joint coordinator), ILO, WI, CAN I, IISD, and originally ITUC; following compliance issues with ITUC, its role was taken over by APHEDA and Solidarity Center. The project's structure ensures representation of organized labor, governments, and affected communities.

GIZ coordinates the consortium's work and the ongoing continuous coordination of activities between the implementing partners across all thematic areas. GIZ further ensures coordination and alignment with the commissioner (BMWK and European Commission's (EC) Directorate General for International Partnerships (DG INTPA)) and the IKI Office as well as with the political partners in the respective countries. The other consortium partners are responsible for work packages aligned with their stakeholder access.

2.3 Work packages and implementation status

The project consisted at the beginning of the evaluation of seven outputs: three interregional Outputs (I) International Network, II) International Policy Dialogue, III) Knowledge Hub), four under the Indonesia component (IV) Regional Consultation Forums, V) Policy advice, VI) Transformational measures, VII) National dialogues on JET) (GIZ, 2024c). With the approval of the change offer, an additional Output was added for the Colombia component: 8) Energy Communities (GIZ, 2024e, 2024b).⁶ In the following, the implementation status at the beginning of the evaluation is discussed, based on the results monitoring table provided to the evaluation team in June 2025, which reflects implementation up to the end of 2024 (GIZ, 2025f).

Output I focuses on enabling an interregional peer-to-peer knowledge exchange on just energy transition topics through study tours, 8 thematic and regional Communities of Practice (CoPs); enhancing the competencies of JET practitioners and policy makers through the design and roll-out of training programs; and the implementation of targeted and needs-oriented In-country Support Measures (ICSM) (technical assistance and capacity building) for participating JET regions of the International Network⁷. The output is primarily delivered by GIZ and ILO with contributions from CAN I, APHEDA, and WI. CoPs on 1) JET Strategy; 2) JET Coal Mine Closure; 3) Green and Just Economy 4) Energy and Justice 5) CoP South America, 6) CoP Civil Society, 7) CoP on Southeast Asia had been launched, with responsibilities distributed across the consortium according to thematic match. GIZ led on several study tours (to Poland, Germany and South Africa) and 8 in-country support measures (3 each in Colombia and Mongolia, and 1 each in Thailand and Viet Nam), of which 5 were finished. ILO implemented training for policy makers in Colombia.

Output II is implemented by GIZ and focuses on strengthening international discussions on JET by feeding experiences from coal regions into global processes, as well as high-level policy and technical exchanges. Representatives from Coal regions have participated in 2 International Forums, and a series of ongoing policy dialogues and expert exchanges, and the provision of technical and content-related inputs to international high-level events and policy processes, with a specific focus on JET topics, including civil society, trade union, and gender perspectives. The output is delivered by GIZ with contributions from ILO, WI, CAN I and Solidarity

⁵ Component three – the Colombia component – and the related output 8 are not part of the evaluation.

⁶ Component three – the Colombia component – and the related output 8 are not part of the evaluation and therefore not described here.

⁷ Not for Indonesia and South Africa.

Center. Contributing to Indicator II.2, GIZ has organized National High-Level Dialogues around coal and JET, in South Africa, Chile and Thailand.⁸

Output III creates the Knowledge Hub, an actively managed online portal / platform for external communication and sharing of knowledge products. This is achieved through the systematic identification and creation of knowledge products, the development of toolkits, practical guides, and innovative tools such as a social simulation game, and the facilitation of mutual learning and dialogue among stakeholders, all feeding into the Knowledge Hub to support informed, inclusive, and sustainable just energy transitions. The output is delivered by IISD with contributions from GIZ, WI, ILO, CAN I and APHEDA.

Output IV Indonesia – Regional Consultation Forums (RCFs) – aims to establish an informed social dialogue and stakeholder engagement JET in two coal regions in Indonesia (East Kalimantan, South Sumatra). This is achieved through the establishment and institutionalization of inclusive multi-level stakeholder structures such as the RCFs on JET, working groups under regional tripartite bodies, and stakeholder committees at community level. These are supported by capacity building for trade unions, informal workers, civil society, and local governments, alongside targeted awareness-raising campaigns and co-creation of knowledge with national research partners. Together, these activities foster inclusive governance, strengthen capacities across society, and generate evidence and strategic input for JET planning in Indonesia. ILO, CAN I, APHEDA and WI are responsible for specific outputs and outcomes under this Output. For example, ILO is working towards the output indicator of 6 official meetings of (regional) consultation forums (RCFs), 3 in each of the target regions. By the end of 2024, 3 preparatory meetings had taken place in South Sumatra and 4 preparatory meetings, as well as one official kick-off meeting in East Kalimantan. CAN I was responsible to ensure that 20% of the representatives of the official meetings are non-tripartite and non-governmental stakeholders, which was also not yet fulfilled. APHEDA's is working towards having 4 bilateral Collective Bargaining Agreements (CBA) signed. At the beginning of the evaluation, no progress on these indicators had been recorded. The partner was onboarded comparatively late. CAN I was further asked to ensure that JET topics would appear twice as often in "three major social media operators". And lastly WI was responsible for knowledge products that should be endorsed by the RCFs. Two such products (Knowledge Needs and Gaps Assessment and Status Report on Indonesia) were made available but as no official meeting of the RCF was registered, they could also not endorse the products.

Output V aims to improve the enabling environment for JET in Indonesia by providing targeted policy advice at national and subnational levels, through the formulation of policy recommendations on green economy, active labor market and labor protection policies, as well as the support for the development of regional JET plans for East Kalimantan and South Sumatra. The process includes capacity building for planning agencies, stakeholder consultations via the RCFs, and support for developing a knowledge platform for the energy sector to facilitate a JET. The output is delivered by ILO and GIZ. Specifically, Indicator V.1 expects ILO to have 2 detailed policy recommendations for JET plans agreed in the RCF – which is not feasible before the official meetings of the RCFs. Indicator V.2 expects that GIZ ensures that the key elements of the regional JET plans have been integrated into the draft local development plans, by the planning agencies of the focus regions, which GIZ reports as fully accomplished in 2024.

Output VI aims to roll out concrete support for economic and social transformation in the two Indonesian coal regions. In work package (WP) VI.1 (GIZ), the project advises local governments on renewable energy and green growth, fosters green business innovation, supports women entrepreneurs, and facilitates

⁸ The Thai NHLD has been implemented in December 2024, i.e. it has been completed before the beginning of the evaluation, which is why it should be reported here. However, it was not reported upon in the results monitoring table that this section is supposed to be based on.

matchmaking with investors. Here, GIZ was expected to provide 2 success stories of new business opportunities in coal regions and had provided 1 draft final report by the end of 2024. WP VI.2 (Lead ILO) provides training for green entrepreneurs from small and medium-sized businesses; local communities on alternative livelihoods, new economic development, and renewable energy; and the skill development of the workforce by supporting public and private training providers to deliver courses, while also supporting employment services to respond to labor market shifts for 300 individuals, 71 of which had been trained (GIZ, 2025f).

Output VII links national-level planning and regional needs by developing recommendations on framework conditions for a JET in coal regions. WP VII.1 (ILO) supports the development, piloting, and adaptation of a national skills roadmap for JET and the knowledge transfer between regional and national actors. WP VII.2 (CAN I) enhances the capacities of affected groups in the regions, such as community representatives and trade unions, to actively participate in national policy dialogues, to ensure that their perspectives and needs are reflected in national planning processes. WI and APHEDA support the work (all outputs based on (GIZ, 2024e)). As none of the RCFs had taken place by the end of 2024, and both indicators are focusing on them, no success has been recorded in the results table. With the latest change offer the second indicator has been adjusted – instead of two community representatives under VII.2, it shall now be one community and one trade union representative.

2.4 Stakeholders to the project

The political partners have already been listed in Chapter 0. The final beneficiaries of IKI JET are *“those parts of the population in the target countries / regions that will be positively or negatively affected by induced transformational changes around the coal industry”*. They will be reached via activities targeting a *“broad range of societal groups and institutions (stakeholders) relevant for the development and implementation of regional Just Energy Transition Plans in Coal Regions [...] as intermediaries”* (GIZ, 2024e). The project works directly with (GIZ, 2024e):

- Government, public administration, and authorities at national and subnational/regional level;
- Power utilities and corporations of the coal industry;
- Economic sector players such companies, investors, employers and business organizations, e.g., chambers of commerce and chambers of industries and trade;
- Civil society organizations (CSOs);
- Trade unions and association of informal workers;
- Local knowledge actors and science such as universities.

The project developed detailed stakeholder analyses and maps for each project country. Some have already been completed and published, while others are still being finalized and will be made available on the Knowledge Hub (IKI JET, ohne Datum).

2.5 Impact logic – reconstructed Theory of Change

The IKI JET project addresses the challenge of working with stakeholders in coal regions to design and implement socially inclusive and economically viable transition pathways. It should not be confused with the International JET Partnership (JETP),⁹ which is an international compact to support investments in renewable

⁹ E.g., <https://www.bmz.de/de/aktuelles/deutsche-g7-praesidentschaft-just-energy-transition-partnerships-114320>; https://en.wikipedia.org/wiki/Just_Energy_Transition_Partnership

energy in exchange for national level coal phase-out pledges in Indonesia, Viet Nam, and South Africa. The reconstructed ToC as well as the two originals are in Annex I.2.

The project aims to align narratives on climate policy with economic and social goals, resolving perceived conflicts between them. By doing so, it supports benefits like improved local environments, better public health, and reduced greenhouse gas emissions from coal exit, while also addressing economic and social risks. The theory of change is that a multi-level, collaborative approach will drive systemic shifts toward inclusive, climate-resilient, low-carbon development in coal-dependent regions and foster a supportive global environment for just transition. Ultimately, this should result in improved air quality and reduced land degradation.

The project aims to enable key stakeholders—particularly in coal regions of developing and emerging economies—to plan and implement just energy transition (JET) strategies aligned with the Paris Agreement and ILO Just Transition Guidelines. By enhancing coordination and knowledge exchange across regions and countries, stakeholders will be better equipped to develop inclusive and technically robust JET policies. National governments can better tailor JET efforts to regional needs and social justice priorities, while international best practices will help shape broader energy transition agendas and promote global solidarity among coal regions. The global component will facilitate international policy dialogue through participation in forums like the UNFCCC and COP and share insights between coal regions in the Global South and Europe. The Knowledge Hub will inform stakeholders worldwide about JET topics, incorporating information from diverse sources beyond the project itself.

The Indonesia and Colombia components work more concretely at the national and regional levels, employing two different pathways. On the “institutional pathway”, the project shall support subnational coal regions in developing JET strategies through official government processes and multi-stakeholder platforms such as the RCFs. On regional level, the project shall facilitate local planning processes by empowering regional stakeholders, including government actors, civil society, workers' unions, and community organizations. It shall support the development of draft JET plans, pilot projects for green economic alternatives, and skills development programs to prepare the workforce for a low-carbon economy/economic diversification. The project shall feed subsequently regional experiences and stakeholder voices into national-level policy processes, e.g., through contributions to national skills roadmaps, planning procedures, and social protection policies. In Indonesia, for example, the TOC shows an explicit link between regional consultation processes and national dialogue mechanisms. In addition, there is a “practical” pathway that focuses on a diversification of business opportunities, business models and skills, employed through (gender-responsive) community work and technical training (e.g., PV technicians' courses).

3 Evaluation approach and methodology

3.1 Evaluation purpose

The main objective of this MTE is to provide all stakeholders with management-relevant information on the status of implementation, the achievement of objectives and the challenges for the remaining project term around halfway through the project term of the IKI JET project. This MTE offers to BMWK/ EC DG INTPA/ZUG, the consortium and implementing institutions (GIZ, ILO, CAN, WI, IISD, APHEDA, Solidarity Center) the opportunity to reflect on the project approach and achievements, the interaction between the various institutions as well as the outputs and to adjust them if necessary. In addition, the findings, conclusions and recommendations of this MTE provide BMWK, EC DG INTPA and ZUG with a comprehensive assessment of

the project success to date and thus contribute to the steering capability at project and program level as well as to the accountability of the IKI.

In addition to BMWK, EC DG INTPA and the IKI Office at ZUG, the political partners in each project country are further users of the MTE. The German parliament and the interested public will be informed via executive summaries to create transparency and potential exchange upon request.

3.2 IKI evaluation criteria and questions

This MTE follows the MTE methodology developed by ZUG. It consists of a set of evaluation questions structured for the criteria relevance; planning, steering and coherence; effectiveness; transformational impact and sustainability. These questions use a scale with grades between 1 and 6, 1 being a critical situation of underperformance and 6 representing a high achievement beyond expectations (see Table 2 in Annex III). Sub-questions in the evaluation matrix support the collection of evidence and the operationalization of these evaluation questions, clarifying what aspects should be considered under each criterion. For most evaluation criteria, these definitions relate closely to standard criteria from the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) definitions. For transformational impact, ZUG has operationalized some concepts on transformational change from GIZ and its own work into the evaluation questions, including one that asks for specific abilities that might be useful to keep up the momentum of transformational processes. In addition to the four criteria groups there are two additional criteria groups, on social and environment safeguards and standard indicators (SI). They are assessed with a “traffic light” scheme rather than a rating, to highlight urgent action needs. Project stakeholders and ZUG also used the possibility to prioritize certain evaluation questions under each criteria group). These questions receive more attention in the evaluation than questions that have not been prioritized (ZUG, 2024).

In addition, and as a typical element of the MTE methodology, learning questions can be submitted by the project team, consortium, ZUG or relevant ministries. Three learning questions were submitted to the Evaluation Team by ZUG and were discussed with the evaluation stakeholders in the Inception Meeting. During the evaluation process, evidence was collected on these questions. In the findings chapter (see chapter 3.4), narratives answering these supplementary learning questions are added to the discussion of the respective criteria but not included in the ratings.

3.3 Evaluation approach and methodology

The report is based on document analysis and exploratory, semi-structured interviews with diverse stakeholders at GIZ, the implementation partners, Indonesian institutions including the political partner and members of the target group, members of German ministries, members of EC DG INTPA, the ZUG IKI Safeguards team and the ZUG Technical Management Team. The findings and the report were discussed with the GIZ, the implementation partners, the commissioners and ZUG during the debriefings and the final workshop.

The MTE uses a theory-based, mixed methods approach combining multiple data sources and methods (“data and method-triangulation”) to enhance the strength of evidence through validation. The approach included document analysis, internet research, interviews and workshops, as well as a survey. The methodology has been laid out in detail in the Inception Report.

For the purpose of the evaluation, a combined ToC linking the Country component and the interregional component was reconstructed in a participatory workshop with GIZ, WI and ZUG in the Inception Phase and included in the Inception Report. During the evaluation, as the evaluation team gained a better understanding of the complexities underlying the JET concept and the various pathways that are leveraged in this multilevel, multi-country, multistakeholder project, the evaluation team developed an improved

version of the TOC which was further refined based on the gathered evidence during the data collection phase. The final version was consulted with GIZ in July. The reconstructed ToC has been captured in a diagram (see Annex I.2) and a narrative (2.5).

The evaluation was designed in two workstreams. Workstream 1 evaluated the interregional component. Apart from participating observation (in the International Policy Forum in September 2024, and the Global Steering Committee Meeting in July 2025 and an expert exchange webinar), the team analyzed documents, interviewed all members of the consortium, some of them multiple times, and most of the GIZ country experts and political partners of the project.¹⁰ These were partially national governments, and partially regional representatives, allowing to get a good cross-section of the mixed type of engagement that can be found in the target group of the interregional component. In order to understand how well the offers of output II resonated with the needs of this mixed stakeholder group, an online survey was implemented by the evaluation team. Methodological details of the survey and the results are provided in Annex IX).

Workstream 2 centered around the country component in Indonesia. During a field mission to Indonesia (June 9 – 22, 2025) the local consultant and the international evaluation expert were able to meet with over 30 stakeholders on the national and regional levels, with visits to both, East Kalimantan and South Sumatra. Due to a lacking implementation level, foreseen evaluation methods (including a discussion with the communities affected by JET) could not be deployed, and had to be replaced by interviews with champions of change (cf. Findings).

Overall, the evaluation team conducted 66 interviews and FGDs, remote and in-person (see Table 1). For a more detailed breakdown of the interview partners, see Annex VI.

Table 1: Number of stakeholder groups interviewed

	Global Component	Indonesia Component
Inception phase	11 (virtual)	-
Evaluation phase	18 (virtual)	33 (in person) 2 (virtual)
Interviewer	C. Wörlen, K. Kölling, J. Kasim, C. Theye	J. Kasim, K. Kölling

Source: Arepo

Interviews were transcribed and data collected from interviews and other sources were systematically analyzed and processed to ensure they could be discussed among the evaluators and involved stakeholders. To the degree possible, interviews were recorded for audio filing and automatic transcription. In cases where this was not possible, minutes were taken during the interviews. These were stored and coded as appropriate and will be destroyed after the evaluation, in line with EU General Data Protection Regulation requirements.

The data were analyzed via qualitative content analysis. The aim was to determine typical, common aspects of the interviews, structure the data, identify important information and understand patterns. The interview data were analyzed for quality with a focus on the evaluation's aim and with the evaluation matrix in mind. Each interview was assessed with respect to its utility and need for triangulation. Aspects applied in the analysis included the purpose, credibility, accuracy/validity of the statements, possible paraphrasing errors, and the reputation, interests and possible bias of the author.

Arepo conducted the MTE between January and August 2025. Several individual debriefings with the implementing organizations were held in July and August. The final workshop took place in August.

¹⁰ Viet Nam was not available, Mongolia encountered a language barrier.

3.4 Limitations of this evaluation

The evaluability assessment assumed that time was sufficient for investigating all details, stakeholder access was not a challenge and proposed a two-pronged approach between the global and Indonesia component. The proposed methodology included an element of participatory evaluation during the field mission to Indonesia, and a survey among global stakeholders. In practicality, several modifications were necessary to this approach:

- As written documentation such as interim reports, monitoring tables, and project deliverables was generally available, the overall data availability can be described as moderate. However, while key documents were accessible, the level of detail and quality of reporting varied considerably. For instance, safeguard-related reporting lacked depth, and several monitoring tables provided only limited insight into progress or results. Also, the interim reports provided do not provide detailed information, particularly given the complexity and size of the project. This necessitated a much longer discovery of factual information than is usual in other projects.
- Due to a lack of progress on the Indonesia community outputs, the proposed methodology could not be applied.
- It took much longer to tailor the survey to complement (and not overlap) existing “surveys”, to finetune, test, translate into Bahasa and Spanish and mail out than expected. In addition, the turnaround on the side of the respondents was low and required a reminder as well as an extension of the deadline due to public holidays and festivities, which should have been foreseen by the evaluation team.
- Due to the large number of project participants, activities and countries, it was not possible to systematically assess the extent to which the project sought and achieved synergies with other relevant domestic and international projects.

It is, however, necessary and important to mention at this point that the evaluation greatly benefitted from the support and trustful cooperation with the monitoring specialist of the GIZ team, and never had the impression that information was intentionally withheld. All consortium partners were motivated to engage with the evaluation team and available for conversations as requested.

The current implementation status of the project had implications for only one of the evaluation criteria – Transformational Impact and Sustainability. This is no surprise and not unique to this evaluation as especially sustainability of project outcomes is usually difficult to read from documents and discuss with interview partners.

4 Evaluation findings and conclusions per criterion and evaluation question

4.1 Relevance

4.1.1 Evaluation question 1.1: To what extent does the project respond to the needs and priorities of the partner government?

The project responds to the needs of the partner governments in planning for and implementing regional JET pathways. A review of the NDCs and relevant national plans of the countries yielded interesting results: the coal region in South Africa that the project is working in, is specifically mentioned in the NDC as requiring “transition finance, and associated technology and capacity-building.” Of the other countries, Chile and Viet

Nam refer to reductions of coal-fired power generation, and the others to limiting GHG emissions (Gobierno de Chile, 2020). On the other hand, the South African Just Energy Transition Implementation Plan (2023 – 2027) already notes that the “Minister for Electricity in the Presidency called for a reassessment of coal plant decommissioning to extend the lives of retiring coal generation units”, and Indonesia is retracing its steps on the coal phase out, having supposedly added 1.9 GW of new coal capacity in 2024 in captive coal-based generation for industry (The Presidency Republic of South Africa, 2023; Jong, 2025).

The interviews with the political partners resulted in a clear confirmation of the relevance of project activities and responsiveness of the project to their needs.¹¹ On a scale of 1 to 10, respondents on average rated the policy related dialogue events to be aligned with partner governments needs and priorities with a 9.11, indicating high alignment (Annex IX.2.1.8). (Source: Interviews and FGDs with political partners of the interregional component)

The specific setup of the global consortium – an important characteristic of the project - seems to play a less important role for the relevance of the project than could have been expected. The narrative of the project emphasizes the ILO (and UNFCCC) just transition concept, the tripartite setup and bilateral negotiations with organized labor as part of the results framework), and the importance to facilitate a dialogue with organized labor, as well as CSOs. This narrative determines the consortium, and important dimensions of that relevance should have been the specific access to national and local stakeholder groups that each of these consortium partners brings to the table. However, the full power of that engagement seems to have only been tested in Indonesia – at least according to the interviews with the political partners in the other countries. In the other countries, there is little to no involvement of the other consortium members, with the potential exception of local ILO representatives.

Regarding the programs policy related events and knowledge products, respondents to the survey indicated that they perceived the international forums, knowledge exchange formats, national policy dialogues as well as knowledge products as moderately to very valuable (**Fehler! Verweisquelle konnte nicht gefunden werden.**, Annex IX.2.1.5, Annex IX.2.1.6, Annex IX.2.1.7).

The relevance of the project in Indonesia was examined in greater detail. The project works closely with BAPPENAS, particularly the Directorate of Energy Resources, Mineral, and Mining, aligning with national priorities to transition from coal and pursue economic diversification. Stakeholders described this focus as urgent and highly relevant for local governments. The study on economic diversification and business models (Output VI) is seen as a key activity, with interest expressed in piloting practical models. The project supports Indonesia’s NDC, long-term low-carbon strategy, PLN’s business plan, the National Medium-Term Development Plan, the LCDI program, and the National Energy Plan by advancing a just, inclusive energy transition and fostering green economic transformation in coal-dependent regions. It also aligns with the Just Energy Transition Partnership (JETP) by engaging stakeholders and supporting implementation at the regional level.

Political partners at both national and regional levels confirmed that project activities align with their needs and priorities. Initial concerns about the project's scope and alignment were resolved through ongoing dialogue and clearer communication, leading to broad support for its contribution to national goals such as regional development and economic diversification. Indonesian officials recognize the importance of identifying alternative revenue sources due to the eventual closure of coal mines, regardless of JET program outcomes. Empowering local governments to understand green jobs was highlighted as essential. Regional stakeholders observed a strong alignment between the project and regional development objectives with

¹¹ No interview was possible with Viet Nam, or the political partner in Mongolia. In Mongolia, the information was conveyed by the GIZ country office.

specific praise for the Regional Consultation Forums (RCF) that have improved coordination and dialogue on energy transition issues. The IKI JET project is now considered a flagship initiative in one province due to its close alignment with local priorities. (Source: Interviews and FGDs with national and regional level political partners of the Indonesia component)

The project is focusing not so much on the needs of the national governments but of the people in coal mining regions. All country partners that the project was able to speak to¹² confirmed that it meets a significant need in the affected regions. Even in countries where coal overall is not a major economic factor or factor of energy security (like in Thailand or Chile) ending coal (mining) is providing for local hardships that the project can help buffer. The decisive factor is the situation in the coal region – whether the government is supportive of the process, and communities and workers are accessible to the consortium partners.

Due to the high level of alignment this question is rated with 6.

4.1.2 Evaluation question 1.2: To what extent is the project suitable to address the core problem?

The core problem of coal dependence cannot be addressed by the project, but the project provides a crucial building block in creating preconditions for a coal phase-out. Many coal-dependent regions by now have realized that a transition needs to take place, but all countries interviewed in this evaluation confirmed that they lack the institutional capacity, technical expertise, and governance structures required to manage the complex process of transitioning away from coal in a way that is socially fair, economically viable, and environmentally sustainable (GIZ, 2024e). The political partners confirmed that these regions are heavily dependent on coal for employment, public revenue, and local economic stability and that local governments often face serious constraints in planning for economic change. In addition to limited resources and authority, they have weak coordination mechanisms, and insufficient stakeholder engagement processes. Additionally, the governance structures and responsibilities between national and local level as well as between ministries are complex. These aspects – which are tackled by the project – are not the core problem. The core problem is the high dependency. But they are part of the context which makes the core problem harder to address.

The project could better address core issues by fully integrating its multi-stakeholder approach into all its activities, including in the countries. The economic diversification issues currently seem not fully developed, potentially because the community work on the ground has started late. But coal companies can be potential leaders in economic diversification and could be included more prominently in the project. Some Indonesian coal companies, for example, are already pursuing economic diversification. Several of the project components are collaborating with industry associations. Source: FGD with implementing organization; IKI JET, 2025)

4.1.3 Evaluation question 1.3: To what extent does the project respond to the needs and priorities of target groups and affected populations?

The interregional component does not work with the affected populations but strengthens the capacity of those who do. The first need that the project responds to is an information need: political partners and the consortium have noted that all stakeholder groups are unaware, that JET is a problem that is faced by many regions across the globe, and linking affected regions is already a big step forward. The Communities of Practice and the Information Hub jetknowledge.org have been highlighted in that respect as providing very useful information on how to approach the JET challenge and what activities can help the coal regions. The

¹² The project was unable to speak to representatives from Viet Nam and the political partner from Mongolia.

global study trips were game changers for some stakeholders (Source: Interviews and FGDs with political partners of the interregional component). Respondents of the survey found that policy dialogue-related webinars and events addressed the needs and priorities of civil society, NGOs, the industry, coal workers, and local and marginalized populations quite well. Rating it with higher than 7 out of 10, on average, where 10 indicates addressing the needs perfectly. Coal workers were the ones that are seen to be addressed the least with a score of 7.32 out of 10 (Annex IX.2.1.8).

In Indonesia, national stakeholders indicated that they learn from regional projects, while local actors can exert influence at the national level but require more support. Since transitions occur locally, governments and communities must address direct social and economic impacts such as unemployment. Regional ministries have coordinated with national partners to better clarify and prepare their roles in phasing out coal. Experiences in Indonesia also show that engaging stakeholders can change perceptions about JET from being solely an environmental concern.

For Indonesia, target groups beyond government included economic players (APINDO, KADIN), CSOs (IEEFA, IESR, JATAM, UI, Green Faith), trade unions and informal worker associations (KSPI, KSBSI), and knowledge actors such as IESR and LPEM University of Indonesia (GIZ, 2024c). During the field mission, evaluators met representatives from all these groups. Chambers reported that the project supports their business needs by clarifying rules for energy transition and economic diversification. CSOs highlighted that training activities improved their understanding of energy transition. Trade unions stated that the project strengthened union work in East Kalimantan and South Sumatra, supported informal workers, and facilitated national coordination and engagement with ministries. Overall, unions valued these activities for advancing worker protection and participation in the energy transition (Source: Interviews and FGDs with academia, regional political partners, and target group representatives for the Indonesia component).

The evaluators sought to assess to what degree the project responds to the needs and priorities of affected populations (ultimate target group) in Indonesia, but this was only possible to a limited extent. Engagement has so far focused primarily on highly active individuals, limiting insight into the perspectives of more vulnerable or less involved groups whose needs may differ significantly. Based on the division of work packages within the consortium, CAN and their subgrantee YMH are responsible for engaging with communities, who represent the project's ultimate target group. In the IKI JET project, "communities" refers to the broader local population in coal regions including formal and informal workers, vulnerable groups, and local institutions whose livelihoods and well-being are affected by the energy transition (GIZ, 2024e). Due to administrative challenges in the budgeting YMH could engage only late and with limited resources. In 2024, YMH started to engage in East Kalimantan through awareness-raising, training, and stakeholder engagement to promote understanding and participation in the JET. Their scheduled activities included gender-focused research (Anggraini und Arifin, 2024), FGDs, community workshops, and collaboration with universities, media, and local NGOs. Only in 2025, YMH began its work in South Sumatra. During the field visit, the evaluators attempted to meet with community representatives. Due to the short tenure of YMH's engagement in South Sumatra, this was only possible in East Kalimantan. YMH were unable to provide access to communities, and ultimately facilitated meetings with six women leaders, who had participated in YMH activities. These women were champions in their communities and had already held responsibilities prior to the project. YMH had provided training in public speaking and women leadership as well as in social media. The beneficiaries appreciated the knowledge received and support, confirmed capacity gains and passed on the received knowledge to others. One woman was also responsible for selecting additional participants for project activities and explained her selection rationale. However, this woman was very busy with similar activities and village-related responsibilities and did not immediately recall the specific YMH activities and workshops. Due to a lack of contextualization it is unclear to what degree the interviewees were

representatives of the communities, and at this point it is hard to conceptualize for the evaluation team how the project will bring about the community engagement that is required to fulfill the project goals.

While the project, implementing the ILO concept, explicitly targets whole communities, the situation of coal workers is the question that first comes to mind when thinking about Just Energy Transition. For this, the project included trade unions and in many of the partner countries, these are smaller and less powerful than in Germany. Often, they are not organized by sector and in fact plant-specific. The closure of “their” mine also means the end of their organization. Working towards a coal exit could be seen as being against their institutional self-interest. It is all the more surprising that the unions in Indonesia are actively engaging in the offers of the project and adopting program logic of the project, including a seat at the table in the RCFs, and the work towards collective bargaining agreements (CBAs, output indicator IV.3) – which relate to the fate of their own industry. It is the result of the realization of the leaders of these organizations that they should support their members in the pursuit of a better life rather than simply a more profitable job. Where unions realize this, the project is in a position to help them very well. However, in order for the project to be able to help, a specific institutional setup is required in which firstly, there is an organized labor partner, and secondly, that partner is realizing that being part of a discussion around a coal exit is easier, more important or more effective for the ultimate goal than preserving a coal job. (Source: Interviews and FGDs with implementing organizations and target group)

The IKI classifies the program as GEN1 and the GIZ justifies this classification specifically in the gender analysis for the Colombia component (GIZ, 2023). While, coal mining and power generation are a male-dominated sector, most JET concepts (Annex VIII), all consortium members and most political partners have confirmed that women constitute an important aspect of the Just Energy Transition: The political partners pointed to sociocultural aspects when “men are the head of the families and also the providers. If they lose their jobs, it affects women negatively”. This included financial insecurity and a potential increase in gender-based violence due to men’s frustration and alcohol abuse. In addition, women-owned businesses that supply goods and services to the mining sector will also be significantly affected by the coal phase-out. Union representatives confirmed in interviews that the JET process needs to consider local communities and not only the workers in the contractual sense. A high level of attention for the gender issue is very relevant for the success of this project, and is, for example, also reflected in the focus of the work in East Kalimantan. (Source: Interviews with implementing organizations and political partners of the interregional component)

Thus while alignment with several needs of partners beyond the political partners and the ultimate beneficiaries is excellent in the Indonesia country component, alignment overall could be improved through a number of measures (e.g., on gender and community-based development) and with an extremely strategic selection of the situations in which the structure and situation of the organized labor groups is such that the project is needed and its premise of the end of coal can be accepted by labor. For now, the overall project relevance for the ultimate target groups across all groups is rated 4.

4.1.4 Evaluation question 1.4: To what extent does the project respond to the priorities of relevant global thematic policies/agreements?

The IKI JET project aligns with several key global thematic policies and agreements, particularly those related to climate action, sustainable development, and just transitions. Foremost among these is the Paris Agreement (PA), where the project directly supports objectives concerning emissions reduction and the imperative of limiting global warming well below 2°C, ideally aiming for 1.5°C above pre-industrial levels. Additionally, the project contributes significantly towards achieving the Sustainable Development Goals (SDGs). It primarily targets SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), and SDG 13 (Climate Action).

By enhancing social dialogue, strengthening labor protections, and fostering economic diversification, the project promotes inclusive economic growth and decent employment opportunities in affected coal-dependent communities. Interviews with stakeholders, including union representatives (KSPI, KSBSI), underline the project's effectiveness in integrating labor rights into the just transition processes, particularly through CBAs in East Kalimantan. This approach ensures the practical alignment of local transition strategies with international labor standards, notably those stipulated in the ILO Just Transition Guidelines (Annex VIII).

The project's activities are also strongly supportive of the COP26 Just Transition Declaration. By addressing issues of social equity, worker protection, and local economic stability, the IKI JET project operationalizes the declaration principle of ensuring fairness and inclusivity in climate action. Interviewed representatives from the JCM Secretariat highlighted specific project outcomes, such as promoting low-carbon technologies and renewable energy investments, which are fundamental to advancing global priorities for climate-resilient development.

The project explicitly engages with gender considerations, aligning with global frameworks such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Through tailored community initiatives, like in East Kalimantan, the project supports women's empowerment, capacity building, and active participation in energy transition discussions, demonstrating a commitment to gender equality and social inclusion. Other gender activities have been mentioned above. However, a comparison of the Just Energy Transition Concepts conducted for the purposes of this evaluation demonstrates that all concepts recognize the importance of gender considerations. For example, the IEA concept notes (2021) : "Without a specific focus on equality, policies can risk bringing disadvantage, or failing to bring advantage, to more marginalized sections of society. They can also be perceived as unfair or as benefitting only richer segments of society." (p. 9) The ILO concept's (2015) third guiding principle is a strong gender dimension (after a strong social consensus and respect for fundamental rights and before an enabling environment for enterprise, and job creation). Still, the project is classified only as gender-responsive and does not take a full gender-transformational approach.

Overall, evidence gathered through interviews, stakeholder workshops, and document reviews indicates that the project robustly responds to relevant global thematic policies and agreements. Its strategic alignment with these frameworks is a noteworthy characteristic but there is room for an even better fit by taking a stronger gender-transformative approach.

Alignment is rated high (5).

4.1.5 Summary on Relevance

Overall, the high alignment with national and regional (diversification and coal exit) priorities and the global discourse and concepts on coal phase out is one of the strengths of this project. The knowledge offered in particular respond well to the needs of the target group for guidance and connectivity. The locally implemented component in Indonesia is resonating extremely well with a number of stakeholders but not as well in terms of the community build-up. Here, the fitting of the work with the needs of the coal exit could be strengthened.

4.1.6 Final assessment of criterion Relevance

Based on the findings, relevance is graded with 5.2 very good as an average across the rated sub criteria.

4.2 Planning, Steering and Coherence

4.2.1 Evaluation question 2.1: How is the quality of the *project planning* to be judged?

The project features comprehensive planning with detailed operational frameworks, annual plans, and gender analyses, but has faced challenges in monitoring at the activity level and aligning consortium budgeting. Steering is supported by established governance and coordination mechanisms, though improvements are needed in internal communication, role clarity, and responsiveness to local operational challenges, with recent progress noted in inclusivity and collaboration. The full evidence base of this non-prioritized question can be found in Annex XII.1.

Overall, this question is rated with 5.¹³

4.2.2 Evaluation question 2.2: How is the quality of the *project steering* to be judged?

Project steering shows strengths in monitoring and results-based management, with annual donor meetings and the use of the IKI JET monitoring table to track outcomes and outputs across all components (GIZ, 2024a, 2025b). Responsibilities of consortium members are captured in this process, ensuring accountability. Gender quotas for women's participation in the international network are established and either achieved or on track, as reflected in relevant project documents.

At a strategic level, the project benefits from a clearly defined governance structure involving regular coordination, for example in Indonesia between GIZ as the lead implementer and the partners including ILO, APHEDA, and YMH. The Steering Committee meetings and internal coordination calls have provided a regular forum for exchange, progress reporting, and operational planning. Within the global consortium, the main tool for cooperation is meeting of the Consortium Coordination Council twice a year across the whole consortium where the work plan is approved, among other things, and a bimonthly call within the work packages where they report on the progress on their respective work plans. The annual operational plans offer a solid foundation, but application has not always been uniformed across all workstreams.

The monitoring system is not suitable for effectively guiding the project, as consortium partners and local implementers do not seem to report sufficient activity-level details to GIZ to ensure a full control with the central coordinator of stakeholder dynamics and hampers project management's ability to address slow progress. Interviewees point to the fact that the consortium partners reported to each other in the Consortium Coordination Council and in the component coordination groups. Yet, they also noted that partners there present their work respectively, without actively searching for cross-engagement. Several consortium partners noted that they work in parallel rather than collaboratively, suggesting a need to leverage synergies more actively in order to achieve more. While a division of labor enhances efficiency and is also natural in this consortium where each consortium partner is working with a clearly defined constituency, it is the view of several interviewees that active synergies could be leveraging more impact. In addition, it is noted that there are several output indicators that require contributions from several consortium partners, to be reported through the lead for that respective indicator, so that working synergistically is built into the project logic. Yet, in the results monitoring tables that are available for this evaluation (i.e., version of 18.6.2025), only activities of the respective responsible party for the monitoring of the given output indicators are reflected. Either the other partners have not contributed to any of these "mixed" outputs, or they are not reporting their contributions to the responsible party.

¹³ The gender aspect is not included in this rating as it is raised repeatedly in other places in this evaluation, and the IKI Gender approach has developed significantly since the design of this project.

Expenditure tracking and reporting are in place, though some partners noted a lack of flexibility in reallocating resources in response to local needs and emerging opportunities. The absence of a centralized dashboard or platform to track delivery progress and financial performance in an integrated manner was highlighted as a gap during interviews. Some implementing partners, particularly at the sub-national level, reported limited access to real-time budget tracking or clear visibility on timelines for consortium-wide deliverables. It might be worth emphasizing at this point that the national and subnational partners in Indonesia receive their budgets through grant agreements between GIZ and the global consortium partners.

Despite these challenges, the operational plan has served as a coordination and monitoring tool. For example, in Indonesia, adjustments have been made through mid-course corrections and adaptive management mechanisms, such as changes to community engagement strategies in South Sumatra and updates to the roll-out of the Knowledge Platform, demonstrating the project's ability to respond to changing circumstances. However, several partners and stakeholders identified issues in internal communication and information flow. Although formal structures exist and have been used to inform consortium partners about the respective studies and activities, there have been occasions where the steering process was unclear regarding roles, responsibilities, and decision-making authority, leading to duplicated efforts, such as overlapping activities between ILO and APHEDA related to labor assessments and community engagement in Indonesia. These instances point to the need for clearer delineation of responsibilities and improved synchronization of activities across work packages. In addition, some implementing partners reported limited responsiveness from the steering structure to operational challenges in the field, noting delays in addressing logistical issues or offering strategic guidance for stakeholder engagements, which affected implementation in South Sumatra. Furthermore, the absence of a unified messaging strategy led to inconsistent communications with government counterparts during the early stages of the project.

Regarding the implementation of the gender-sensitive approach, GIZ has appointed gender focal points within GIZ, various capacity building formats for women have been implemented, and women groups have been integrated into the implementation of the project (Source: Interviews with implementing organizations). All these formats ensure that the project activities are in line with the IKI Gender Strategy (BMWK, 2021). Interviewees reported that they have integrated gender concerns into the work at national level as relevant stakeholders explained that their activities and e.g. efforts for making economic diversification plans for the community include women and women groups throughout the processes. But at least one stakeholder expressed concern that involving representatives from women's organizations has been challenging due to their limited presence (Source: Interviews with implementing organizations of the interregional component).

Recognizing some of these issues, project steering has shown improvements over time, on the Indonesia as well as on the interregional level, which has been noted by partners. In summary, while the steering arrangements have provided a foundation for consortium functioning, feedback to the evaluation team was that the overall quality of project steering can be improved by increasing transparency between the consortium members, enhancing clarity in workstream leadership, and ensuring timely and strategic guidance to field operations. Strengthening these elements will be essential in the remaining implementation period to maintain momentum and ensure effective delivery across regions.

The quality of steering is rated at 4.

4.2.3 Evaluation question 2.3: To what extent do the chosen forms of cooperation during project implementation ensure an adequate *coordination with relevant actors* in the partner country?

This question has been deprioritized in the Inception Phase, and a longer discussion can be found in Annex XII.2. Summarizing, in Indonesia, cooperation and coordination among stakeholders—including GIZ, BAPPENAS, and MEMR—has improved over time, but occasional overlaps and unclear roles have highlighted the need for more rigorous responsibility delineation and better resonance with national policies. In other countries without dedicated country components, coordination is managed within GIZ's project structure, following annual work planning and partner requests, but this approach does not always reflect the consortium's multi-stakeholder nature and could benefit from stronger alignment and engagement mechanisms.

Overall, it is possible that a more forceful management might lead to a better alignment between the activities of the consortium members and a more effective internal multi-level approach of the project. Coordination is rated 3.

4.2.4 Evaluation question 2.4: To what extent does the project seek and achieve synergies with other relevant domestic and international (including German) projects or efforts?

The project seeks and achieves synergies with other relevant domestic and international projects, but selectively. In the participating countries where the project does not have its own project component and only GIZ is active, the project is implemented by full time GIZ IKI JET Policy Experts, with the exception of South Africa where the local work in Mpumalanga Province is mainly funded through a separate IKI project, and the IKI JET project provides a tie to the global JET community. But it is also true in Thailand and Mongolia, for example, the staffers are part of GIZ renewable energy or energy efficiency clusters.

On the other hand, the project's focus and theory of change should not be confused with the ones of the JET-P programs, which are active in Indonesia, Viet Nam and South Africa and some of which are also implemented with GIZ support. The rationale of these programs is to provide large financial envelopes for renewable energy deployment. Thus, they are different in scope, approach, and stakeholders as well as beneficiaries.

On a global level, the project design already foresees a "Circle of Friends", in the form of other organizations that work on JET and can be used as a sounding board for replication and upscaling. Project reports indicate that the JET project works closely with "international initiatives such as the Powering Past Coal Alliance, the Energy Transition Partnership and the EU Climate Dialogue." (GIZ, 2024d) In addition, the activities of the project offer opportunities for stakeholders of coal initiatives across the globe, to educate themselves about all aspects of Just Energy Transition, for example for the International Forum for Coal Regions in Transition. On the other hand, for the other consortium partners, the leveraging of such synergies seems to be more difficult. Overall, seeking synergies internal to the organizations and with other initiatives is a crucial pathway to impact and sustainability and should be encouraged more stringently.

Answers to open-ended questions of the survey show that, while many stakeholders consider international knowledge exchange through IKI JET policy dialogue events, and the resulting improved communication among national actors, as key to the project's success, they are largely unaware of synergies with other national or international initiatives. Stakeholders see strong potential for the project to align with and complement other domestic and international JET efforts, particularly in areas like climate justice, mine closure planning, green finance, and territorial development. Respondents highlight the value of connecting with existing experiences, legal frameworks, and funding mechanisms, to enhance policy impact and

implementation. While the project has begun to build these connections, several stakeholders emphasize the need to deepen collaboration and make these synergies more intentional and visible moving forward.

At the domestic level in Indonesia, the project has been engaged with local government programs focused on economic diversification and labor upskilling. In East Kalimantan, for example, the project's vocational training initiatives complement provincial efforts under the Regional Development Planning Agency (Bappeda) to promote green jobs and sustainable livelihoods. These synergies have enhanced project relevance and facilitated greater stakeholder buy-in at the local level.

The IKI JET Indonesia Component has also established informal linkages with initiatives led by development partners such as the Asian Development Bank (ADB), the World Bank, and the United Nations Development Programme (UNDP), particularly in areas concerning coal transition financing, community resilience, and policy reform. Several stakeholders interviewed recognized the project's potential to serve as a bridging initiative that connects social equity objectives with technical and financial components of larger energy transition investments. However, challenges remain in operationalizing these synergies into structured partnerships. The absence of a shared coordination platform or formal MoUs has limited the extent to which knowledge sharing, joint programming, or resource alignment can occur. Additionally, several interviewees noted that the project would benefit from more proactive engagement with Germany's broader IKI and BMZ portfolios in Indonesia, including projects focused on climate finance and sustainable energy access.

In conclusion, while notable efforts have been made to identify and cultivate synergies, the project has yet to fully capitalize on the potential for systemic collaboration. Enhancing the structure, visibility, and continuity of its coordination efforts will be essential to achieving more durable and scaled outcomes.

Overall, the rating for synergies is 4.

4.2.5 Summary on Planning, Steering & Coherence

Overall, the strengths of the steering rest in the clear documentation and structure with assigned responsibilities and regular meetings. However, the consortium does not seem to have been brought together to become more than the sum of its parts. Activities are implemented alongside each other rather than together, and specifically on the regional level could be brought together more systematically. This affects the operations of the project, and the success of leveraging synergies. The project is potentially too broad to be able to leverage synergies systematically.

4.2.6 Final assessment of criterion Planning, Steering & Coherence

Based on the findings, planning, steering & coherence for IKI JET is graded with 4.3.

4.2.7 Learning question: To what extent does the division of work packages/activities reflect the consortium members' strengths and priorities?

The consortium consists of GIZ as the consortium leader and 5 "Implementing partners/contractors", who "form equal part of" the consortium (IKI und GIZ, 2023). Each is "representing a specific dimension of the JET perspective" – ITUC the perspective of organized labor, CAN I of the international climate movement, ILO of tripartite and intergovernmental aspects, GIZ of the German Government, and IISD as well as Wuppertal from an analytical knowledge generation and dissemination angle. When ITUC had to withdraw from the project,

APHEDA and Solidarity Center were included to take their part.¹⁴ Each partner has responsibility for specific work packages and activities. They receive funds to their “respective principal legal structure / headquarters (in the case of ILO, IISD and WI) or their top federation level (in the case of ITUC and CAN).” However, specifically the umbrella organizations ITUC and CAN I do not have any oversight functions over their local members. As ITUC dropped out early on, this did not constitute a problem on the labor side. Annex X includes an overview of the consortium organizations and the two newcomers. A comparison of these characteristics with the tasks performed in the project confirms that some of the observed implementation challenges in the project could be partially caused by a mismatch of the project structure and the tasks, with the legal structure and the size of the organizations, and the experiences that they bring to the table.

Generally, this project harbors three types of tasks: A. Coordination of the overall project and within the countries, B. Outreach, research and knowledge dissemination on the interregional level, and C. Delivery of technical assistance for capacity building and dialogue in the regions (and partially in the capitals).

- A. Coordination: As the consortium leader, GIZ is responsible for the overall coordination of the project and the three components. While this is aligned with their strengths, the project is much larger than the average GIZ project.¹⁵ As a German Government Agency, they underlie specific procurement and contracting rules. GIZ is responsible for liaising with the partner governments. It has offices and other projects in the energy sector in each of the partner countries and is coordinating all country work in the project.¹⁶ As GIZ is the official German bilateral implementation organization, GIZ projects have to undergo a formal process in each country before the project start. This certification has not yet been achieved for this project in Viet Nam so that officially the country cannot yet participate in the project. GIZ is also responsible for coordinating with the donors, e.g., on change offers. These institutional challenges at times have contributed to delayed implementation.
- B. Outreach, research and knowledge dissemination: In the interregional component, all partners are actively participating in this task. IISD is responsible for the Knowledge Hub (Output III) and research. The 8 Communities of Practice (CoPs) are managed by the respective expert organization. Several of the members are implementing research studies on JET-related topics, including but not limited to IISD and WI. As all consortium members have experience in the field of outreach and knowledge dissemination, the correspondence between technical and operational capacities and the assigned tasks in this area of the project is good.
- C. Delivery of technical assistance for capacity building and dialogue in the regions (and partially in the capitals): This task is assigned to GIZ, ILO, Solidarity Center / APHEDA and CAN I. Except CAN I, all these organizations have experience in on-the-ground technical assistance, dialogue facilitation and capacity building aligned with roles that they take on in this project, e.g., on the national level or training. CAN I does provide technical capacity and support on key themes, including on just transition, to their Nodes and members as part of its regular work and at the same time uses the information and evidence collected by the members to strengthen the international work. It does not usually work directly on community approaches for economic diversification, but its focus is more on giving a global voice to local (climate)

¹⁴ They were not included as full consortium members, i.e., they are not participating in the Consortium Coordination Council. On the operational and contractual side, the differences between being a formal member of the consortium and their status seem small.

¹⁵ In 2023, GIZ had a portfolio of close to 10 billion Euro, in 1500 projects (<https://www.gtai.de/de/trade/ausschreibungen-projekte/geber/deutsche-gesellschaft-fuer-internationale-zusammenarbeit>)

¹⁶ The other consortium partners have work package in Indonesia but not in Colombia. Regarding the question if GIZ is leveraging the full value of the consortium in all cases, see Chapter 4.2.2

CSOs. With a very small global Secretariat and a network structure working via regional and national nodes, they themselves do not have the capacity and local presence to deliver technical assistance locally but the project design envisions that it mobilizes its network members to deliver these activities. This has posed some challenges administratively, but also with oversight, as well as with the capacity of the local partner organization. At least in the case of Indonesia the assigned member organization is not very experienced in community-based TA and facilitation of local dialogue processes in coal communities. CAN I has limited influence over the local affiliates of their regional and national nodes and is therefore to some degree structurally challenged to fulfill the role of community-based capacity builder in the consortium.¹⁷

CAN I's role in the project is described implicitly on page 28 of the change offer, where it says "the project will engage, inter alia via the local CAN-nodes and members, with relevant CSOs and CBOs¹⁸ working on JET related topics, especially climate justice and support their meaningful and effective engagement in the regional JET processes." CAN I is an umbrella organization originally founded to bundle the voice of Civil Society in the climate negotiations, i.e., its traditional way of working is "bottom-up" (local groups telling CAN I what they need from the negotiations) rather than "top-down" (CAN I telling local groups what to do). The small size of the Secretariat and the structure as a network of networks, make it plausible that the reach to and control over members is difficult, and the membership – while very large – does not include a community-based CSO in each coal region. This is illustrated by the fact that the change offer names specific organizations in Indonesia which were not part of the implementation of the project in community-based work¹⁹, and three organizations in Colombia are mentioned who are not reflected as members of CAN on the CAN website (CAN International, 2025). In the first phase of the project, significant administrative effort was needed to get the funding abilities of GIZ aligned with the oversight and disbursement practices of CAN I vs. the local member of its CANSEA node, YMH. CAN I points out that it is happy to also collaborate with non-members and allies and movement beyond their own network.

But all consortium members have their perspectives, administrative challenges and institutional comparative advantages (and disadvantages). Even though the JET project itself has little technical context related to energy, GIZ activities are suspect to bias for energy topics.

4.3 Effectiveness

4.3.1 Evaluation question 3.1: To what extent is the *project logic* still applicable?

The project's Theory of Change (ToC) (cf. Annex I) remains broadly applicable and relevant, effectively addressing the interconnected needs for socio-economic transformation and stakeholder engagement in the just transition from coal. Stakeholders confirm that country-specific work packages, especially in Indonesia, are well-aligned with local contexts, though they recommend further adjustments to address emerging priorities such as informal sector workers, gender inclusivity, and alignment with evolving national policies like the JETP. Overall, while the project logic is sound, greater flexibility and targeted refinements are advised to maximize effectiveness and sustained relevance as the policy landscape evolves. For a longer discussion of this non-prioritized evaluation question, refer to Annex XII.3). This question is not rated (in line with the methodology of the standard evaluation matrix).

¹⁷ Here it is noted that the last change offer implies a different structure for the Colombia component than for the earlier, with GIZ also in the lead of both work packages.

¹⁸ Community-based organizations

¹⁹ Although at least IESR participated in some activities of the project

4.3.2 Evaluation question 3.2: To what extent have planned activities been implemented and respective results been achieved?

According to the results monitoring of June 2025, based on the milestones the project is well on track, despite challenges and delays.

Two major challenges during implementation required adjustments to the project strategy: the change of a consortium partner and the withdrawal of India as a planned project country. The General Secretary of the International Trade Union Confederation (ITUC), originally a consortium member, was involved in a compliance case in 2022. Despite efforts by ITUC and GIZ to leave the consortium intact and avoid any reputational risk, ultimately, ITUC dropped from the consortium but remained engaged in the Circle of Friends (GIZ, 2023b, 2024b; IISD, 2024; GIZ, 2025c; Interview). To replace ITUC, Union Aid Abroad – APHEDA in July 2024 and Solidarity Center in August 2024 (IISD, 2024; GIZ, 2025) were converted from subgrantees of ITUC to direct grantees of GIZ. APHEDA is exclusively engaged in the Indonesia Component, Solidarity Center in the global component (IISD, 2024). Both organizations are not formal consortium members. When India withdrew from the project in July 2023 amid unforeseen political circumstances, the funds of the planned India Country Component were reallocated to the existing components and a new component in Colombia (GIZ, 2024d, 2025c). The changes were incorporated into a change offer dated March 2024 (GIZ, 2025c) and are also reflected in the adapted results framework and ToC of the project. (Source: Interviews and FGDs with implementing organizations of the Indonesia component)

Nevertheless, a large share of the planned activities has been implemented and results have been achieved, even though some challenges remained, specifically on the community level. Apheda's and Solidarity Center's activities have been underway for less than a year. In Indonesia, the local CAN-Affiliate YMH faced significant challenges in starting off local activities in the regions and implementation seems still limited at this point. (Source: Interview with implementing organization Indonesia component)

The distribution of country activities to the countries is not even (Annex XI). Mongolia and Colombia are leading the pack with five country specific activities, each. Thailand and Viet Nam have been supplied with two such activities each and Chile with one. The high number for Colombia is aligned with national interest and one reason for the definition of a specific country component in Colombia. The high number in Mongolia is commensurate with project planning, and might compensate to some degree the fact that it is less easy for Mongolian stakeholders to participate in direct exchanges due to a language barrier, while on the other hand, a window of opportunity exists in the coal region (GIZ, 2025f). Chile as an OECD country cannot be granted equal access to this ODA project, and like Thailand, its coal JET challenge is rather limited (GIZ, 2025f). (Source: Interview with implementing organization of the interregional component)

The one country that remains a challenge for the project is Viet Nam. While no interview was possible here, it is noteworthy that the project cannot be fully implemented here as the official recognition process for the project has not been finalized, which is an administrative/diplomatic challenge. However, there are also challenges because the preconditions for a JET dialogue and process in Viet Nam are not given. Viet Nam has no suitable conditions for CSO-based dialogue format and is inaccessible for the global labor partners who have no local counterparts in Viet Nam (GIZ, 2025f). Accordingly, both country specific activities are focusing on the energy transition rather than broader JET topics, and it is unclear to the reviewer why these could not be done in the context of other, more technical IKI projects (GIZ, 2025f).

Nevertheless, the ability of the team to receive more than 5 answers on the survey from each participating countries is a good indicator of a positive relationship with the countries. In the interregional component, countries have actively made use of the policy dialogue related webinars and events. Around 80% of

respondents to the survey have indicated they have actively contributed in the form of voicing their opinion, contribution with a study, contribution on a panel, or with a presentation (Annex IX.2.1.10).

Regarding gender, in Colombia, Tierra Digna and the Wuppertal Institute have conducted an additional gender analysis, following the GIZ gender study (2023a), focusing on gender-sensitive economic policies for a just energy transition (Andrea del Rocio Torres Bobadilla, Kerstin Mohr, 2024). The study makes concrete recommendations for new policies and projects that could be carried out in the Colombian context. Currently, three further studies on gender are planned (Source: Interview with implementing organization of the interregional component)

Although the project is classified as gender-responsive, gender studies and stakeholder feedback indicate that gender is often not prioritized in practice (GIZ, 2023, 2025; Interview). At the beginning of the year, GIZ initiated a stock-taking presentation on gender-related achievements in the interregional component, though limited resources have delayed its completion and prioritization. Stakeholders also pointed out that a gender-responsive implementation is a good start, but the goal should be systematic change towards gender equality which can manifest in outcomes like the establishment of binding gender indicators in national planning. (Source: Interviews with implementing organizations of the interregional component)

4.3.3 Evaluation question 3.3: To what extent can the foreseen *outputs* expected to be achieved?

The global component of the project is making strong progress toward its output indicators, with most targets likely to be achieved by the end of the term, although some may not be met by their originally planned dates. This indicates the strong progress achieved over the course of this year – as the discussion in Chapter 2.3 shows- the results were much more meagre by the end of 2024. The Indonesia Component still shows some mixed results: some indicators, such as meeting quotas and skill development for women, are overachieved or on track, while others face delays due to budget and contextual challenges. Overall, both components demonstrate ongoing efforts to integrate gender-responsiveness and adapt strategies to local needs, but further refinement and alignment with evolving priorities are recommended for maximum effectiveness. A more detailed discussion of this non-prioritized evaluation question can be found in Annex XII.4.

Evaluation Questions 3.2 and 3.3 are rated together. They are rated with 5, as even though the implementation of the planned activities was slow, most outputs can still be achieved.

4.3.4 Evaluation question 3.4: To what extent can the foreseen *outcome* expected to be achieved?

The outcome is articulated as follows: *“Key stakeholders, including social partners in coal regions within developing and emerging economies, plan for and implement just energy transition pathways away from coal and towards a low-carbon energy system, consistent with the Paris Agreement and the ILO Just Transition Guidelines.”* (GIZ, 2024c). Four indicators have been established to assess the achievement of this outcome.

To date, the project has made substantial progress on outcome indicator 0.1, which measures the integration or adoption of JET policy approaches promoted by the project among participating countries or regions. For instance, Mongolia has incorporated a project-supported JET strategy for Nailakh into its official regional development plan for the next four years, while Thailand’s Government Energy Agency (EGAT) has adopted and is implementing the training concept for the Green Jobs Center Thailand (GIZ, 2025e). It is anticipated that this indicator will be fully achieved during the course of the project. However, full achievement remains contingent on the accreditation of the project in Viet Nam, which is still pending (IKI JET, 2025).

Indicators 0.2, relating to the initiation of JET processes influenced by project knowledge products, and 0.3, concerning the adoption of JET plans by countries or regions, have yet to show significant progress. Nevertheless, given the notable advancements regarding the Knowledge Hub (indicator 0.2) and the RCFs in Indonesia (indicator 0.3), these indicators can be met, although for 0.2 no measurement protocol has been established. Indicator 0.4, has been achieved through the establishment of the RCF in East Kalimantan and South Sumatra (GIZ, 2025e). Yet, this also highlights that 2 of 4 outcome indicators and thus the formal success of this project, depend on the RCF processes in Indonesia, which reflects only a small part of the overall ToC and activities of this project. Overall, the achievements of Outcomes depends significantly on national government policies and political will. Elections in the countries or regions, specifically in Indonesia, or global processes can affect outcome achievement negatively, indicating that the project outcome hierarchy is not very resilient to external shocks.

4.3.5 Evaluation question 3.5: To what extent do the planned and implemented activities and outputs plausibly contribute to the foreseen outcome?

For the evaluators, the planned and implemented activities and outputs mostly plausibly contribute to the outcome indicators, as indicated in the reconstructed ToC. Apart from the country-specific activities in Viet Nam discussed in Chapter 4.3.2, there are few exceptions where the evaluators question the contribution of the activities to the outcome. One instance is the carbon pricing workshop conducted by YMH together with the CSR Forum East Kalimantan, Indonesia. The aim of the workshop was to inform the attendees of the workshop on the Indonesia carbon pricing implementation (YMH, 2025). While it is a relevant topic overall, it remained unclear to the evaluators how the topic fits in with the work with local communities in East Kalimantan, especially since members of the CSR Forum, several NGOs, and academics were trained at the one-day workshop (YMH, 2025).

On the other hand, the discussion in Chapter 4.3.4 demonstrates that the achievement of the overall outcome and each outcome indicator requires a significant number of individual activities from a significant number of stakeholders that is non-trivial. The outcomes can be achieved in countries with stakeholder contexts that are amenable to JET (coal exit consensus, organized labor, access to communities).

Evaluation questions 3.4 and 3.5 are rated together. They are rated with 4 (good).

4.3.6 Summary on Effectiveness

The ToC is very specific, follows closely the ILO JET principles and works well in situations with amenable preconditions. Among these are a politically decided or at least generally accepted joint understanding that the regional coal economy is phasing down. In addition, for this specific ToC and the specific JET concept to work, CSOs and labor unions need to be present. If these preconditions are given, the project can leverage cross-learning and provide targeted support to coal regions upon demand. Country components in which all consortium partners participate can be extremely effective, as is demonstrated in Indonesia. In other situations, the project is not able to gain significant traction, and other approaches might be more suited. Specifically, the project should work only in situations where the full abilities of its consortium to resonate with the local needs in the coal mining regions (like in Colombia and Chile, but not in Viet Nam).

4.3.7 Final assessment of criterion Effectiveness

Based on the findings, this criterion is graded with 4.5

4.3.8 Learning question: To what extent does the Global Component enable a sustainable transfer of the events/discussions to the respective countries? (for workstream 1 only)

The global component facilitates the transfer of key discussions to national contexts, with political partners valuing its role in fostering communication and shared understanding of the just energy transition. They report increased awareness of both common challenges and country-specific differences and feel encouraged by playing a role in one another's paths towards the transition. (Source: Interviews and FGDs with political partners and implementing organizations of the interregional component)

As part of the survey, 65.63%²⁰ express to have observed a strong to very strong increase in knowledge transfers between the different participating countries due to policy dialogue related events or knowledge products (Annex IX.2.1.9). To assess the sustainability of the events and discussions, stakeholders who actively contributed in form of e.g. holding a presentation were asked about their perceptions of participants' interest, engagement, and feedback. All²¹ reported that participants appeared moderately (84.62%) to very interested (15.38%), and nearly all ²²were satisfied with participation levels, 48% very satisfied and 40% satisfied, with no dissatisfaction reported. Respondents²³ described participants as active (57.69%) or very active (42.31%), and²⁴ 91.3% found the feedback at least moderately helpful, with over half (52.17%) rating it as very helpful (Annex IX.2.1.11; Annex IX.2.1.12; Annex IX.2.1.13; Annex IX.2.1.14).

Participants specifically highlighted the value of study trips, including the trip to South Africa. Subnational decision makers are typically less exposed to their peers in other colleagues than staff of the national government. The coal JET challenge, however, is prevalent in specific regions, which makes the exchange of experiences as practiced in this project, particularly valuable.

4.3.9 Learning question: To what extent does the country selection allow implementing countries to share learning experiences? (for workstream 1 only)

The selection of countries is crucial for the effectiveness of the project, not only with respect to the sharing of learning experiences. This is due to the specific design of the project which requires specific preconditions: The relevant stakeholder groups (labor, communities, regional administrations) need to be organized so that they can be accessed through the consortium partners. This includes organized labor – examples for a lack of access to the workers through unions are Viet Nam and Mongolia where the project only works through the administration. In addition, the national governments need to allow for the “pass through” of the project to the subnational actors, which also is a potential stumbling stone, and the subnational actors need to be able to spend time and some resources on the participation in the project.

The project enables country stakeholders to learn and exchange experiences in two key ways. Firstly, countries benefit from knowledge-sharing in the communities of practice (CoPs). There are two types of CoPs, thematic and regional CoPs for Latin America and Asia. The regional CoPs have been mentioned by all stakeholders apart from South Africa as highly relevant – South Africa is not part of any of them. The thematic CoPs have been referenced less often, but that might be an effect of interviewee selection.²⁵ But partners operating in similar geopolitical contexts can productively exchange experiences, approaches, and program designs. In some cases, they even consult the same experts across national programs. A concrete example is

²⁰ N=32

²¹ N=26

²² N=25

²³ N=26

²⁴ N=23

²⁵ The survey was specifically asked to not ask about the effectiveness of the CoPs.

the line worker initiative, which began in Colombia and is now being implemented in Chile. (Source: Interviews and FGDs with political partners and implementing organizations of the interregional component)

Secondly, many stakeholders emphasize the value of learning from countries in different contexts or at more advanced stages of the coal phase-out. The study tour to South Africa, for example, was seen as a valuable opportunity to observe a transition process supported by (supposedly) stable financial resources provided through a JET partnership. Stakeholders also noted that learning from European experiences and engaging with countries further along in their transitions has helped shape their own national strategies and strengthen access to financial resources for coal phase-out efforts. (Source: Interviews and FGDs with political partners and implementing organizations of the interregional component)

4.4 Transformational Impact and Sustainability

4.4.1 Evaluation question 4.1: To what extent can the foreseen *climate-/biodiversity-related impacts and co-benefits* expected to be achieved?

The IKI JET project effectively facilitates knowledge-sharing and transformative change among coal-dependent countries through multi-level stakeholder engagement, regional and thematic Communities of Practice, and tailored capacity-building, leading to significant social, economic, governance, and environmental co-benefits while minimizing negative impacts. No direct GHG benefits can be generated. For a more extensive discussion of this evaluation question, refer to Annex XII.5.

4.4.2 Evaluation question 4.2: To what extent can social, economic and/or good governance *co-benefits* be expected? And to what extent are unintended negative impacts avoided?

Overall, the IKI JET project exhibits strong potential for generating significant co-benefits across social, economic, and governance dimensions. Negative impacts are not expected and so far, also not observable. A more complete assessment of this evaluation question can be found in Annex XII.6.

Evaluation questions 4.1 and 4.2 are rated together with 4 (good) as the funding area impacts (GHG emission reductions) are limited but the cobenefits are excellent.

4.4.3 Evaluation question 4.3: To what extent and how does the project contribute to *transformative (i.e. large-scale, systemic and sustainable) change* towards a climate neutral / climate resilient / biodiversity friendly society?

The IKI JET project has considerable potential to contribute meaningfully towards transformative change aimed at achieving a climate-neutral, climate-resilient, and biodiversity-friendly society. The project's approach, which integrates socio-economic transition, institutional capacity-building, and inclusive governance, positions it effectively to foster large-scale, systemic change within Indonesia's coal-dependent regions. The project is fully integrated into a broader theory of transformation, as indicated by its title.

The project supports change across governance, geographic, and sectoral levels through its multi-country, multistakeholder structure. For instance, Indonesia has integrated JET elements into coal region development plans and involved national ministries (Interviews; GIZ, 2025e). The RCFs help institutionalize these changes, while the Interregional Platform promotes sharing and replication of solutions among coal regions internationally. Additionally, business model development and capacity-building initiatives strengthen regional resilience and support climate-neutral solutions. However, transformative impacts require ongoing commitment, especially in areas like South Sumatra, where progress is slow due to institutional hurdles and limited engagement. The project's impact remains indirect, constrained by factors

such as local preconditions and the intensive, localized nature of its interventions. (Source: Interviews and FGDs with national level political partners of the Indonesia component)

The project has put in place preconditions for systemic change (for a more extensive discussion, refer to Chapter 4.4.5). Some positive path dependencies towards a climate neutral society are initiated, as can be seen in the RCFs and the RPJPDs. Society-wide institutionalized discussion processes are project results which are difficult to reverse. On the other hand, the evaluation also finds that the project was actually impactful in those countries that had already decided on a coal phase out – Indonesia, Colombia, Chile are good examples, not so much in less clear situations. This means that the “path-dependency” is already part of the external preconditions.

4.4.4 Evaluation question 4.4: How is the *implementation process towards transformational change* designed and executed?

Transformational impact refers to large-scale, lasting change that extends beyond project timelines and is often not directly observable during mid-term evaluations. The IKI uses “Abilities to evaluate project design readiness for sustainable transformation (GIZ, 2020).

“ComplexAbility,” refers to managing, influencing, and contributing to the development of ‘super complex systems,’ is found in project implementation, For example, The combination of various stakeholders and their interactions in a JET at the regional level, like in the RCFs in the Indonesia Component, along with differing roles and responsibilities at the national level, results in a complex environment.

In the same example, the project also demonstrates a “capacity to facilitate,” meaning an ability to guide transformative processes in complex settings. Evidence of changes in stakeholder engagement appeared in interviews; stakeholders noted that, due to the involvement of the RCF, BAPPEDA has begun participating in discussions with unions regarding social protection measures at the provincial level in anticipation of a potential coal phase-out. (Source: Interviews and FGDs with political partner of the Indonesia component).

Regarding “multidimensionality,” the project engages a diverse range of stakeholders and works on legal, social, skills, justice and economic aspects. This comprehensive engagement is well-established within the Indonesia component, but maybe less systematically applied in the other participating countries.

The project also demonstrates “Social changeAbility,” influencing social change for mainstreaming transformative innovations, as seen in the Indonesia Component. By raising awareness, it seeks to shift societal values from coal-dependence toward low-carbon alternatives (CANSEA - YMH, 2024). Knowledge products published through the Knowledge Hub aim to reshape perceptions of just energy transition (JET) and its beneficiaries. Training for trade unions, women’s groups, and community leaders helps promote social inclusion and empower local actors. Supporting regional JET plans that incorporate social inclusion and just transition principles, the project encourages rethinking development priorities toward sustainable, inclusive outcomes (GIZ, 2024c; FGDs). Regarding the IKI Gender Policy, opportunities for gender-transformative activities may be underexplored: while some country measures are feminist-informed, overall classification is only GEN1 and structural gender change dimensions have not been fully addressed. (Source: Interviews and FGDs with target group, implementing organizations, and national level political partners of the Indonesia component)

In terms of reciprocity, the project facilitates two-way exchanges between stakeholders from different levels, regions and countries through the Interregional Platform, e.g., in form of the CoPs, the study tours and the peer-to-peer-learning (GIZ, 2024e; IKI JET, 2025).

Social justice (Leave No One Behind, LNOB) is central to this project, reflected in identifying vulnerable groups, addressing women's roles, engaging trade unions (KSBSI, KSPI), CSOs (like Hutan Kita Institute), and

informal worker networks through APHEDA, ensuring marginalized voices help shape transition agendas. The project aligns with ILO Just Transition Guidelines, focusing on fairness, inclusiveness, and rights—though gender equality could be more strongly emphasized.

To sum up, there is great potential for transformative change with regard to all “Abilities”. Evaluation questions 4.3 and 4.4 are rated together with 5. The transformational aspect of the project is very broad and reflected in several of the project activities.

4.4.5 Evaluation question 4.5: To what extent does the project contribute to *structures or systems that can sustain positive achievements beyond the project cycle?*

The project has made contributions to sustainable structures, notably through the global component and Knowledge Hub, which is valued by stakeholders and seen as potentially continuing beyond the project's term. The Knowledge Platform has been designed to serve as a repository of good practices and guidance materials. If further developed and maintained post-project, it could become a central tool for scaling and replication of successful approaches. While financial security and long-term hosting remain uncertain, three scenarios have been developed for the Hub's future scope rather than its funding. Stakeholders agree that greater funding and institutional support are needed for sustainability. The project has also facilitated new dialogues and policy changes toward just energy transition in participating countries, with hopes that these efforts and the knowledge platform will persist after the project ends. Similarly, the Communities of Practice are generally valued by most interviewees, although not all of them might have the potential for long-term self-sustainability.

The Indonesia Component has institutionalized RCFs and exchanges to ensure benefits last beyond the project. JET elements are now in long-term plans for two coal regions. Capacity building has improved technical skills, negotiation, and coordination among local planners, labor facilitators, and community organizers. In East Kalimantan, CBAs with two coal companies—and future agreements—are expected to be valid for two to three years, supporting further bargaining and motivating unions to pursue similar negotiations, including in sectors like palm oil. (Source: Interviews and FGDs with target group, implementing organizations, and national level political partners of the Indonesia component)

Nonetheless, sustaining these structures will require ongoing political will, resource allocation, and institutional commitment. In South Sumatra, where implementation has faced greater challenges, additional support will be needed to solidify gains and ensure continuity. Moreover, closer alignment with national frameworks such as the JETP will be necessary to secure long-term policy coherence and integration.

4.4.6 Evaluation question 4.6: To what extent do political partners, implementing partners and target groups have the *capacities, resources and interest to sustain positive achievements beyond the project cycle?*

For the global component political partners and implementing partners express the interest to sustain positive achievements beyond the project cycle, while they are tied to their financial resources and capacities to do so.

Interview results show that political partners and government stakeholders at national and regional levels value the project, have resources to continue its successes, and are motivated to sustain outcomes beyond its cycle. In East Kalimantan, local actors have shown strong ownership and interest in extending the project to further prove economic diversification. Stakeholders also referenced their involvement with the upcoming GIZ follow-up project, FUNtastic and regional ministries have engaged national-level officials regarding coal

phase-out preparations. (Source: Interviews and FGDs with target group, and national level political partners of the Indonesia component)

Economic groups such as chambers and employers' associations wish to maintain achievements but highlight gaps in capacity and resources for member support. CSOs expressed interest in more training so gained knowledge can inform ongoing planning; they are committed to sustaining project impacts if given further support. Trade unions and informal worker associations aim to continue JET processes, build capacities through training and advocacy, and replicate collective bargaining, though they need ongoing assistance. Women's groups plan to use acquired skills to strengthen and sustain their businesses. (Source: Interviews and FGDs with target group, private sector, and national level political partners of the Indonesia component)

Implementing partners like GIZ, ILO, IISD, APHEDA/Solidarity Center, WI, and CAN provide complementary skills and remain committed to the project's long-term goals. Their networks support scaling and follow-up actions, although not all have sufficient resources to fully maintain their roles.

To sum up, all project stakeholders clearly have the interest to further engage in JET and want to sustain the positive achievements beyond the project cycle, however several of them lack the resources and the capacities to fully do so. Evaluation questions 4.5 and 4.6 are rated together with 5.

4.4.7 Summary on Transformational Impact & Sustainability

While the project does not reduce greenhouse gas emissions, it shows promise for lasting transformative impact and sustainability through structural changes such as improved administrative and technical capacities, and support for social dialogue. Areas like gender transformation and sustainability could be further emphasized. Strategic partnerships and dedicated partners help reinforce results, though outcomes like the Knowledge Platform rely on continued ownership, resources, and engagement after the project ends.

4.4.8 Final assessment of criterion Transformational Impact & Sustainability

Based on the findings, this criterion is graded with 4.6.

4.5 Safeguards

4.5.1 Evaluation question 5.1: To what extent have the foreseen *safeguards measures* been implemented? Are the safeguards measures deemed adequate to avoid, minimize or mitigate negative impacts? Have the implemented safeguards measures achieved the planned results?

The project was assigned an IKI safeguard rating B (moderate risk) from the beginning.²⁶ A B rating in a PS makes it necessary for the project to implement measures to address the potential risks in this regard (BMWK, 2023).²⁷ The change offer proposes a number of relevant mitigation measures that IKI JET shall

²⁶ When the project was approved and started in the year 2022, the IKI requirement regarding safeguards only stipulated that "IKI project and programme implementing organizations are expected to apply the Green Climate Fund (GCF) safeguard System". In the meantime, the IKI Safeguard Policy was introduced in January 2023 (BMWK, 2023; Interview), which aims to prevent projects' negative impacts on people and the environment. The Safeguards Policy of the IKI stipulates that implementing organizations in their projects are responsible for ensuring that implementation partners, subcontractors, or contractual partners also comply with the safeguards standards; that they conduct a structured risk assessment; identify and address potential negative impacts, especially on vulnerable groups; as well as develop specific mitigation and monitoring measures (BMWK, 2023; Interview, 2025). The project however, does not follow the new safeguard approach (GIZ, 2024c; Interview).

²⁷ More detail on the assessments can be found in Annex XII.7.

implement. These measures are consistently reported upon in the interim reports, although very briefly and with very little detail. Rather than constituting separate safeguard measures, these measures are mapped project activities to the IFC Performance Standards. The project addresses PS 3, PS 5, and PS 6 with the same activity (sustainability and safeguards check matrix) (GIZ, 2023b, 2024d, 2025e). While it could be criticized that the safeguard approach lacks in the depth and specificity (BMWK, 2023), the whole project has the objective of reducing the identified risks, and therefore a full integration into the project activities is the appropriate and efficient way to address the safeguards.²⁸ If the project intends to work more on biomass, it is recommended that the safeguards discussion is amended in that dimension. As required, the project refers to the Independent Complaints Mechanism on its website.²⁹

4.5.2 Evaluation question 5.2: To what extent is the risk categorization of the respective performance standards and the overall project plausible and suitable?

The environmental and social risk analysis of the Change of Offer 2024 identifies several key risks for the IKI JET project (GIZ, 2024e). A summary of the identified risks can be found in Annex XII.8. While no direct, immediate risks resulting from the project activities were identified, the potential scale and complexity of indirect impacts, e.g., exclusion, social disruption, or inadequate stakeholder engagement, necessitated a moderate risk classification. This is consistent with the IKI safeguard logic, which requires a conservative approach in cases with complex socio-environmental dynamics and evolving implementation contexts (BMWK, 2023; Interview with donor).

However, the country-specific support measures under Output I are designed upon the request of the countries and sometimes affect other areas. Specifically, one of two measures in Viet Nam was a technical prefeasibility study on biomass co-firing at a coal power plant. The risk that country-specific support measures might affect other risks seems to have not been foreseen at the design stage.

4.5.3 Evaluation question 5.3: Are there any indication that project activities have had a negative impact on people or the environment so far? Are there indications that negative impacts might occur in the future?

So far, no negative impacts on people or the environment have been reported, neither by the project team nor by any of the interviewees. There are no reports via the complaint mechanism known to the evaluation team, nor any other observations that would suggest this. At present, there are also no indications that negative impacts will occur in the further course of the project.

4.5.4 Summary on Safeguards

The safeguard rating B is overall plausible and suitable, although it does not cover all potential risks. At present, there are also no indications that negative impacts will occur in the further course of the project. But the project has given limited attention to safeguards, with no country-specific measures developed and minimal reporting provided. Interviews and field visits confirmed that stakeholders also showed little focus

²⁸ While this can be seen as generally appropriate in a project focusing on a social transformation process, it is not clear that this has worked. If safeguards are fully integrated into the program logic, it is surprising that a study on biomass cofiring has been implemented in Viet Nam. Biomass cofiring in existing powerplants typically requires large amounts of wood and this touches upon several ecosystems and community risks that are covered under PS4, PS5 and PS6. As this is a purely technical study it is unlikely that these risks were integrated into the work.

²⁹ <https://www.jetknowledge.org/about/>

on this area. While this may indicate consideration of environmental and social factors and no evident harm, the next project phase should include appropriate safeguard measures and screening for additional risks.

4.5.5 Final assessment of criterion Safeguards

Based on the findings, this criterion is graded yellow - uncritical changes needed.

4.6 IKI Standard Indicators

4.6.1 Evaluation question 6.1: Does the project *adequately report data* for all applicable IKI standard indicators?

The project reports on two SIs – mitigation (SI 1) and capacity people (SI 4) (GIZ, 2023c, 2024d, 2025e, 2025a). But the evaluation finds that IKI JET does not adequately report data, IKI SIs are not applicable, and IKI SIs are a poor representation of this project’s expected impact.

For the mitigation indicator SI 1/3 the lead question is “Does your project work with political partners to strengthen specific policy frameworks for increased mitigation in the future? (e.g. NDCs. LT-LEDS, sector strategies)”. The evaluation finds that a previous coal commitment is a precondition for the success of the project. The project will typically not contribute to GHG reducing policies per se and the indicator is not relevant for measuring this project’s success.

For SI 4, IKI JET plans to directly support 970 people through networking and training, of which 1046 people were already supported, according to the latest interim report (GIZ, 2025e).³⁰ The project thus formally fulfills the reporting standard, but it would be desirable to report on the type of measure through which the people have been reached³¹ (IKI Monitoring and Evaluation (M&E) Unit, 2024). However, it is questionable if the indicator is fully suited to measure the results of this project, as the trainings are only partially related to “addressing climate change”.

4.6.2 Evaluation question 6.2: To what extent are the reported results for the relevant IKI standard indicators plausible?

In line with the guidelines (IKI Monitoring and Evaluation (M&E) Unit, 2024), the project must also adjust its SI reporting if the reported figures of supported individuals result from activities co-financed by the EC results (IKI Monitoring and Evaluation (M&E) Unit, 2024), which should also be done for three of the four output indicators contributing to the SI. The most recent interim report (GIZ, 2025e) states that the project already surpassed the planned result for SI 4. Notwithstanding the methodological challenges, the result is plausible.

4.6.3 Evaluation question 6.3: To what extent are the *planned results* for the relevant IKI standard indicators *plausible*?

The project has already achieved the target for SI 1/3, as the assessment is done in a binary system (yes/no) and the project has supported the RPJPD for South Sumatra and East Kalimantan (GIZ, 2025e), although it is unclear to the team that the coal phase-out aspects of these RPJPD would have been different in the absence of the project, and noting the reservations about the relevance of SI 1/3 above. Regarding the targets for SI

³⁰ 1042 people according to the latest SI report (GIZ, 2025a).

³¹ Also, this indicator might set wrong incentives for the project as the purpose is to develop a socio-economic development strategy, not necessarily only environmental awareness raising and capacity building.

4, they should be adjusted to cover only the part of the trainings that is covered by the indicator, not all trainings provided by the project.

4.6.4 Summary of Assessment on Standard Indicators

Overall, the use of SI requires some adjustments. Even though this is clearly a mitigation-oriented project, none of the current SI definitions are able to capture the contribution of the project, so that it is suggested to not report on SI 1/3. Indicator SI 4 can be maintained but it clearly does not measure the full project. .

4.6.5 Final assessment of criterion Standard Indicators

Based on the findings, this criterion is graded yellow – uncritical adaptation is necessary.

5 Conclusions

This highly ambitious multi-country, multilevel, multipartite project is designed to enable social dialogue that addresses established positions and supports collective adaptation to change. The project is relevant to the objectives of the Paris Agreement. It offers a platform for interregional exchange and guidance for social dialogue, economic diversification, and participatory development. The inclusion of organized labor aligns with both national priorities and the established methods of the ILO, which is recognized as a key entity in this area. Partners at national and regional levels value the project, have resources to continue its successes, and are motivated to sustain outcomes beyond its cycle.

While the project is geared towards real transformation, it requires a specific situation to be fully effective, in which a clear need to find alternatives to coal is already agreed upon, where community-based development is met with some interest, and where organized labor is structured such that it can contribute to the process. This might be the most difficult part as in certain circumstances, labor unions—particularly those affiliated with specific plants or companies—may face a conflict between their organizational interests and the broader transition, as the closure of coal operations could also mean the end of these unions. Coal regions in which these conditions are given can optimally utilize the project.

The project's effectiveness under these conditions relies to a significant degree on its ability to link national, and in particular, subnational governments to the international conversation – the feeling that they are not alone but going through experiences that are shared with other countries is a very important contribution of the project to the individual learning journey of (subnational) decision makers and communities. The interregional component with its communities of practice and the Knowledge Hub as well as the study trips have been mentioned most often in this respect.

The project faces challenges in some regions, notably Viet Nam, where global consortium civil society and unions lack local partners and no coal phase-out plan exists, making the multistakeholder approach unworkable. In other countries, the consortium structure would offer a differentiated approach to the different stakeholder groups listed for the project –government, workers, companies, and communities—but this is only fully realized in Indonesia. In all other countries, GIZ remains the central and often only implementor. This does not leverage the IKI consortium logic, as each partner should bring distinct access and roles to the regional and interregional dialogue.

The size and complexity of the consortium, the different cultures and structures of the partners, as well as organizational interests, present management challenges. While all consortium partners generally demonstrate motivation regarding the project, some report not being sufficiently included in processes. The potential of the consortium has not been fully leveraged, particularly in decentralized country activities,

where most initiatives are conducted in parallel rather than together. GIZ acts as a primary coordinator and the main counterpart for governments and could systematically utilize partnership strengths more broadly across project components. Some consortium members lack appropriate local structures to fulfil their roles in certain countries. In specific situations, access to local communities was facilitated through local governments or other groups, as seen in Indonesia. The latter has also posed administrative challenges.

The consortium structure is missing an important aspect – the coal industry. Coal businesses are mentioned as a stakeholder group in many instances but not embedded in the project consortium, nor catered to by project activities. One reason is that collaboration with financially strong businesses, of course, needs to tread a fine line because supporting such businesses is administratively and politically unwarranted. Accordingly, coal industry has been included mainly in situations where it is government-owned (e.g., Thailand), or as part of broader industry representation in the form of employers' organizations or industry federations. Yet, coal businesses can be motors of economic diversification (Wörten, Keppler und Holzhausen, 2017), and their financial and organizational muscle can make up for the typically slow progress in community-based economic diversification work.

Going forward, the project has an opportunity in Indonesia to strengthen its strategic positioning by institutionalizing cooperation with relevant initiatives through joint forums, coordinated workstreams, and shared monitoring frameworks. This would help avoid duplication, amplify impact, and ensure that just transition considerations are mainstreamed across Indonesia's climate policy landscape. To what degree this model can be replicated in other regions should be the core of one of the strategic discussions that will shape this effort in the future.

6 Recommendations

6.1 General Recommendations

Donors, ZUG, and GIZ should recognize the special character of this project. This project has a complex, multi-country, multi-stakeholder, multi-level approach that has very high demands with respect to coordination and communication. It is not a typical climate mitigation project and not targeting investments. Rather, it is a project of social dialogue and general economic development, focusing on a change of the conversation and institutional and individual capacity building. All consortium partners should understand that this is a unique opportunity for supporting a larger societal effort. But for Donors, ZUG, and GIZ this means in particular **adjusting the IKI Standard Indicator application to this project** in the understanding that they are not a good representation of the project, and its contribution on these indicators is not the main focus of the project, if it is measurable at all. Specifically, the recommendation is to **not set targets for the Standard Indicators** as they represent only co-benefits of the project rather than objectives of the project. Setting targets implies that the project should be managed to reach them, which would be misleading for this project.

The consortium should implement a Community of Practice on gender. While the project is designed and implemented in a gender-responsive manner, all JET concepts emphasize gender as an important issue for a just transition. "Normal" gender-responsive practices as proposed in this project, do not do justice to the relevance of the gender issue, and even if every consortium partner implements them, there is no systematic collection of and exchange on gender-related experiences, best practices and opportunities. It is high time that specific gender practices are shared between the consortium and the target groups, and a Community of Practice would be a suited locus for that.

GIZ should not allow technical feasibility studies on pure energy technology topics: There is a specific safeguards performance standard on renewable energy and energy efficiency which has not been included in the risk and safeguards assessment of this project. Such projects were not originally envisioned. It is safer to not include studies, on e.g., biomass energy in this project because of this. If they are considered unavoidable, the scope of the safeguards assessment needs to be expanded.

6.2 Recommendations on documentation and internal communication

Consortium partners and others have noted that they often lack information about other partners' implementation statuses and success, which has led to partial duplication of work. For the evaluation team, it was also difficult to obtain detailed information. Partially this is due to the fact that the project is very large and complex. But more importantly, relevant information is not shared in real time and on every level. Therefore, the evaluation formulates recommendations to enhance internal communication:

GIZ should improve internal communications for the interregional component: To build on the existing spirit of cooperation in the consortium, GIZ should enhance ongoing communication. Since not all concerns were fully identified, GIZ could suggest various tools to boost transparency and determine which best meets partners' information and exchange needs.

GIZ should provide more informative monitoring documents: The project proposal is very informative, but the monitoring documentation is not. Annual reporting is limited to the results indicators, semiannual reporting is three pages with short sections on energy policy developments in the regions and activities of the project, including less than one page in terms of updates for the IKI website. This is insufficient to inform donors and consortium member about the developments in the project, and to convey the energy that can be found in the consortium and with the (political) partners.

6.3 Recommendations on collaboration and management

In order for this project to leverage its full potential, the multistakeholder approach should be implemented on each level, through the following two recommendations:

GIZ should embed the consortium approach in all country activities. The country-specific activities mostly work with coal regions but are not always fully embedded in the ToC of this project with its specific ILO JET logic. Including them capitalizes on their specific stakeholder access. This might require more intense coordination and a targeted search specifically for community representatives. But a differentiated, country-specific approach—engaging more with local NGOs, aggregators such as microfinance banks, cooperative umbrella organizations, women's groups, trade associations, or operating directly through GIZ or (subnational) governments—may be more practical than relying solely on a global umbrella organization.

The Consortium partners should collaborate more intensively and consistently, through joint activities on the interregional and local levels. Most of the less favorable aspects raised in this review relate either to a lack of (the possibility of oversight) of consortium partners vis-à-vis their local affiliates (e.g., CAN and YMH) or to a feeling of disconnect with the other consortium partners – where activities are implemented alongside each other rather than together. If the local challenges can be solved by a collaboration between the different stakeholder groups this should also be the approach on the global level.

6.4 Recommendations on innovation in the project design

The Consortium partners should embark on innovative formats. Several consortium partners partially employ long-tested routines, and embed this project into their existing programs. These are tested and efficient strategies which should be complemented by innovation. Beyond the gamification approach which

has already been tested in the project, two suggestions of the evaluation team are to develop and test new (IT) tools for online Communities of Practice and Knowledge Hub.

The Consortium partners should develop and propose some gender-transformative approaches. This project already supports transformation, and all JET concepts emphasize the relevance of gender. While the project is gender-responsive in design and implementation, the IKI Gender Strategy is favoring gender-transformative approaches. These are often difficult to conceive and implement but there might be a window of opportunity here.

6.5 Recommendations on sustainability and longer-term perspective

The Consortium should develop in close collaboration with ZUG a differentiated exit strategy for each Output of this project. Looking forward, some Outputs will be crucial to help keep supporting (new) coal regions, others would be “nice to have”. From the perspective of the stakeholders interviewed for this evaluation, for example, the Knowledge Hub is a crucial element of sustainability and outreach also to stakeholders who have not been part of this project (e.g., other multilateral organizations, associations, or countries and coal regions). For the constituency of this project, the CoPs were crucial. The consortium should develop a strategy for how to maintain these two structures, at the very least.

The national High Level Policy Forums have been implemented in a different way and with different purposes across in each country – here a clear recommendation is not possible, as feedback on the survey was also inclusive with very low response rates.³² It is hard to conceptualize them outside of the Country components for which exit strategies are also necessary.

In a future project, the consortium should include private sector representation more systematically: It is against the self-interest of many companies that are active in coal today to think about the end of their business model. However, diversification of business models and revenue streams is important for coal companies.

In a future project that implements this approach, donors and the consortium should focus on countries with the necessary preconditions: Countries and regions need to have several preconditions for the specific, four-partite JET approach successful in this project, which include: a clear need to phase out, organized labor and companies that accept this, and a civil society to engage with. This is the setup in which the project with the current consortium structure can really flourish. Countries with other preconditions require other types of interventions.

³² During this evaluation, two more such forums took place which could not be considered for this evaluation anymore.

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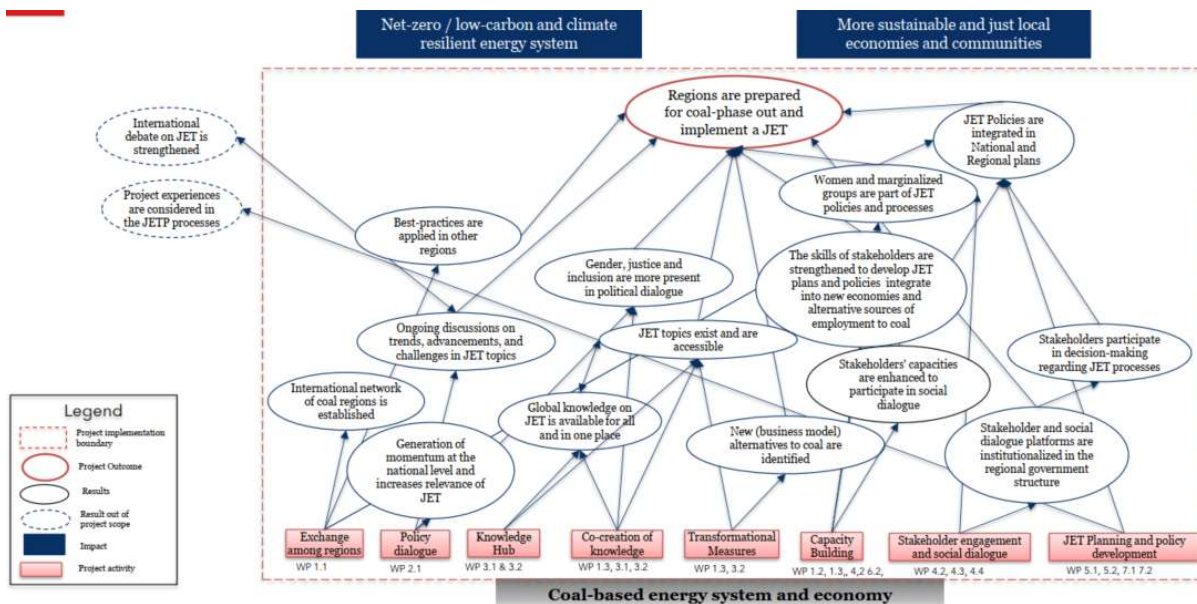
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Annex I. Theory of change

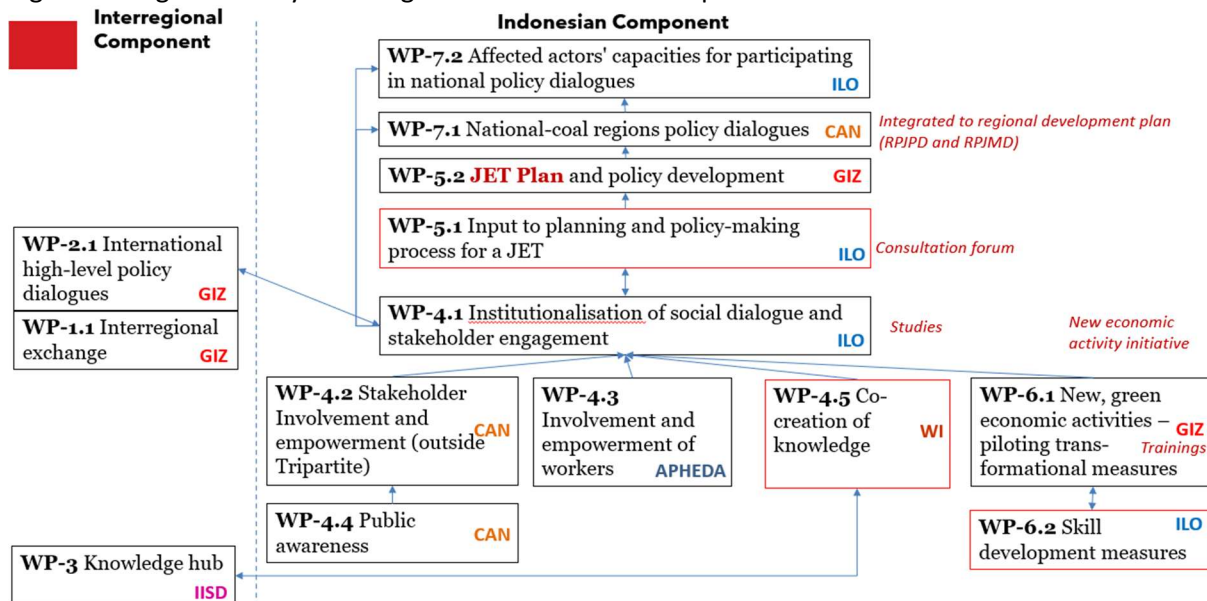
Annex I.1 Original Theory of Change

Figure 1: Original Theory of Change for the Global Component



Source: (GIZ, ohne Datum)

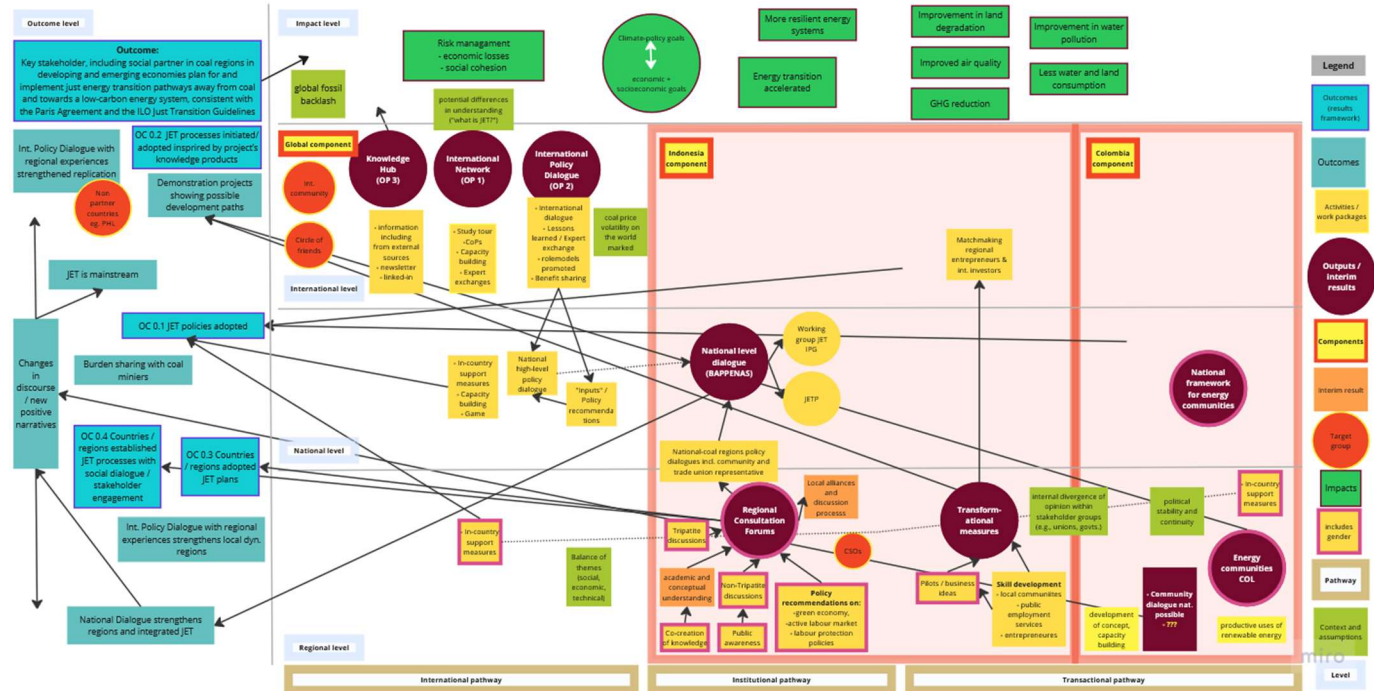
Figure 2: Original Theory of Change for the Indonesia Component



Source: (GIZ, ohne Datum)

Annex I.2 Reconstructed Theory of Change for IKI JET

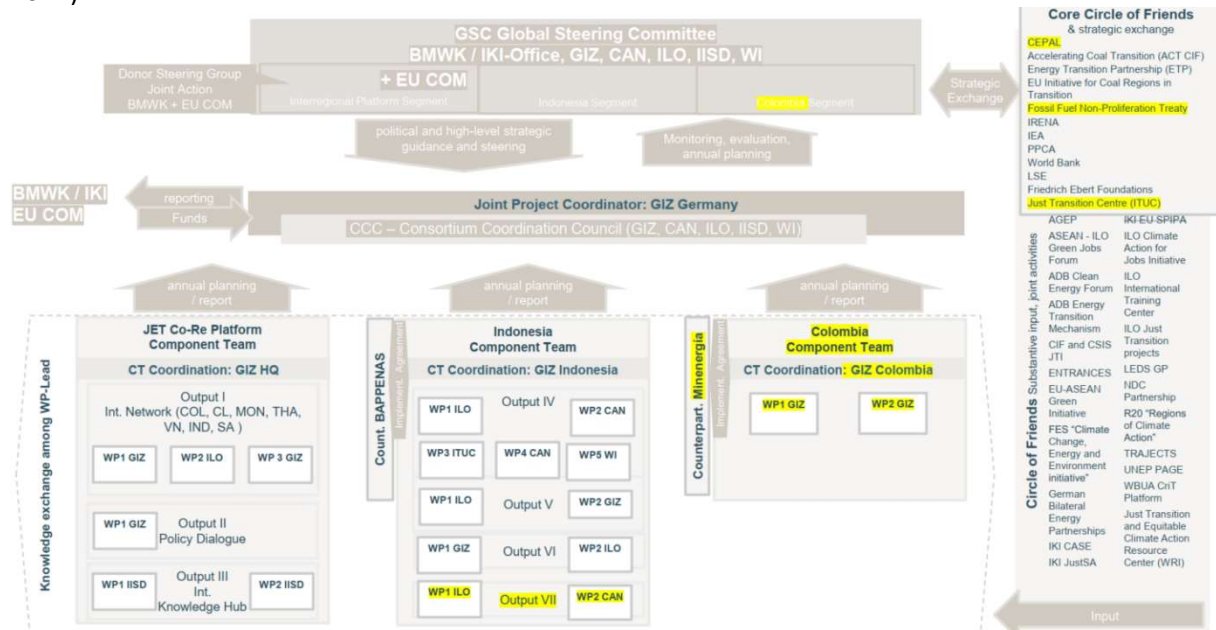
Figure 3: Reconstructed Theory of Change for IKI JET



Source: Workshop.

Annex II. Stakeholder maps

Figure 4: Overall stakeholder map and structural arrangement of the consortium (update September 2024)



Source(GIZ, 2024a) Kick-off-presentation by GIZ team

In each country, IKI JET collaborates with national political partners as well as regional partners, which are selected from the following groups (depending on their interest): subnational governments, energy and coal companies, local organized labor, community groups. Depending on the local coal exit challenge and institutional framework, the stakeholder structures are slightly different. ILO provides support, partially with project staff. In Indonesia, the local union groups are supported by APHEDA, and the local associates of CAN implement decentralized work on community strengthening. IKI JET aims to develop stakeholder analyses and maps for each project country, which currently vary in their degree of completeness. Those for Mongolia³³ and Thailand³⁴ are already available, while others are in draft stages or finalized but not yet published.

Annex III. Overview of evaluation grades

Table 2: Assessment grades and definition

Assessment grade	Expected results	Specification	
6	The findings can be assessed positively and fully exceed expectations.	6,0 – 5,5	excellent
5	The findings can be assessed positively and meet expectations or somewhat/partly exceed them.	5,4 – 4,5	very good
4	The findings can overall be assessed positively despite some shortcomings. They mostly meet expectations.	4,4 – 3,5	good
3	The findings partly meet expectations. Despite positive aspects, a negative overall assessment prevails.	3,4 – 2,5	acceptable
2	The findings do not meet expectations. A negative overall assessment prevails with only limited positive aspects.	2,4 – 1,5	insufficient
1	The findings are to be assessed critically. No relevant positive findings can be detected or a worsening of the situation is observed.	1,4 – 1	critical

Source: ZUG

Table 3: Overview of evaluation grades of IKI JET

Criteria		Grade
Relevance		5.2
<i>Guiding Question</i>	<i>To what extent does the project respond to the needs and priorities of (political) partner institutions, affected populations as well as to global policies?</i>	
1.1.	To what extent does the project respond to the needs and priorities of the <i>partner government(s)</i> ?	6
1.2.	To what extent is the project <i>suitable to address the core problem</i> ?	4
1.3.	To what extent does the project respond to the needs and priorities of <i>target groups and affected populations</i> ?	
1.4.	To what extent does the project respond to the priorities of relevant <i>global and possibly regional thematic policies</i> ?	6
Planning, Steering & Coherence		4.3

³³ <https://www.jetknowledge.org/knowledge/giz-stakeholder-analysis-mongolia-nalaikh/>

³⁴ <https://www.jetknowledge.org/knowledge/giz-stakeholder-analysis-thailand-lampang/>

<i>Guiding Question</i>	<i>To what extent are the planning and steering of the project suitable to achieve the project's objectives? To what extent is the project coordinated with relevant stakeholders in order to achieve synergies with other projects and policies?</i>	
2.1.	How is the quality of the <i>project planning</i> to be judged?	5
2.2.	How is the quality of the <i>project steering</i> to be judged?	4
2.3.	To what extent do the chosen forms of cooperation during project implementation ensure an <i>adequate coordination</i> with relevant actors in the partner country/countries?	4
2.4.	To what extent does the project seek and achieve <i>synergies</i> with other relevant domestic and international (including German) projects or efforts?	
Effectiveness		4.5
<i>Guiding Question</i>	<i>To what extent can the project be expected to achieve its objective?</i>	
3.1.	To what extent is the <i>project logic</i> still applicable?	
3.2.	To what extent have <i>intermediate results</i> been achieved?	5
3.3.	To what extent can the foreseen <i>outputs</i> expected to be achieved?	
3.4.	To what extent can the foreseen <i>outcome</i> expected to be achieved?	4
3.5.	To what extent do the planned and implemented activities and outputs <i>plausibly contribute</i> to the foreseen outcome?	
Transformational Impact & Sustainability		4.6
<i>Guiding Question</i>	<i>To what extent are preconditions in place in order to generate transformational impacts beyond the project timeline?</i>	
4.1.	To what extent can the foreseen <i>climate-/biodiversity-related impacts</i> expected to be achieved?	4
4.2.	To what extent can <i>social/economic co-benefits</i> and relevant unintended positive impacts be expected?	
4.3.	To what extent and how does the project contribute to <i>transformative (i.e., large-scale, systemic and sustainable change</i> towards a climate neutral / climate resilient / nature positive society?	5
4.4.	How is the <i>implementation process towards transformational change</i> designed and executed?	
4.5.	To what extent does the project contribute to <i>structures or systems that can sustain positive achievements</i> beyond the project cycle?	5
4.6.	To what extent do political partners, implementing partners and target groups have the <i>capacities, resources and interest to sustain</i> positive achievements beyond the project cycle?	
Social & Environmental Safeguards		
<i>Guiding Question</i>	<i>To what extent is the project effectively reflecting, avoiding, minimising and/or mitigating negative environmental and social risks and impacts?</i>	yellow
5.1.	To what extent have the foreseen <i>safeguards measures</i> been implemented? Are the safeguards measures deemed adequate to avoid, minimise or mitigate negative impacts? Have the implemented safeguards measures achieved the planned results?	

5.2.	To what extent is the <i>risk categorization</i> of the respective performance standards and the overall project plausible and suitable?	
5.3.	Do you have any indication that project activities have had a <i>negative impact on people or the environment</i> so far? Are there indications that negative impacts might occur in the future?	
Standard Indicators		
Guiding Question	To what extent are the reported and planned results for IKI standard indicators plausible?	yellow
6.1.	Does the project <i>adequately report data</i> for all applicable IKI standard indicators?	
6.2.	To what extent are the <i>reported results</i> for the relevant IKI standard indicators plausible?	
6.3.	To what extent are the <i>planned results</i> for the relevant IKI standard indicators plausible?	

Source: Arepo

Annex IV. Data collection plan (based on standard IKI MTE evaluation matrix)

The data collection plan is provided in a separate document.

Annex V. Data collection instruments

Data collection instruments such as stakeholder-specific questionnaires can be generated by filtering the data collection plan.

Annex VI. Anonymized list of interviewees

Table 4: Anonymized list of interviewees

Component(s)*	Organization	Interview language
Donors		
1+2	ZUG	English/German
1+2	BMWK	English/German
1+2	EU INTPA	English
Implementing Organizations/Consortium Partners		
1+2	GIZ	English/German
2	GIZ Jakarta	English
2	GIZ South Sumatra	English
2	GIZ East Kalimantan	English
1	GIZ Mongolia	English
1	GIZ Thailand	English
1	GIZ Chile	English
1	GIZ South Africa	English
1	GIZ Colombia	English

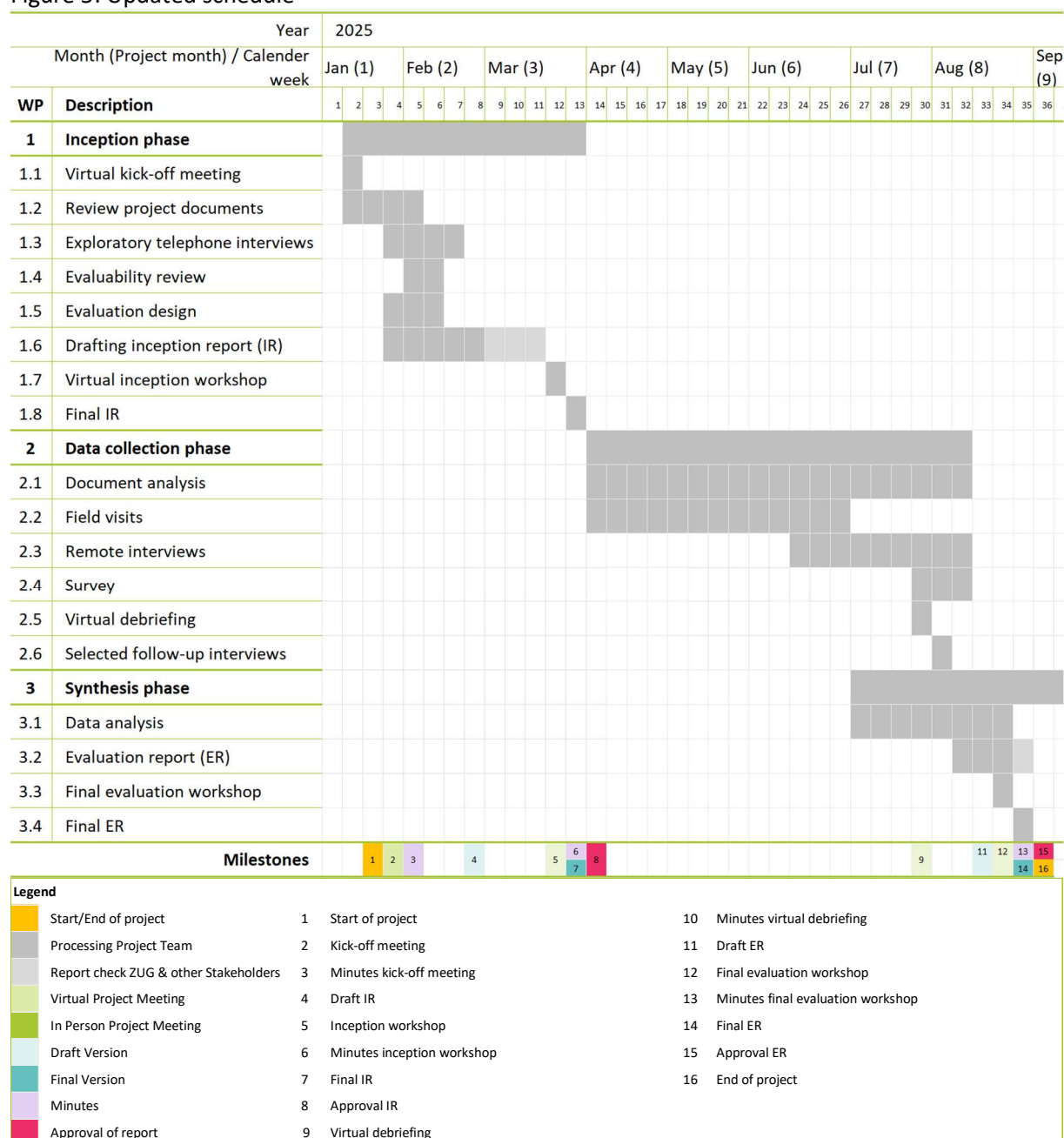
1+2	CAN	English
2	YMH	English
2	YMH East Kalimantan	Bahasa
1+2	ILO	English
1+2	WI	English
1+2	APHEDA	English
1+2	Solidarity Center	English
1+2	IISD	English
Political Partners Global Component		
1	Ministry of Energy Chile	English
1	EGAT Thailand	English
1	Ministry of Mines and Energy Colombia	English
1	Provincial Government South Africa	English
National level Political Partners Indonesia Component		
2	Bappenas	English
2	Bappenas Labour Directorate	English
2	National Economic Council	English
2	DG Coal and Mineral, MEMR	English
2	DG Conservation and Energy, MEMR	English/Bahasa
Regional political partners Indonesia Component		
2	Bappeda East Kalimantan	English/Bahasa
2	South Sumatera Planning Agency (Bappeda)	English/Bahasa
2	Indonesia Joint Crediting Mechanism (JCM) Secretariat, Coordinating Ministry for Economic Affairs	English
2	EMR Office EK	Bahasa
2	South Sumatra Office of Energy and Mineral Resources	Bahasa
2	Plantation Agency of East Kalimantan	Bahasa
Target group Indonesia Component		
2	KSPI	Bahasa
2	KSPI East Kalimantan	Bahasa
2	KSBSI	English/Bahasa
2	KSBSI South Sumatra	Bahasa
2	Local communities	Bahasa
Academia, observers Indonesia Component		
2	Hutan Kita Institute	Bahasa
2	University Srinijaya	Bahasa
Private sector Indonesia Component		
2	CSR Forum	English
2	Employer's Association of Samarinda	Bahasa
2	Provincial chambers of commerce East Kalimantan (KADIN)	Bahasa
Other Organizations Indonesia Component		
2	UNDP	English
2	ADB	English

*1= Global Component, 2= Indonesia Component

Some of these lines relate to more than one person. Some of these stakeholder groups were consulted more than once.

Annex VII. Evaluation schedule

Figure 5: Updated schedule



Source: Arepo

Annex VIII. Overview of Just Energy Transition Concepts

Global Policy/Agreement	Principles	Policies	Distinctive features compared to other Policies	Sources
The just transition work of the ILO and the just transition work of the United Nations Framework Convention on Climate Change (UNFCCC)	1. Strong social consensus through social dialogue 2. Rights at work respected in policies 3. Promotion of gender equity 4. Enabling the transition towards environmentally sustainable and inclusive economies 5. Inclusion of just transition framework in policies to implement social protection for job losses and create more decent jobs 6. International cooperation between countries	1. Macroeconomic and growth policies 2. Industrial and sectoral policies 3. Enterprise policies 4. Skills development 5. Occupational safety and health 6. Social protection 7. Active labour market policies 8. Rights 9. Social dialogue and tripartism	Strong focus on worker's rights and rights at work, gender	wcms_432859.pdf https://unfccc.int/sites/default/files/resource/Just%20transition.pdf
The just transition priority area of the UN Global Compact	1. Promotion of environmentally sustainable, fair, and inclusive economies 2. Creation of decent work opportunities and leaving no one behind 3. Ensure orderly, inclusive, and just transition to net-zero emissions and climate resilience --> Refers to the ILO Guidelines in their definition of just transitions	1. Challenging businesses to tangible, accountable action in the areas of gender equality, climate action, living wages, water resilience, and finance & investment 2. Provide tools and resources for businesses for the implementation of just transition plans	Focused on the role and action of businesses in just transitions.	info.unglobalcompact.org/l/591891/2024-03-25/593nkc/591891/1711398543ufZz99BY/2023_Final_Introduction_to_Just_Transition.pdf
Recommendations of the Global Commission on People-centred Clean Energy Transitions of the International Energy Agency (IEA)	1. Decent jobs and worker protection 2. Social and economic development 3. Equity, social inclusion, and fairness 4. People as active participants	1. Design transitions for the maximisation of green jobs creation 2. Tailored government support for workers and communities, focus on skills and training 3. Social dialogue, stakeholder engagement, and policy co-ordination 4. Ensure enhancement of social and economic development, and improvement of quality of life through policies 5. Prioritise universal clean energy access and the elimination of energy poverty 6. Enhance energy security, affordability, and resilience 7. Incorporation of gender, equality, and social inclusion considerations in all policies 8. Ensure fair distribution of clean energy benefits and avoid disproportionate negative impacts on vulnerable populations 9. Integrate the perspective of younger generations in decision making 10. Involve the public through participation and communication 11. Use insights from behavioural science to design effective policies 12. Enhance impact through international collaboration and exchange of best practices	Element of participation as a key feature, not included as extensively in the ILO guidelines	https://iea.blob.core.windows.net/assets/07406f49-ebdb-4955-9823-69c52cce04dc/Recommendationsoftheglobalcommissiononpeople-centredcleanenergytransitions.pdf

Global Policy/Agreement	Principles	Policies	Distinctive features compared to other Policies	Sources
The principles and priorities of the Just Energy Transition Partnership	1. Equitable distribution of social, economic, and environmental risks and opportunities among stakeholders according to their capacity 2. Affirmative enabling of the participation of vulnerable underserved stakeholders in the decision-making --> Oriented after the ILO Guidelines	Nine standards: 1. Cultural heritage 2. Displacement and resettlement 3. Local and customary communities 4. Labor and working conditions 5. Biodiversity conservation and sustainable natural resource management 6. Climate change and disaster risks 7. Community health, safety, and security 8. Pollution prevention and resource efficiency 9. Economic diversification and transformation	Transition plans for specific countries, mobilizing international financing	Comprehensive Investment and Policy Plan - Climate Change Laws of the World
"The Role of the G20 in Promoting Green and Just Transitions" of the Organisation for Economic Cooperation and Development (OECD) definitions and description of G20 responsibilities	1. Transformative development connected with an economic model that links economic, environmental, social, and institutional factors as well as well-being improvement while being in line with the 1,5 °C goal and SDGs 2. Support through robust, inclusive, affordable, and accessible international climate and development finance architecture 3. Restoration of intrinsic links between human welfare and ecosystems 4. Addressing and avoiding to exacerbate systemic inequalities, developing mechanisms to support those adversely affected 5. Creation of new socio-economic opportunities (quality jobs, public services, infrastructure, etc.) 6. Support adapted to circumstances in individual countries	1. Public availability of models, investment in research and data collection, setting of standards 2. Promotion of cross-sectoral stakeholder involvement 3. Development of comprehensive training and educational programmes for civil servants 4. Adoption of policies to protect workers' rights, ensure decent working conditions, and an equitable energy transition 5. Work under existing JET frameworks such as ILO Guidelines or UNFCCC Solidarity and Just Transition Declaration 6. Increase pledges to the Green Climate Funds and reform international climate finance architecture 7. Update the international trade system to provide access to affordable low-carbon technologies	Develops recommendations for G20 countries to support JETs	https://www.oecd.org/en/publications/the-role-of-the-g20-in-promoting-green-and-just-transitions_548e71cd-en.html
The just transition work of the Climate Investment Fund (CIF)		1. Stakeholder participation in decision making 2. Mitigation of negative impacts that fall unfairly on certain groups, compensation of losses, and maximization of shared opportunities 3. Use opportunities during the transition to mitigate existing injustices and/or vulnerabilities	Focused on providing practical guidelines for project implementation instead of formulating abstract principles	https://cif.org/sites/cif_enc/files/knowledge-documents/just-transition-guidance-note-integrating-just-transition-objectives-into-cif.pdf

Annex IX. Survey

As part of the evaluation of Workstream 1 relating to the interregional component, a survey was conducted among stakeholders involved in Output 2, with a focus on policy dialogue events and related knowledge products. This Annex documents the methodology and the results of the survey.

Annex IX.1 Methodology

Survey questions were developed based on the data collection plan, refined in collaboration with the evaluation team and the GIZ project team. GIZ provided a list of relevant stakeholders, which was jointly reviewed to ensure the inclusion of key participants.

For data protection compliance and to ensure a higher response rate, GIZ managed the distribution process, and no personal or confidential data was conveyed to the evaluation team. Participants could skip questions, choose a “no answer” option, or exit the survey at any time. To ensure accessibility, the survey was offered in English, Spanish, and Indonesian. Initially planned to remain open for one week, the survey period was extended to two weeks (from July 18 to August 4) to account for public holidays in partner countries and to increase the response rate. Reminders were sent during the field phase in order to reach the very high response rate that has been achieved.

To reduce response bias, participants were randomly assigned to one of two versions of the survey with Likert-scale questions ordered differently placing the most positive or most negative option first, depending on the group. For analysis, responses from both groups were merged. The survey was implemented using LimeSurvey, which supported user-friendly, standardized, and data protection-compliant data collection. The evaluation team designed the survey using a mix of question formats, including yes/no questions, Likert scales, and open-ended responses to capture both quantitative and qualitative insights.

The survey provides the evaluation team with data regarding the following topics:

1. Sample information (stakeholder group, country, gender)
2. Policy dialogue related events and knowledge products (attendance in and perception of various knowledge exchange formats, relevance, increase in knowledge transfer, current and expected synergies with other relevant initiatives, negative unintended impacts)
3. Active contribution in the knowledge exchange formats (perceived interest, presence, and engagement of participants, feedback received)
4. Technical feedback (User-friendliness of Teams vs. LimeSurvey surveys, further feedback/comments)

The data are summarized in graphs in the following.

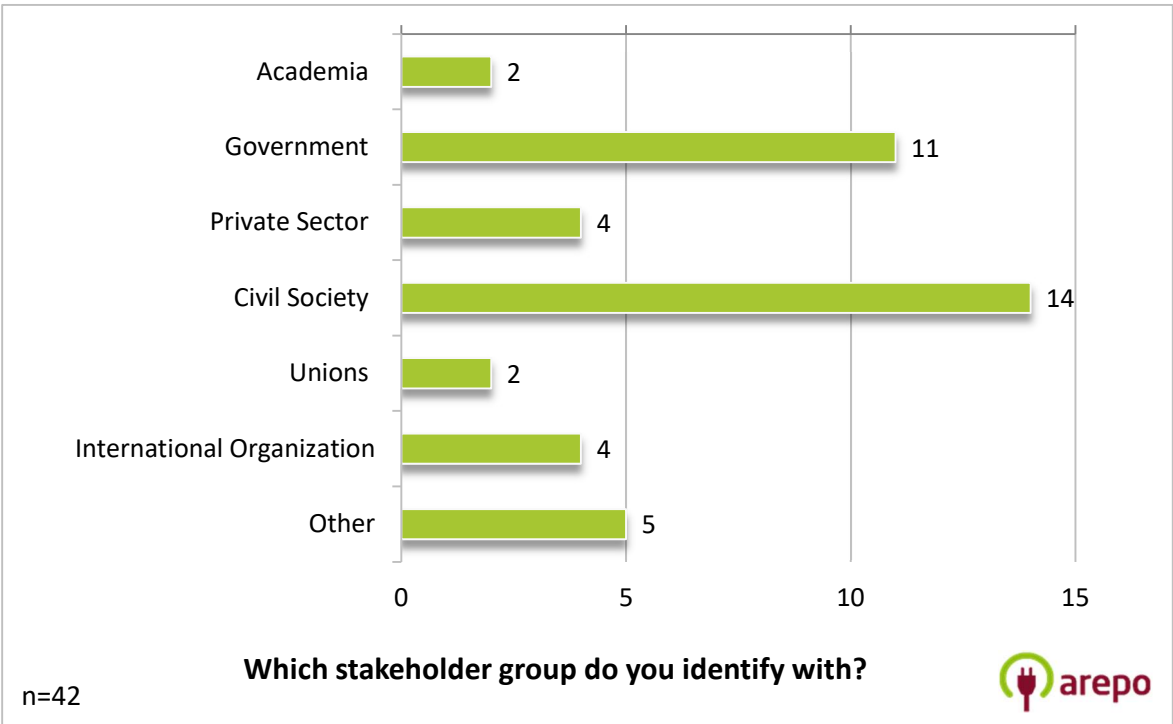
Annex IX.2 Most relevant figures

Annex IX.2.1.1 Overview of the survey

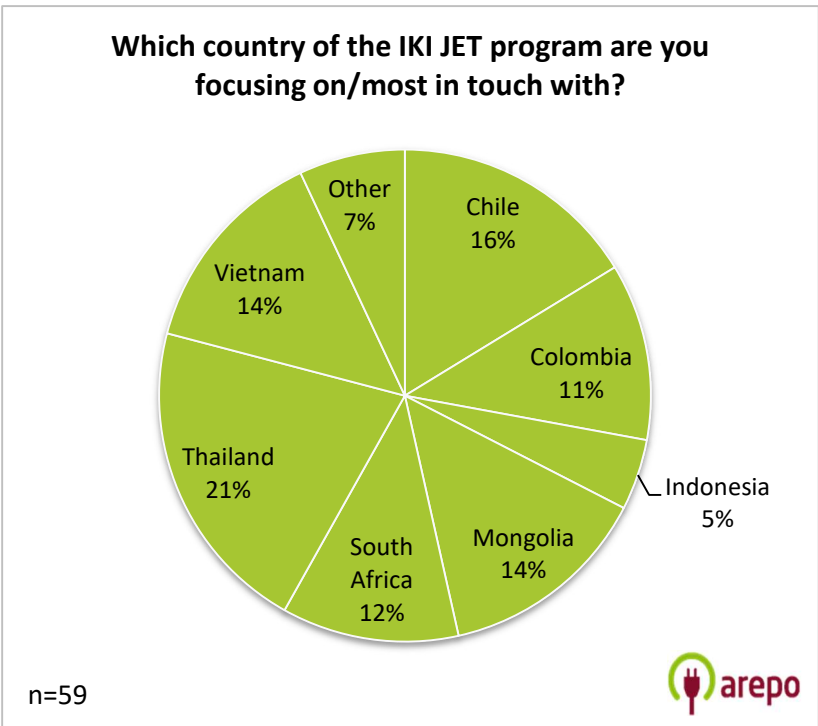
According to the GIZ, the survey was distributed to 69 relevant stakeholders. 6 of these were global partners from the “Circle of Friends”, the rest were the national and subnational counterparts from all seven countries. We have registered 64 answers to the survey, out of which 31 respondents have fully completed the survey. Hence, the overall survey response rate, considering the fully completed answers, is 44.93%. We have included answers that were incomplete into the analysis, where possible,

in some cases resulting in a total number of responses N for an individual question that is higher than the number of fully completed responses.

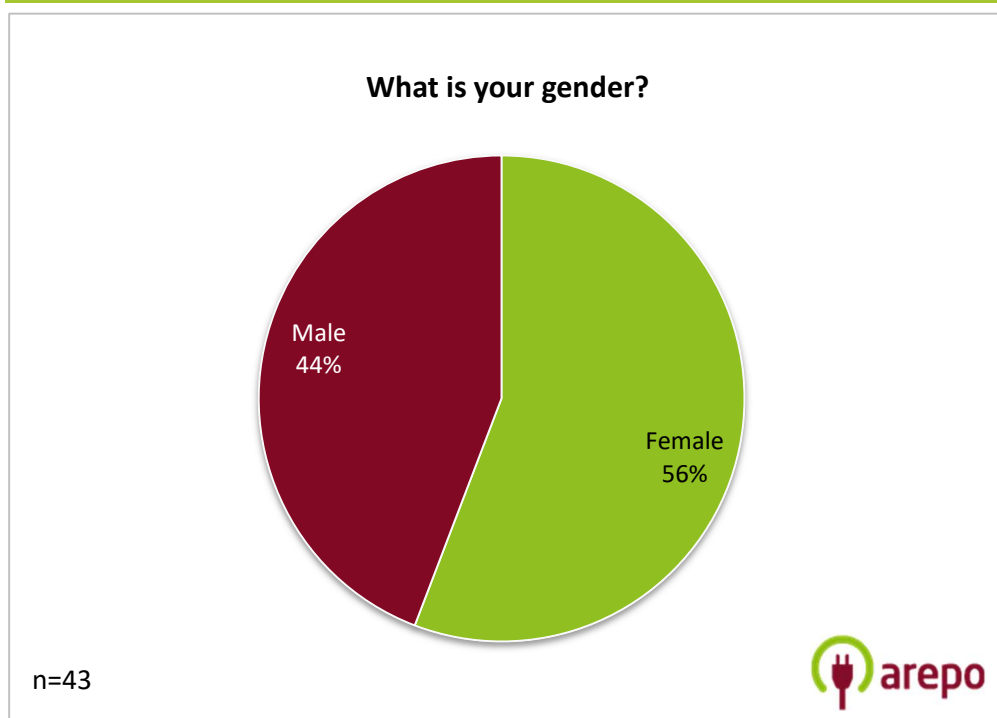
Annex IX.2.1.2 Stakeholder group identification



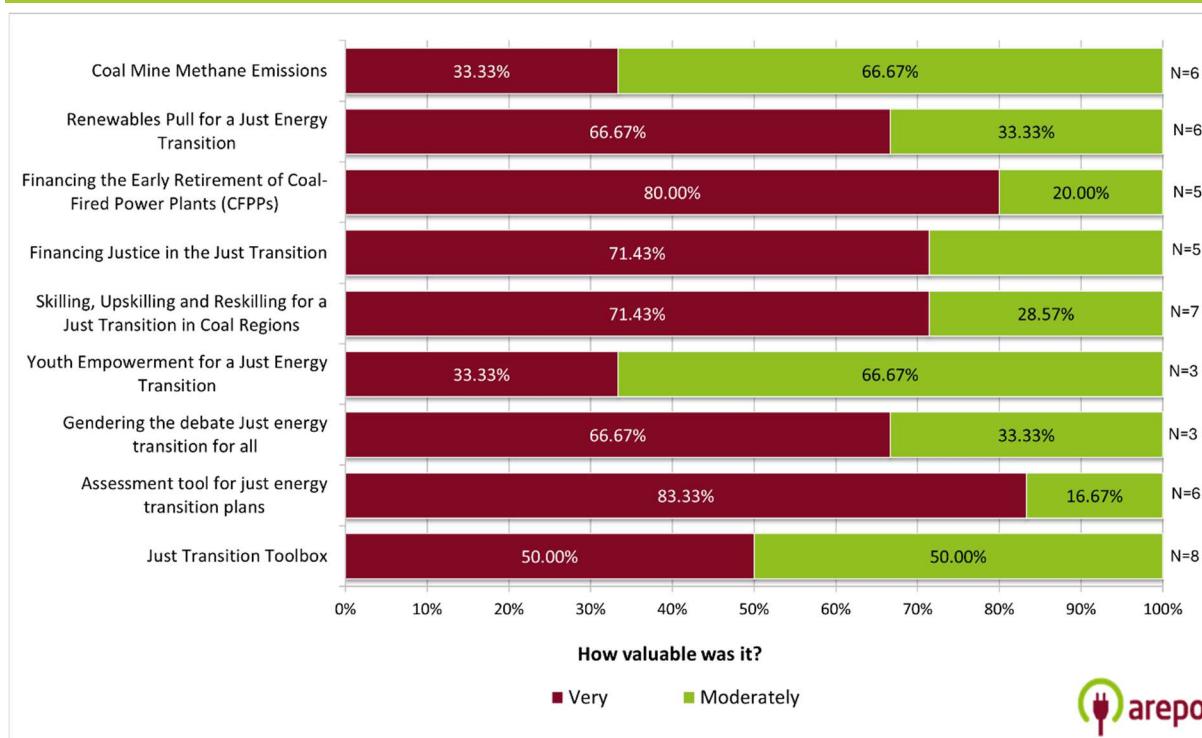
Annex IX.2.1.3 Country of focus



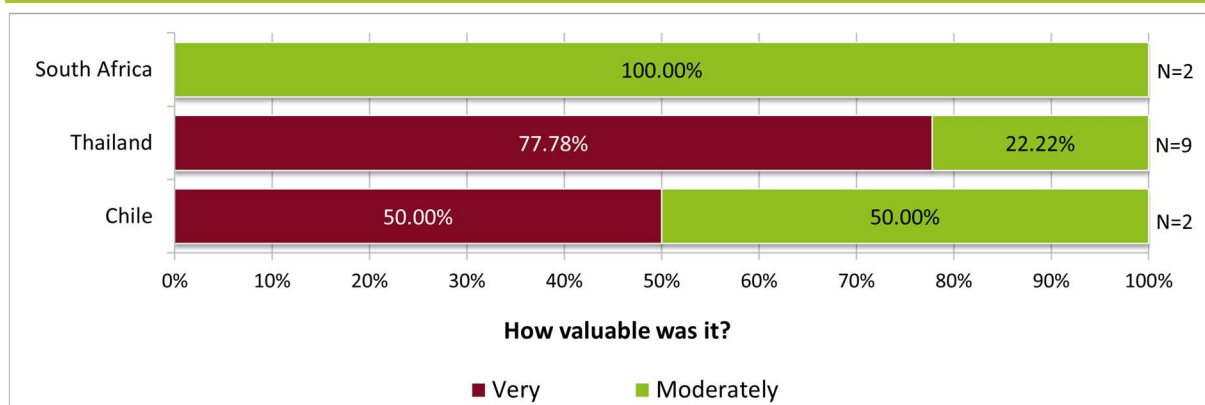
Annex IX.2.1.4 Gender



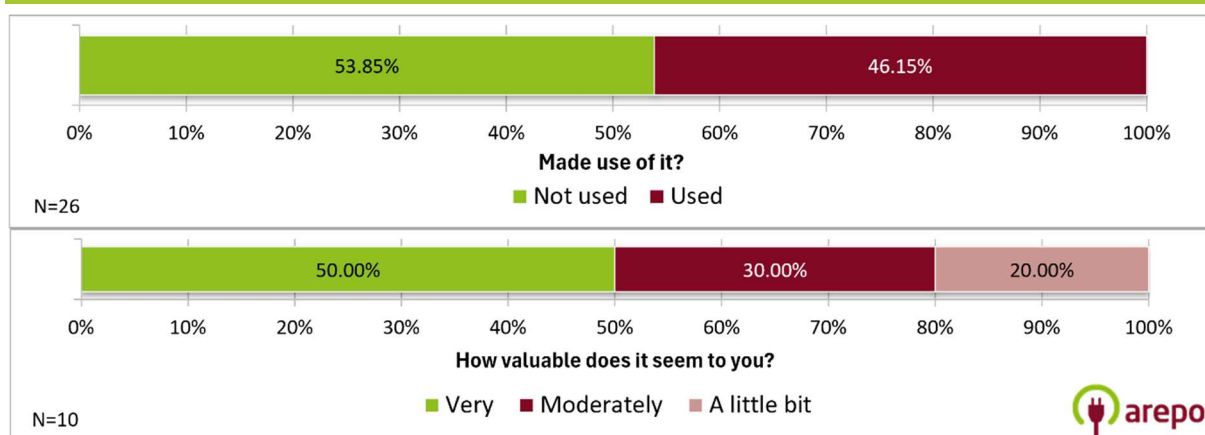
Annex IX.2.1.5 Perception of Knowledge Exchanges (those who have attended)



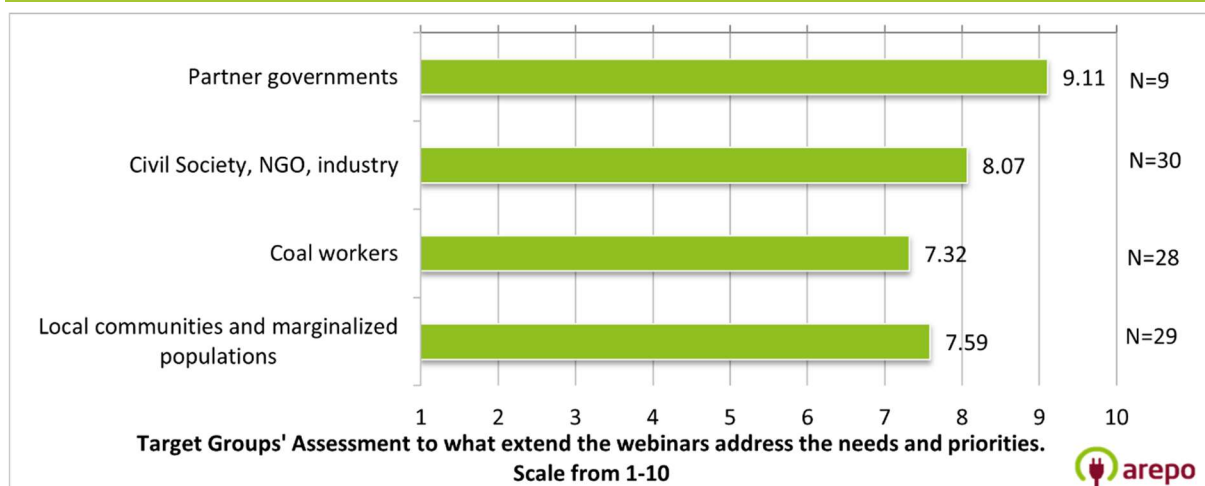
Annex IX.2.1.6 Perception of National Policy Dialogues (those who have attended)



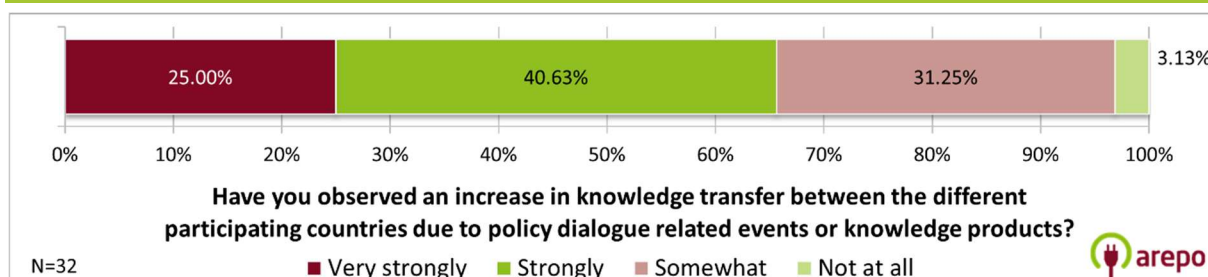
Annex IX.2.1.7 Value of the Assessment Tool for Just Energy Transition



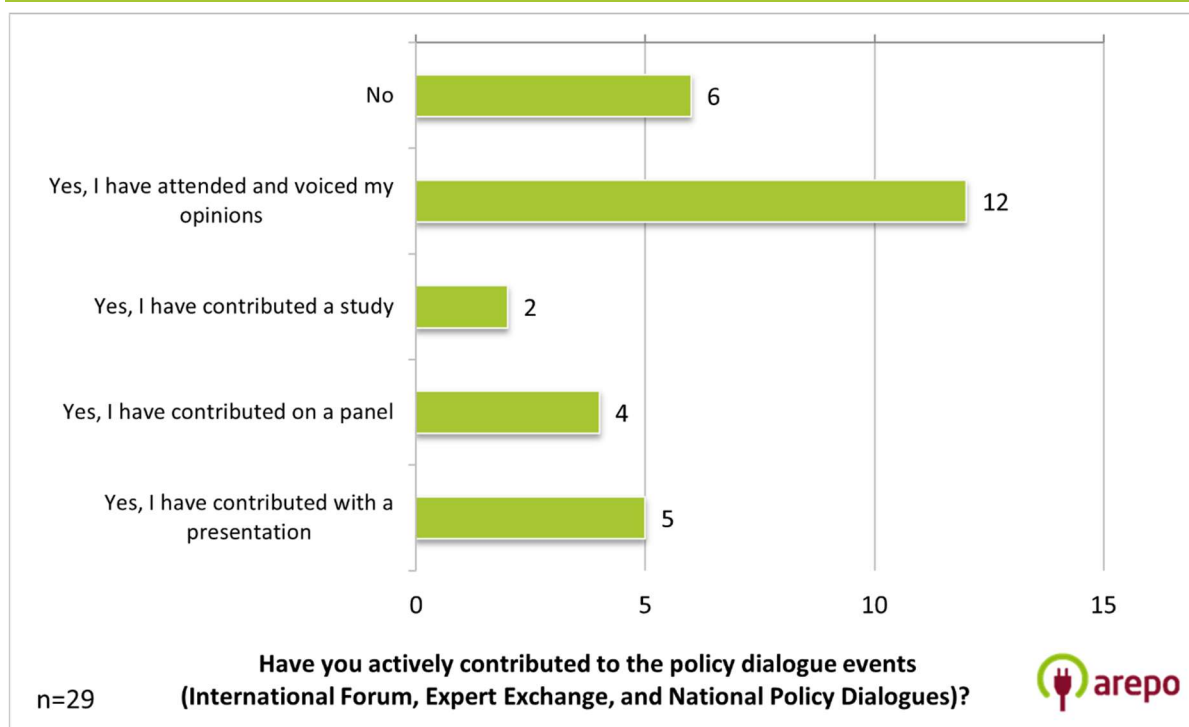
Annex IX.2.1.8 Extent to which the policy dialogue related events address needs and priorities



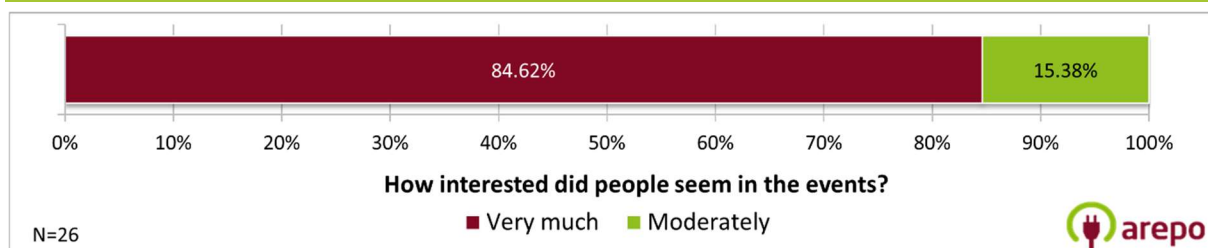
Annex IX.2.1.9 Observed increase in knowledge



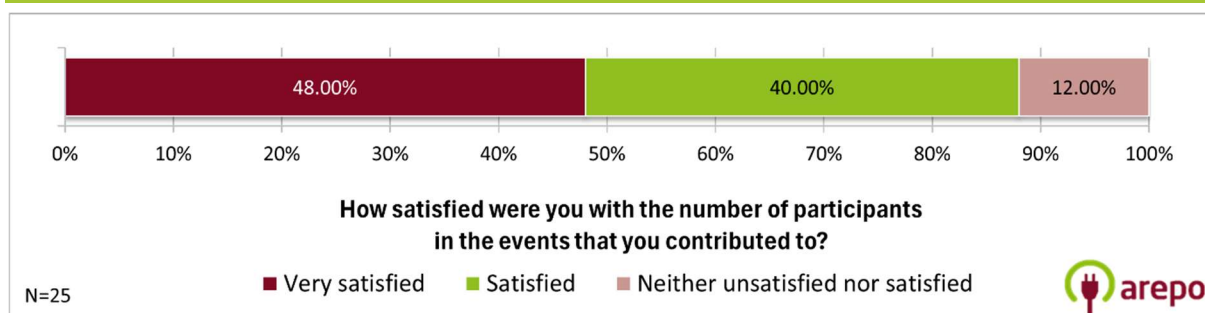
Annex IX.2.1.10 Contribution to the policy dialogue related events



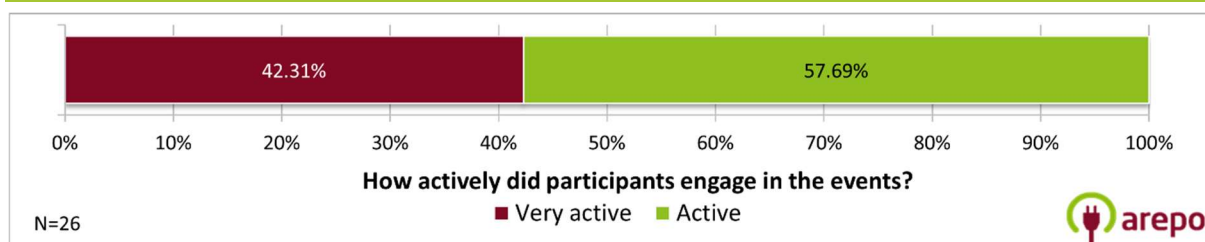
Annex IX.2.1.11 Perceived interest of participants



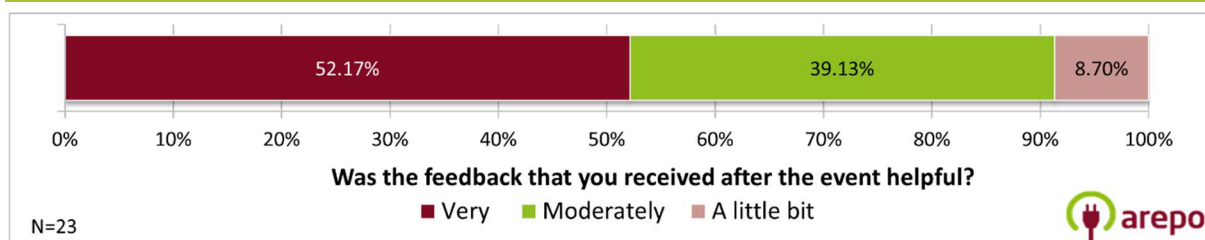
Annex IX.2.1.12 Perceived satisfaction of participants



Annex IX.2.1.13 Active engagement in the events



Annex IX.2.1.14 Feedback received after the event



Annex X. Overview of characteristics of consortium members

Name	Type	HQ	geographic coverage	self-description / mandate	members / owners	audience	financing	country representation	sources used
Gesellschaft für Internationale Zusammenarbeit gGmbH (GIZ)	charitable limited liability company	Eschborn, Germany	project and programme countries	government ODA technical assistance provider	German government	partner country governments	German government and projects	staff in all project countries	
The International Labour Organization (ILO)	tripartite U.N. agency	Rome, Italy	global	"The International Labour Organization (ILO) is devoted to promoting social justice and internationally recognized human and labour rights, pursuing its founding mission that social justice is essential to universal and lasting peace (...) brings together governments, employers and workers (...) to set labour standards, develop policies and devise programmes promoting decent work for all women and men."	187 member states	governments, employers and workers	regular budget contributions from member countries and "key partners" (core funding, unearmarked) and voluntary contributions for projects	staff in all project countries	website ilo.org
International Trade Union Confederation (ITUC)	unincorporated, not-for-profit association (Belgium)	Brussels, Belgium	global	"The ITUC's primary mission is the promotion and defence of workers' rights and interests. We foster international cooperation between trade unions, advocate within the major global institutions and campaign on a global scale."	340 affiliated organisations (typically labor union umbrella organisations)	labor unions and governments	core contributions from member unions and projects	members in several project countries	wikipedia, website ituc-csi.org; annual report unavailable
CAN International Association e.V.	chartered charitable association (Germany)	Bonn, Germany	global	"CAN is a global network of non-government not for profit member organizations from all over the world committed to combating harmful climate change and advancing climate justice and equity." "6. CAN's mission is to support and empower civil society organizations to influence the design and development of an effective global strategy to reduce greenhouse gas emissions and ensure its implementation at international, national and local levels in the promotion of equity and sustainable development."	regional and national CAN nodes representing 1300 local NGOs	members and international climate negotiators	core contributions from member CSOs and projects	affiliates in several project countries	CAN Charter Our Network Rules and Governance Principles Amended Version as approved by the CAN International General Assembly March 2021
Wuppertal Institute for Climate, Environment and Energy gGmbH (WI)	charitable limited liability company	Wuppertal, Germany	national, EU, international	"The Wuppertal Institute is an implementation-oriented research institute with roots in North Rhine-Westphalia and a global horizon."*	state of North-Rhine-Westphalia	climate community	projects and some core funding	staff in Germany	website wupperinst.org, wikipedia
International Institute for Sustainable Development (IISD)	registered charitable organization (Canada)	Winnipeg, Canada	international working in over 30 countries (wikipedia)	independent think tank, "convenor, a trusted thought leader, and a go-to source on key issues within the sustainable development field"; research, (online) knowledge dissemination and advocacy on issues around climate, water, and resources; "working to shape and inform international policy on sustainable development governance."		international MEA community	grants	250 staff globally distributed, 70 countries (iisd website)	website iisd.org, annual report 2023-2024; wikipedia
Apheda	<i>member based Australian Company Limited by Guarantee, and a charity registered with the Australian Charities and Not-for-Profits Commission (ACNC)</i>	Sydney, Australia	programs and partner organisations in 13 countries; 34 projects and 49 partners in 19 countries	the global justice organisation of the Australian union movement, "provide on-the-ground assistance which aims to address the causes of injustice and inequality, not the symptoms"	labor unions	labor unions	community support (membership fees, donations), projects, 20% government of Australia	programs in IDN, IND, RSA; partner organisations in Vietnam	website apheda.org.au, Annual Report 2024, wikipedia, https://directoryofngos.org/ingo/apheda/ ; <i>information from Apheda provided in the commenting phase is in italics</i>
Solidarity Center	registered 501(c)(3) charitable organization (US)	Washington, D.C., USA	field offices in 35 countries; <i>among them Colombia, South Africa, Thailand, Indonesia</i>	ODA/TA organisation for workers right, providing training, resources, and legal support.		labor unions	USAID, National Endowment for Democracy, and other donors	preexisting program on 12 coal mining communities in Colombia; <i>further JT programming in South Africa, Indonesia</i>	website solidaritycenter.org; Annual Report 2023, wikipedia, <i>information from Solidarity Center provided in the commenting phase is in italics</i>

Annex XI. Allocation of remaining in-country support measures

	Chile	Colombia (upgraded ti country component in 2024)	Mongolia	Thailand	Vietnam
Number of planned activities	Total 6 • 4 initially allocated • 2 allocated in 02/2025	Total 10 • 7 initially allocated • 3 allocated in 02/2025	Total 4 • 3 initially allocated • 1 allocated in 02/2025	Total 4 • 3 initially allocated • 1 allocated in 02/2025	Total 8 • 5 initially allocated • 3 allocated in 02/2025
Activities carried out until mid-2025	• Linkages between SMEs and large companies • Skilling of lineworkers • Scenarios of the national energy system	• Assessment COL (WI) • CFPP flexibilisation Thermoguarjira • JET legal framework • Intersectional feminist analysis (WI) • Workers Union workshop for a Just Transition (SC)	• Assessment MNG • Nalaikh JET Strategy • Assessment of green jobs • Sand battery prefeasability study	• Assessment THA • Green jobs training program	• Viet Nam Biomass co-firing feasibility study • Awareness raising for journalists • Humans of Energy Transition: public awareness

Source: Based on data received from GIZ 27.08.2025

Annex XII. Evidence base for ratings on deprioritized questions

Annex XII.1 Evaluation question 2.1: How is the quality of the project planning to be judged?

The project proposal specifies the scopes, target groups, work packages, activities, milestones and indicators (GIZ, 2024e). The ecological, social, institutional and economic framework conditions, other sector-relevant projects and risks were analyzed and considered during planning, including gender analyses for Indonesia and Colombia (GIZ, 2023a). For the Indonesia component, the capacities of the political partner were known as GIZ repeatedly works together with BAPPENAS on the national level.

Regarding gender, for each participating country, the team has conducted initial assessments and in-depth gender analyses for Indonesia and Colombia which examine the gender dimensions of JET in the country context at different levels, and provide specific recommendations for the projects. In addition, the project had held preparation workshops on gender and safeguards before the start of the project. It did not produce a Gender Action Plan (in line with requirements).

As described in section 2.3, the original ToCs (Annex I) were very coarse sketches without obvious links between the ToCs of the Indonesia country component and the interregional component. They could not be employed to plan, monitor or manage project impacts, or assess a contribution of the project activities to project impacts. For the purpose of this evaluation, both ToCs were reconstructed together with the project teams, towards a combined ToC. The reconstructed ToC can be found in Annex I. The reconstructions are much more detailed and reflect the actual program logic in a more clearly described way that lends itself to establishing contribution hypotheses.

The project has been guided by annual comprehensive operational plans that outline core activities, timelines, responsibilities, and budget allocations. Interviews with consortium partners confirmed that annual work plans and activity schedules have been in place since project inception. These documents provide a structured framework for implementation and are periodically updated to reflect evolving circumstances and feedback from stakeholders. The results monitoring tool assigns responsibilities to all stakeholders, some of them more ambitious with respect to the results logic and others less. For example, for Output V, ILO is responsible to have policy recommendations agreed in a Regional JET Forum, while GIZ is responsible for having key elements of JET integrated into a regional development plan, which seems to the evaluators “one level closer to impact” on the results chain (GIZ, ohne Datum).

In terms of budgeting, the financial planning tools used by the consortium were found to be generally sound. The change offer indicates, however, that in the reallocation of funds, no funds were allocated to the consortium partners for work as part of the Colombia component, which is ill aligned with the consortium design and project approach.

While the indicators in the results framework are generally SMART³⁵, there are no annual targets defined (only overall targets set). The Monitoring Table includes a dashboard which informs about overall progress towards the targets of the project, and a traffic light scheme to indicate areas of risk

³⁵ Indicator IV.2 – target of the indicators is not reflected in the defined target / wording does not match – not measurable like this

for achievement, yet, no monitoring on the Sub-Workpackage / Activity level is provided across the whole project, which would make it possible for the central management to understand better gaps and breaks in the Theory of Change (GIZ, 2025f).

The time frame had been planned in a realistic manner – the project had to be extended by 6 months, which is not a lot given the challenging and complex nature of the project, its consortium and the multi-country, multilevel approach. Currently, the project expects to reach all its output and outcome targets in that time.

A few stakeholders noted that the original plan could have benefitted from more detailed risk mitigation strategies and contingency planning, especially in areas where institutional capacity was ineffective.

The DAC Rio Marker is CCM2 which is appropriate. The Gender marker is GEN1. Given that the IKI Gender Strategy and Guidelines were not in place when the project was designed, this is tolerable, although this evaluation argues that in line with the concepts of JET, a gender-transformative approach would have led to a greater alignment.

Overall, this question is rated at 5.³⁶

Annex XII.2 Evaluation question 2.3: To what extent do the chosen forms of cooperation during project implementation ensure an adequate coordination with relevant actors in the partner country?

The chosen forms of cooperation with the partners and other relevant actors vary significantly between the work of the global consortium, the work of GIZ in the non-focus countries and the work in the country components (of which only Indonesia was included in the evaluation). In the countries without a country component but country activities, coordination of the consortium and with the partners takes place within GIZ's project coordination structure. Budgets are spent via annual work planning and approval processes between the AV and the component heads in the countries. They follow the local dynamics and partner requests. While this ensures a coherent approach from the perspective of German ODA, it is not always ensured that it reflects the multi-stakeholder characteristics of the consortium.

In the country components, specifically in Indonesia, and from the perspective of the GIZ project team in Indonesia as well as the political partner BAPPENAS, the cooperation and coordination among them is very active and frequent. While formal structures are in place, the actual steering process has at times suffered from a lack of clarity regarding roles, responsibilities, and decision-making authority. This has led to instances of duplicated work, for example, in overlapping activities between ILO and APHEDA related to labor assessments and community engagement. These overlaps indicate a need for more rigorous delineation of responsibilities and better synchronization of activities across work packages. (Source: Interviews and FGDs with implementing organization and academia of the Indonesia component)

Coordination with national-level actors, particularly BAPPENAS and the Ministry of Energy and Mineral Resources (MEMR), has improved over time, with formal channels of communication established

³⁶ The gender aspect is not included in this rating as it is raised repeatedly in other places in this evaluation, and the IKI Gender approach has developed significantly since the design of this project.

through working groups, technical meetings, and ad hoc consultations. BAPPENAS stakeholders confirmed the project's relevance and noted their increasing involvement in discussions on just transition pathways and coal phase-out planning. Nevertheless, the initial lack of structured coordination with MEMR resulted in missed opportunities to synchronize with key policy developments, such as the Just Energy Transition Partnership (JETP) framework.

At the sub-national level, the Regional Consultation Forums (RCFs) have emerged as a highly effective mechanism for ensuring ongoing coordination with local governments and community actors. In East Kalimantan, the RCF has provided a platform for dialogue between the provincial government, unions, civil society, and the private sector. This has contributed to the institutionalization of just transition principles into local development strategies and facilitated the design of inclusive economic diversification plans.

However, coordination efforts in South Sumatra have faced challenges. The relatively limited involvement of key local actors, combined with lower awareness of the just transition agenda, has hindered effective cooperation. Interviews with regional stakeholders suggested that more proactive efforts are needed to build trust, clarify roles, and ensure continuous engagement.

The project has also coordinated with relevant development partners and initiatives, although these efforts have been somewhat ad hoc. Opportunities for greater synergy exist, particularly with JETP initiatives, national coal transition dialogues, and sectoral programs supported by international donors. Several stakeholders advocated for stronger alignment mechanisms to prevent duplication and enhance policy coherence.

In conclusion, while the project's chosen cooperation model has created a robust foundation for inclusive and coordinated action, its effectiveness has varied depending on region and stakeholder group. Strengthening institutional anchoring, deepening engagement with underrepresented actors, and enhancing alignment with broader just transition frameworks will be critical to maximizing the project's impact in its remaining phase.

Overall, it is possible that a more forceful management might lead to a better alignment between the activities of the consortium members and a more effective internal multi-level approach of the project. Coordination is rated 3.

Annex XII.3 Evaluation question 3.1: To what extent is the *project logic* still applicable?

The project logic as expressed in the reconstructed ToC (see 2.5) is still applicable. This was consistently confirmed by stakeholders, for the individual outputs as well as for the overall project. The ToC effectively captures the interconnected nature of socio-economic transformation, stakeholder engagement, and institutional strengthening necessary to support a just transition from coal.

The ToC diagram is not fully able to reflect the multi-country, multi-level, multi-partite approach of the project. Specifically the link between the country components and the interregional activities deserves mention. Here, the country partners have the opportunity to receive advice and network with people in similar positions in other countries. Every type of evidence collected during this evaluation demonstrate the high value of this opportunity, specifically for the national and even more for the subnational government partners. In this particular project, this provides a particular type of sounding board and transmission system for local action, as the local communities outside and inside of the coal

industry have limited opportunities to connect. The ability to link the subnational stakeholders directly has been validated as one of the particular strengths of this project. The online Knowledge Hub and the communities of practice are important reference points for the project participants.

The overall project strategy as well as the strategy in the different countries shows that the local context, power structures and needs of the target groups are crucially relevant for whether or not the project's theory of change can work. The in-depth support for Indonesia and Colombia meets these conditions – the two countries have already expressed their readiness to phase-out coal at various high-level meetings³⁷, they have CSOs and the enabling environment for them to work towards a JET. and have a framework for organized labor – versus the different institutional approach taken by the project for countries with more slower paces and a rather non-enabling environment such as Viet Nam. (Source: Interviews and FGDs with implementing organizations of the Indonesia component)

For the Indonesia component, interviews with stakeholders and project team members indicate that these activities remain suitable and are broadly seen as well-aligned with the challenges and opportunities identified within the project's geographic and thematic scope. Stakeholders confirmed that the design of work packages adequately considers local contexts, including existing power structures, economic dependencies, and specific needs of target groups such as trade unions, civil society organizations, and local governments. For the Indonesia component, the underlying logic of the IKI JET project, as articulated through its reconstructed Theory of Change (ToC), remains largely valid and relevant in addressing the core challenges associated with the energy transition in coal-dependent regions.

The planned work packages and outputs outlined in the ToC clearly reflect the intended outcomes of promoting regional economic diversification, enhancing labor protections, fostering inclusive stakeholder dialogues, and building institutional capacities at regional and national levels. Interviews with stakeholders and project team members indicate that these activities remain suitable and are broadly seen as well-aligned with the challenges and opportunities identified within the project's geographic and thematic scope.

Stakeholders confirmed that the design of work packages adequately considers local contexts, including existing power structures, economic dependencies, and specific needs of target groups such as trade unions, civil society organizations, and local governments. For instance, the Regional Consultation Forums (RCFs) have been highlighted as particularly effective mechanisms for enabling inclusive dialogue and ensuring local perspectives are integrated into the energy transition planning process. Similarly, the project's emphasis on capacity building and targeted policy advice remains relevant, given the ongoing need to strengthen institutional capacities at sub-national levels, especially in regions facing significant economic disruption due to coal phase-out.

However, stakeholders have identified specific contextual shifts that suggest adjustments to the project strategy might enhance effectiveness. These include increasing attention to informal sector workers, greater emphasis on gender inclusivity, and more robust engagement strategies tailored to regions such as South Sumatra, where institutional capacities and union presence are comparatively weaker. While the project has made some adaptive adjustments, stakeholders recommend further refinement to better reflect these emerging priorities and ensure sustained relevance. Additionally,

³⁷ COP28 for Colombia, G20 Summit for Indonesia (Fossil Fuel Non—Proliferation Treaty, 2023; Office of Assistant to Deputy Cabinet Secretary for State Documents & Translation, 2024)

the evolving landscape of national energy policies, particularly Indonesia's Just Energy Transition Partnership (JETP), highlights the need for more structured alignment between project activities and national-level policy frameworks. Stakeholders advocate for enhanced strategic integration to leverage synergies with broader national and international initiatives.

Overall, the project logic remains substantially applicable and relevant, though targeted adjustments and increased flexibility in implementation approaches are advisable to address emerging needs, strengthen stakeholder engagement, and maximize alignment with evolving policy contexts. The Regional Consultation Forums (RCFs) have been highlighted as particularly effective mechanisms for enabling inclusive dialogue and ensuring local perspectives are integrated into the energy transition planning process. Similarly, the project's emphasis on capacity building and targeted policy advice remains relevant, given the ongoing need to strengthen institutional capacities at sub-national levels, especially in regions facing significant economic disruption due to coal phase-out. However, stakeholders here have identified specific contextual shifts that suggest that some adjustments to the project strategy might enhance effectiveness. These include increasing attention to informal sector workers, greater emphasis on gender inclusivity, and more robust engagement strategies tailored to regions such as South Sumatra, where institutional capacities and union presence are comparatively weaker. While the project has made some adaptive adjustments, stakeholders recommend further refinement to better reflect these emerging priorities and ensure sustained relevance. Additionally, the evolving landscape of national energy policies, particularly Indonesia's Just Energy Transition Partnership (JETP), highlights the need for more structured alignment between project activities and national-level policy frameworks. Stakeholders advocate for enhanced strategic integration to leverage synergies with broader national and international initiatives.

This question is not rated (in line with the methodology of the standard evaluation matrix).

Annex XII.4 Evaluation question 3.3: To what extent can the foreseen *outputs* expected to be achieved?

The project is well on track to achieve its outputs, especially so for the global. It seems very likely that the project will achieve a large part of its outputs by the end of its term.

The global component has delivered in line with planning so far. For output 1, the International Network, good progress was made for all three indicators. Regarding indicator I.1, it seems likely that the indicator will be achieved by the defined planned date. It can e.g., be fulfilled with the upcoming Study Tour to Indonesia. Regarding indicators I.2 and I.3, it seems realistic that the targets can be achieved before the project ends, however maybe not until the defined planned date. Likewise for output 2, the International Policy Dialogue, good progress was made for the two indicators, and it seems realistic that the targets can be achieved before the project ends, however maybe not until the planned date. For output 3, the Knowledge Hub, very good progress was made for the two indicators. Indicator III.1 is already overachieved regarding the performance threshold (75%), however the methodological requirement for the sample size of the indicator (minimum of 300 respondents) is not fulfilled. It seems realistic that indicator III.2 will be achieved until the planned date. The plan for indicator III.2 was changed to achieve it at a later date, it was originally scheduled for 30 June 2025 (GIZ, 2025e). (Source: Interviews and FGDs with national level political partners of the Indonesia component)

For the Indonesia component, the results achieved are less consistent. For output 4, the Regional Consultation Forum, the progress so far shows a mixed picture. Regarding indicator IV.1, the quantitative target of six meetings has actually been overachieved (seven held in total so far), but the qualitative target of four official meetings has not yet been achieved (only one official meeting has taken place so far). However, at least one official meeting (official RCF kick-off) in South Sumatra is expected to be held until the defined planned date of 30 June 2026. Regarding the RCF meetings, it seems very reasonable that indicator IV.2 will be achieved until the planned date. Good progress was achieved so far concerning the bilateral bargaining agreements containing JET elements (indicator IV.3), with interviewed stakeholders being positive to (over)achieve the indicator. Indicator IV.4 is delayed and will likely only be achieved by the end of the project, not by the originally defined date (CANSEA - YMH, 2024; GIZ, 2025e). Some media outreach activities have already been implemented, such as briefings and webinars for journalists. To support indicator monitoring, monthly media monitoring has been conducted in East Kalimantan and South Sumatra since August 2023. This includes compiling media contact lists for local, regional, and national outlets, tracking media coverage, and collecting articles and stories that reference the project. However, YMH, the responsible organization to achieve the output, was unable to implement all planned activities as scheduled, since they did not receive a budget allocation for quartal 2 to 4 of 2024 due to an internal GIZ audit. As a result, they had to temporarily finance activities from their own resources (CANSEA - YMH, 2024). Concerning indicator IV.5, by the time of the MTE, only one knowledge product had been endorsed by the RCF. While it appears likely that the indicator will be achieved by the end of the project, it is unlikely to be reached by the originally planned date of 30 June 2026. Output 5, the Policy Framework, is partly delivered with the inclusion of JET elements including green economic transformation, skill development, and social protection into the regional long-term development plans (RPJPD) for South Sumatra and East Kalimantan (indicator V.2.). It seems plausible that indicator V.1 will be achieved by the end of the project, but potentially not by the planned date (GIZ, 2025e). Output 6, Transformational Measures, is so far partly delivered. Concerning indicator VI.1 on the business models, draft concepts for utilizing biomethane from palm oil effluent were discussed with 35 target actors, four palm oil mills and three off-takers expressed initial interest for internal discussions (GIZ, 2025e). Indicator VI.2 is partly delivered with three trainings for public employment service employees conducted in both regions (GIZ, 2025e). It seems likely that both indicators will be achieved by the end of the project. Lastly, output 7, National Dialogues on JET, is not progressed yet in the sense of the indicator, however activities under the output are underway, such as the development of the skills road map (GIZ, 2025e). (Source: Interviews and FGDs with target group, and implementing organizations of the Indonesia component)

Table 5: Output indicator achievement of IKI JET³⁸ (purple = Global Component, orange = Indonesia Component)

Output	Indicator	Description	Baseline	Target value	Planned date	Current situation	Status %
1	I.1.	Usefulness of peer-to peer exchange formats	0	220 (30% female)	31 Dec 2025	134 (49% female)	61%
	I.2.	Participation and usefulness of training or other learning formats	0	150 (50% female)	31 Dec 2025	59 out of 76 gave a 4 or 5 score (41% female)	39%
	I.3.	Small-scale in-country support measures	0	32	31 Dec 2025	13	41%
2	II.1.	JET policy recommendations	0	7	31 Dec 2025	4*	57%
	II.2	Project results, etc. discussed in high-level policy dialogue format	0	8	31 Dec 2025	3	38%
3	III.1.	Value and usefulness of products in Knowledge Hub	0	75% of (min. 300 respondents)	31 Dec 2025	95% (of 38 survey participants)	127%
	III.2.	Knowledge products added to Knowledge Hub	0	151	31 Dec 2025	140*	93%
4	IV.1	RCF meetings	0	6 (3 in EK, 3 in SS) ³⁹	30 June 2026	7 preparatory + 1 official (4 preparatory + 1 official in EK, 3 preparatory in SS)	117%
	IV.2	Non tripartite and non governmental stakeholders in RCF	0	20% in EK, 10% in SS	30 June 2026	10% in EK, 0% in SS***	25%
	IV.3	Signed bilateral bargaining agreements	0	4	30 June 2026	2**	50%
	IV.4	JET topics in social media	0	200%	30 June 2026	0	0%
	IV.5	Knowledge products endorsed through RCF	0	6	30 June 2026	1	17%
5	V.1	Policy recommendations agreed in RCF	0	2 (1 in EK, 1 in SS)	30 June 2026	0	0%
	V.2	JET in local development / government plans	0	2	30 June 2026	2	100%

³⁸ Indicators VIII.1 and VIII.2 are not reported here as the Colombia component is excluded from the MTE.

³⁹ EK = East Kalimantan, SS = South Sumatra

Output	Indicator	Description	Baseline	Target value	Planned date	Current situation	Status %
6	VI.1	Business models shared with the public by regional government	0	2	30 June 2026	0	0%
	VI.2	Skill development meets necessary competencies	0	300	30 June 2026	71 (61% female)	24%
7	VII.1	Coal regions present policy proposals to national government	0	2	30 June 2026	0	0%
	VII.2	Community representative and one trade union representative express their positions at RCF	0	2	30 June 2026	0	0%

Source: (GIZ, 2024e, 2025e; IKI JET, 2025) * (IKI JET, 2025) **As of June 2025, (FGD) *** (ID Comp team, 2025)

Regarding gender, generally, stakeholders notes that the team faces no challenges in meeting the peer-to-peer exchange quotas and organizing international panels with gender balance. At national events, they sometimes need to repeatedly request female panelists from stakeholders. They explain that the team focuses not only on meeting quotas but also on ensuring that female panelists are equally qualified as men, thereby promoting gender equality beyond numeric representation.

In the Indonesia component, gender is mentioned under output 5 (policy advice) in the sense that policy recommendations, government plans, and knowledge products should be gender-responsive. Under output 6, it is specified that at least 30% of the people who receive skill training should be women (IKI JET Results Framework). Both targets have been achieved and the quota of women to receive skill development has been overachieved by 31% (Monitoring Table).

Annex XII.5 Evaluation question 4.1: To what extent can the foreseen *climate-/biodiversity-related impacts and co-benefits* expected to be achieved?

At the impact level, the results framework envisions a transformed energy system and more sustainable and just local communities and economies. The Theory of Change sees as a central result the change of the conversation where climate and economy are not seen as opposites anymore. No direct emission reductions can be achieved through this, but local and regional barriers to a coal exit can be reduced.

Where the context factors are appropriate for the project to take effect – a consensus that coal production or consumption will be reduced, organized labor and access to community groups – the project is effective in guiding the conversation. A positive factor for that is that the project makes aware global good practice, in combination with tailored knowledge products and capacity building offers for the respective country context. The consortium composition provides the project with credibility and access to most relevant groups.

Hampering factors are macroeconomic trends on the national or global level that indicate that there is a future for coal, and affect the national commitments to coal exit. It is interesting to note that in the coal regions, this trend is not always gaining traction – once the coal region has accepted that the coal economy is ending, macro-level trends might slow down the sense of urgency but so far have not stopped the stakeholders from engaging in economic diversification. However, this might still happen. It is important to keep up the momentum of conversation in the coal regions, so that the achievements of the project are not forgotten but local stakeholders keep working towards the (no-regret) JET goals of equality, economic diversification and an improved local environment.

The project supports the development of JET plans in coal-dependent regions, which aim to reduce coal reliance, hence indirectly contributing to emissions reductions, improved air quality, and environmental rehabilitation. Environmental issues such as water and land degradation and air pollution are increasingly considered in local development planning as part of the JET process. Interviewees also perceive an increased environmental awareness, e.g., among coal communities that have become more aware of sustainable energy use and environmental protection. (Source: Interviews and FGDs with target group, implementing organizations, and regional level political partners of the Indonesia component)

Annex XII.6 Evaluation question 4.3: To what extent can social, economic and/or good governance co-benefits be expected? And to what extent are unintended negative impacts avoided?

Overall, the IKI JET project exhibits strong potential for generating significant co-benefits across social, economic, and governance dimensions. The project offer already mentions expected co-benefits from the project on several SDGs, including SGD 7 (clean energy) and SDG 8 (decent work), SDG 1 (end poverty), SDG 4 (Healthy Life), SDG 15 (Life on Land), SDG 5 (Gender), SDG 9 (Resilient infrastructure and innovation), SDG 10 (Reduce inequality), as well as SDG 16 (Inclusive societies) (GIZ, 2024e).

Good governance co-benefits are expected through strengthened institutional capacities and improved stakeholder dialogues at both regional and national levels. Governance improvements through empowerment and dialogue are part of the causal pathway of the project. Beyond structural improvements like the RCFs in Indonesia, the project's engagement in South Sumatra resulted in local government proactively seeking support to integrate labor protection recommendations into their medium-term development plans, demonstrating project influence beyond initial scopes. Interviewees reported also that they perceive a strengthened vocational training infrastructure, improved clarity of roles between ministries and sectors and also improved collaboration among stakeholders, and sustainable funding mechanisms for post-project activities. The project's presence in South Sumatra has reestablished a local union and supported the inclusion of just transition clauses in collective bargaining agreements (CBAs) with two coal companies in East Kalimantan is expected to positively contribute to workers' rights, as they include provisions on social security, job transition, and compensation. Unions are better equipped to understand and represent informal workers in JET discussions, contributing to long-term institutional strengthening. Through the CBA process they also gain valuable experiences on how to engage with companies and the local government. (Source: Interviews and FGDs with target group, and implementing organizations of the Indonesia component)

Social co-benefits are notably anticipated through these enhanced labor protections and inclusive stakeholder engagement. Moreover, the project's initiatives to promote gender inclusivity and empower marginalized groups, including informal sector workers, suggest that meaningful improvements in social equity and resilience are achievable. Interviews with trade unions and civil society representatives reinforce the project's potential to foster socially inclusive transition processes that actively reduce inequalities.

Further (potential) co-benefits identified during the evaluation include strengthened capacity and self-confidence among local stakeholders who claim to have gained experience, confidence and knowledge. Further, through cooperations with local universities, the project aims to build their capacity on JET so that they are able to speak about the topic in the long term and can also work as consultants on the topic in the future. Economic co-benefits are equally plausible, particularly in supporting regional economic diversification and enhancing local employment opportunities. New business models such as sustainable mushroom farming and agroforestry were supported in East Kalimantan, contributing to alternative livelihoods and green innovation. (Source: Interviews and FGDs with donors, target group, implementing organization and EMR Office EK)

No unintended negative effects have been identified to date. Negative impacts are not expected and so far, also not observable. Regarding the avoidance of unintended negative impacts, the project has demonstrated an appropriate level of vigilance. Stakeholders have noted positively that robust safeguarding measures and careful risk assessments have been integrated into project

implementation, reducing the likelihood of unforeseen negative consequences. Nevertheless, continued monitoring and adaptive management will be essential to ensure these measures remain effective, particularly given the complex socio-economic dynamics inherent in transition processes.

Annex XII.7 Evaluation question 5.1: To what extent have the foreseen *safeguards measures* been implemented? Are the safeguards measures deemed adequate to avoid, minimise or mitigate negative impacts? Have the implemented safeguards measures achieved the planned results?

This rating was proposed by the GIZ as part of their internal risk assessment, following IKI's safeguard standards. Although there were initially discussions about whether a lower safeguard rating C (low risk) might be sufficient, GIZ ultimately justified the B rating based on their analysis of significant potential indirect risks related to (PS) 2 – Labour and Working Conditions and PS 7 – Indigenous Peoples and Marginalized Groups (GIZ, 2025e) in the project regions. The B rating was reviewed for plausibility by ZUG and confirmed by the responsible ministries during the proposal approval process. Temporarily in 2022 the project was also rated with B in PS 4 – Community Health, Safety, and Security related to the global COVID-19 pandemic (GIZ, 2023b). Initially, the project was also rated B in PS 5 – Land Acquisition and Involuntary Resettlement (GIZ, 2023b, 2024e, 2024d). This rating only changed to C within the last project reporting period (GIZ, 2025e). Overall, the B rating has remained in place since the initial risk classification (GIZ, 2024c).⁴⁰ (Source: Interview with donor)

A B rating in a PS makes it necessary for the project to implement measures to address the potential risks in this regard (BMWK, 2023). The project proposal contains a risk analysis table, proposes associated mitigation measures, includes them into work packages and assigns responsibilities (GIZ, 2024c; Interview). According to the change offer, the most relevant mitigation measures that IKI JET shall implement are (GIZ, 2024e):

- Ensure and monitor participation of potentially affected local marginalized groups in the social dialogue and the stakeholder engagement
- Strategic prioritization of “green”, low-carbon and environmentally friendly development pathways and transformational measures, in the advisor process.
- Development and introduction of a qualitative “sustainability and safeguards” check matrix, that includes climate, environmental and human rights aspects as a key advisory component for all regional JET strategies that are being supported. This tool will include
 - a general, criteria based “climate, environmental and human rights screening” of the climate mitigation ambition level and potential environmental impacts of options discussed in social dialogue and stakeholder processes;
 - “climate, environmental and human rights assessment” of the final regional JET strategies and its components (concrete transformational measures), including recommendation for mitigation depending on their nature and with the limits of the project boundaries

⁴⁰ The overall IKI safeguard rating is determined by the highest rating within the individual PS. For example, if a rating C (high risk) is assigned in one PS, the entire project receives a C rating.

- Support of governance models that prioritize inclusive decision-making processes. This entails creating mechanisms to ensure meaningful participation of marginalized groups in all stages of project development and implementation. Furthermore, transparent communication channels and conflict resolution mechanisms should be put in place to address potential tensions and disputes among different stakeholders.

These measures are consistently reported upon in the interim reports, although very briefly and with very little detail (GIZ, 2023b, 2024b, 2025e). According to the interim reports, up until the time of the MTE, the project implemented several measures, including stakeholder analyses for each partner country, the initiation of capacity-building processes, and the integration of key JET elements into the long-term development plans of the two Indonesian partner regions (all reported under PS 2). Reported under PS 3, PS 5 and PS 6, the project developed a sustainability and safeguards check matrix, based on international best practices (Bird *u. a.*, 2024; JET-CR, 2024). Reported under PS 7, a stakeholder mapping of non-tripartite and non-governmental actors, including Indigenous Peoples in Indonesia, was conducted (GIZ, 2023b, 2024d, 2025e). Furthermore, safeguards and gender sensitization workshops were held at the beginning of the project in Indonesia and Colombia to raise awareness among partners. In addition, annual consortium meetings are used to keep safeguards on the agenda and ensure continuous reflection and adjustment. (Source: interviews with donors and implementing organizations)

Specifically for the Indonesia component, the project team reports in more detail how safeguards are implemented under the component in an IKI JET project presentation (ID Comp team, 2025). The project team reports on types of risks, activities and planned actions for each PS, showing how activities addressing safeguards are woven into project activities. E.g., in order to address a lack of meaningful representation and participation of workers, including informal workers, in social dialogue during the entire processes for JET, a stakeholder mapping has been done at national and regional levels and APHEDA has formed partnerships with two labor unions, KSPI and KSBSI (Source: Interviews and FGDs with implementing organizations of the Indonesia component)

Obviously and appropriately the project did not develop separate safeguard measures, but rather mapped project activities to the IFC Performance Standards. The project addresses PS 3, PS 5, and PS 6 with the same activity (sustainability and safeguards check matrix) (GIZ, 2023b, 2024d, 2025e). While it could be criticized that the safeguard approach lacks in the depth and specificity (BMWK, 2023), the whole project has the objective of reducing the identified risks, and therefore a full integration into the project activities is the appropriate and efficient way to address the safeguards.

The IKI Office has established an Independent Complaints Mechanism (ICM). One of its aims is to ensure that remedial action can be taken in the event of harm to the affected population or the environment. Every project must, therefore, refer to this mechanism on its website, which the projects does on the JET knowledge website.⁴¹

⁴¹ <https://www.jetknowledge.org/about/>

Annex XII.8 Evaluation question 5.2: To what extent is the risk categorization of the respective performance standards and the overall project plausible and suitable? (risk discussion)

The environmental and social risk analysis of the Change of Offer 2024 identifies several key risks for the IKI JET project (GIZ, 2024e). One major concern is the risk of social exclusion, particularly the possibility that informal workers, women, and indigenous peoples may be left out of consultation processes or fail to benefit from project activities. This is closely linked to the risk related to limited institutional and technical capacity at the subnational government level, which could hinder inclusive and effective planning and implementation of JET processes. Another significant risk is the potential for negative socio-economic consequences in coal-dependent communities, particularly in the form of job losses and declining local economies. Without adequate planning and support for alternative livelihoods, the energy transition could exacerbate existing vulnerabilities. Additionally, weak coordination among stakeholders – including between national and regional governments as well as between public and private actors – poses a risk to coherent and effective implementation. The project also identified risks regarding indigenous Peoples' specific needs, rights, and cultural identities which may not be adequately considered in the planning processes. An economic diversification and RE strategies may lead to the loss or exploitation of indigenous peoples' land and natural or cultural resources, further threatening their livelihoods and heritage. Moreover, potential environmental risks, such as land degradation or unintended consequences of economic shifts, may not be sufficiently assessed or mitigated. Finally, the risk of negative impacts on cultural heritage arises indirectly through the potential exploitation or unsustainable use of cultural and natural assets in the context of regional economic diversification strategies, such as tourism (GIZ, 2024e).

Annex XII.9 Evaluation question 6.1: Does the project *adequately report data* for all applicable IKI standard indicators?

The project reports on two SIs – mitigation (SI 1) and capacity people (SI 4) (GIZ, 2023c, 2024d, 2025e, 2025a). For mitigation, IKI JET reports on SI 1/3, which is concerned with the question whether a future GHG mitigation through enhanced policy frameworks can be expected. The lead question is “Does your project work with political partners to strengthen specific policy frameworks for increased mitigation in the future? (e.g. NDCs, LT-LEDS, sector strategies)”, implying that such policy frameworks will lead to more ambitious GHG mitigation in the future. As the evaluation has identified that a previous coal commitment or the realization that the local coal economy is ending, is a precondition for the success of the project, the project will typically not contribute to such policies, but rather to the socio-economic context of these policies. It is therefore, in the perspective of the evaluators, not appropriate to report on this indicator.

For SI 4, IKI JET plans to directly support 970 people through networking and training in order to address climate change or to conserve biodiversity, of which 1046 people were already supported, according to the latest interim report (GIZ, 2025e).⁴² In its Standard Indicator Reports (GIZ, 2023c, 2025a), the project justified the selection of the indicator and the planned target value with its capacity building activities and the targeted individuals under output indicators I.1, I.2, III.1, and VI.2. In the reports, the number of supported people is disaggregated into gender and partially in type of actor,

⁴² 1042 people according to the latest SI report (GIZ, 2025a).

but not into content of capacity-development measures (GIZ, 2023c, 2025a). The project also does not use the provided blank space/cell for further information / comments to provide clarity on the measures the individuals are supported with. The project thus fulfills the reporting standard, but it would be desirable to report on concrete measures, e.g. training, exchange format, with which the reported number of people reached was achieved. In line with the IKI Guidelines on Project Planning and Monitoring, the data should be disaggregated or brief justification should be given why the disaggregation was not done (IKI Monitoring and Evaluation (M&E) Unit, 2024).

The guidelines for SI 4 also state that individuals should not be counted *“more than once, even if the project supports this person in more than one way or if a person is supported over consecutive years”* (IKI Monitoring and Evaluation (M&E) Unit, 2024). However, this happens with the chosen output indicators used to report on the SI. One example: output indicator I.1 concerns the participants of peer-to-peer exchange formats, for example the CoPs. In the 2024 interim report, participants of the Southeast Asia Cop 2024 were rightfully counted under the indicator (GIZ, 2025e). Output indicator III.1 concerns people who were reached by JET related knowledge products through the Knowledge Hub. The regular feedback surveys conducted by the project to measure the indicator show that they also include participants of the Southeast Asia CoP, meaning they are counted towards the indicator (GIZ, 2025d). While this does not pose a problem for reporting on outcome and output indicators, it constitutes double counting for the SIs. This is just one example, there is further potential for more double counting based on the chosen output indicators. Hence, the project must find ways to avoid double counting for SI 4. A first step to do so is to improve the reporting on the SI through improved data disaggregation.

Another issue in SI 4 reporting is the co-funding from the EC INTPA for the global component (GIZ, 2024c; Interview). According to the IKI Guidelines on Project Planning and Monitoring, only the IKI contribution should be reported under the SIs, as they are purely meant to reflect IKI results (IKI Monitoring and Evaluation (M&E) Unit, 2024). However, three out of the four chosen output indicators contributing to SI 4 are related to the global component. In line with the guidelines, the project must adjust its SI reporting if the reported figures of supported individuals result from activities co-financed by the EC results (IKI Monitoring and Evaluation (M&E) Unit, 2024). (Source: Interview with political partners of the Indonesia component)