



FINAL EVALUATION REPORT

UN WOMEN STRATEGIC NOTE
DIRECT FUNDING PROJECT
SUPPORTED BY THE GOVERNMENT
OF THE NETHERLANDS



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ABBREVIATIONS

| | |
|------------------|--|
| ASEAN | Association of Southeast Asian Nations |
| BNPT | <i>Badan Nasional Penanggulangan Terorisme</i> (National Counter-Terrorism Agency) |
| BUMDes | <i>Badan Usaha Milik Desa</i> (Village-Owned Enterprise) |
| CA | Contribution Analysis |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women |
| CEWERS | Community-based Early Warning and Early Response System |
| CMHDCA | Coordinating Ministry for Human Development and Cultural Affairs |
| CSO | Civil Society Organisation |
| DAC | Development Assistance Committee |
| FGD | Focus Group Discussion |
| GAT | Gender Audit Tool |
| GEWE | Gender Equality and Women's Empowerment |
| GESI | Gender Equality and Social Inclusion |
| HRBA | Human Rights-Based Approach |
| KII | Key Informant Interview |
| M&E | Monitoring and Evaluation |
| MEL | Monitoring, Evaluation, and Learning |
| MoWECP | Ministry of Women's Empowerment and Child Protection (<i>Kementerian Pemberdayaan Perempuan dan Perlindungan Anak</i>) |
| NAP | National Action Plan |
| OECD | Organisation for Economic Co-operation and Development |
| OH | Outcome Harvesting |
| PCVE | Preventing and Countering Violent Extremism |
| PVE | Preventing Violent Extremism |
| RAD PE | <i>Rencana Aksi Daerah Pencegahan dan Penanggulangan Ekstremisme Kekerasan yang Mengarah pada Terorisme</i> (Sub-national Action Plan on PCVE) |
| RAN PE | <i>Rencana Aksi Nasional Pencegahan dan Penanggulangan Ekstremisme Kekerasan yang Mengarah pada Terorisme</i> (Indonesia's National Action Plan on PCVE) |
| RAD P3AKS | <i>Rencana Aksi Daerah Perlindungan dan Pemberdayaan Perempuan dan Anak dalam Konflik Sosial</i> (Sub-national Action Plan on Protection and Empowerment of Women and Children in Social Conflict) |

| | |
|------------------|--|
| RAN P3AKS | <i>Rencana Aksi Nasional Perlindungan dan Pemberdayaan Perempuan dan Anak dalam Konflik Sosial</i> (National Action Plan on Protection and Empowerment of Women and Children in the Social Conflict) |
| RPJMN | <i>Rencana Pembangunan Jangka Menengah Nasional</i> (National Mid-term Development Plan) <i>Sosial</i> (National Action Plan on Protection and Empowerment of Women and Children in the Social Conflict) |
| SDGs | Sustainable Development Goals |
| SNDF | Strategic Note Direct Funding |
| ToC | Theory of Change |
| TOR | Terms of Reference |
| UN | United Nations |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNEG | United Nations Evaluation Group |
| UNSDCF | United Nations Sustainable Development Cooperation Framework |
| UN Women | United Nations Entity for Gender Equality and Empowerment of Women |
| WPS | Women, Peace and Security |
| YPS | Youth, Peace and Security |

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EXECUTIVE SUMMARY

INTRODUCTION

This report presents the main evaluation findings, conclusions, lessons learned and recommendations of the Final Evaluation of the SNDF-funded Women, Peace and Security/ Preventing Violent Extremism (WPS/PCVE) project in Indonesia (hereafter “the Project”). The Project was implemented by UN Women Indonesia, in partnership with Wahid Foundation, AMAN Indonesia, Libu Perempuan, La Rimpu, and national and subnational government counterparts in Poso (Central Sulawesi), Bima (West Nusa Tenggara), and Depok/Bogor (West Java).

PURPOSE

The primary purpose of the evaluation is to generate evidence and learning on what worked, what worked less well, and why in strengthening gender-responsive, community-led peacebuilding and WPS/PCVE governance in Indonesia. The evaluation also aims to:

- Support accountability to the Netherlands Ministry of Foreign Affairs (SNDF), UN Women, government partners, and CSO stakeholders for the use of resources and delivery of results.
- Inform strategic decisions on the continuation, scale-up, or redesign of Peace Village and CEWERS approaches in Indonesia and potentially in other contexts.
- Contribute to global and regional learning on operationalising WPS, PCVE, and “leaving no one behind” in conflict-affected and polarised settings.

OBJECTIVES

The overall objective of the evaluation is to assess the relevance, coherence, effectiveness, efficiency, sustainability, and gender equality & human rights responsiveness of the Project, and to understand its contribution to:

- Strengthening women’s and youth leadership in peacebuilding and social cohesion.
- Embedding gender-responsive WPS and PCVE commitments in local and national policy frameworks.
- Enhancing community-based mechanisms (Peace Villages, CEWERS task forces) as recognised entry points for inclusive peace and conflict prevention.

The evaluation is summative, in assessing Project results over the implementation period, and formative, providing practical, utilisation-focused recommendations for future WPS and PCVE programming.

INTENDED USERS

Primary intended users of the evaluation are:

- UN Women Indonesia (programme, WPS/PCVE, and M&E teams) - for strategic planning, resource mobilisation, and programme re-design.
- The Netherlands Ministry of Foreign Affairs (SNDF) - for accountability, future funding decisions, and cross-country learning on WPS.
- Government partners -including MoWECP, BNPT, CMHDCA, and subnational authorities (Bappeda, DP3A, Kesbangpol in Poso, Bima, Depok/Bogor) - for strengthening WPS, PE and P3AKS implementation and localisation.
- Implementing CSO partners (Wahid Foundation, AMAN Indonesia, Libu Perempuan, La Rimpu and others) - for improving peacebuilding strategies, partnership models, and advocacy.

Secondary users include UN Women ROAP and HQ WPS teams, other UN entities, national and local CSOs, and peacebuilding networks that may adapt and replicate the models tested by the Project.

METHODOLOGY

The evaluation applied a non-experimental, theory-based, gender responsive methodology. A reconstructed Theory of Change (ToC) was developed from Project documents and stakeholder inputs and used as the basis for Contribution Analysis and Outcome Harvesting, recognising that change in peacebuilding and gender norms is non-linear and influenced by multiple actors.

A mixed-methods design integrated:

- Systematic document review of approximately 50 Project and policy documents, including ProDoc, logframe, annual workplans, progress reports, CSO partner reports, Peace Village documentation, training materials, communication products, and relevant WPS/PCVE policies (RAN PE, RAN P3AKS, SDG documents).
- 34 Key Informant Interviews (KIIs) with UN Women personnel, CSO partners, national and subnational government actors, UN agencies, community leaders, youth peacebuilders and experts.
- 8 Focus Group Discussions (FGDs) across Bima, Poso, Depok and Bogor with women community leaders, youth, Peace Village residents, male religious/traditional leaders, and urban youth activists.
- 5 Outcome Harvesting (OH+) sessions with partners and duty-bearers to identify expected and emergent outcomes (positive and unintended negative) at individual, institutional and systems levels.
- A self-administered online survey with 89 respondents (implementing partners, Peace Village facilitators, local officials and CSO representatives) to validate and quantify perceptions on change, ownership, sustainability and effectiveness.

In total, over 110 stakeholders (78 women, 34 men) participated through KIIs, FGDs and OH sessions, with additional respondents reached through the online survey (53 female, 36 male).

The evaluation followed UNEG Norms and Standards, UN Women's Evaluation Policy, and ethical principles of informed consent,

confidentiality, "do no harm", conflict sensitivity and protection of vulnerable groups (including women and youth in conflict-affected or high-risk environments). A deliberate focus was placed on gender equality, the leave no one behind (LNOB) principle, and human rights-based approaches throughout the evaluation cycle.

KEY FINDINGS

Overall, the Project made substantial and in several areas suggests movement towards gender-transformative change if the work is sustained, particularly in localising WPS/PCVE commitments and elevating women's and youth leadership in peace and social cohesion. At the same time, institutionalisation and resourcing remain uneven across locations, with some risks for sustaining results without continued support.

Relevance

The Project is highly relevant to Indonesia's WPS (Women, Peace, Security), PE (*Pencegahan dan Penanggulangan Ekstremisme*) and P3AKS (*Perlindungan dan Pemberdayaan Perempuan dan Anak dalam Konflik Sosial*) agendas, and aligned with national regulations and strategies on peacebuilding, gender equality and social protection. Peace Village and CEWERS (Community-based Early Warning and Early Response System) models responded to local drivers of conflict, polarisation and violent extremism while reflecting community-expressed priorities for safety, coexistence and inclusion. The design appropriately targeted districts with histories of communal conflict and rising identity-based tensions. The project also promoted male allyship, intergenerational dialogue, and inclusion of women with disabilities, reflecting a nuanced understanding of intersectional vulnerability.

Coherence

The Project demonstrated strong internal and external coherence. Internally, it aligned closely with UN Women's WPS portfolio and broader commitments to gender-responsive peace and security. Externally, it complemented government programmes and civil society initiatives on peacebuilding and prevention of radicalisation, supported by effective collaboration with Wahid Foundation and local CSOs. Within the UN system, the Project functioned as a catalytic

mechanism for translating shared strategic priorities into practice, generating synergies with UNDP (inclusive governance and women's leadership under SDGs 5 and 16), UNODC (gender-responsive PCVE and community prevention), UNICEF (child protection and youth engagement), UNDRR (community resilience and social cohesion in high-risk areas), and UNFPA (youth empowerment and digital literacy). These complementarities directly operationalised the UNSDCF 2021–2025 and strengthened a holistic UN response to peace, equality, and resilience in Indonesia. These complementarities directly operationalised the UNSDCF 2021–2025 and strengthened a holistic UN response to peace, equality, and resilience in Indonesia. However, while vertical and inter-agency coherence was strong, structured cross-district learning platforms among Peace Villages were not systematically resourced, limiting peer-to-peer exchange and the wider diffusion of innovative practices.

Effectiveness and contributions towards impact

The Project reported exceeding its outreach targets, engaging 2,395 individuals across 13 Peace Villages and related platforms, including women community leaders, youth, religious leaders, local officials and CSOs. Community-based mechanisms, especially Peace Villages, CEWERS task forces, and youth interfaith initiatives, played a central role in:

- Increasing women's and youth leadership in local decision-making spaces.
- Expanding early warning and response practices for managing local tensions.
- Promoting narratives of tolerance, pluralism and non-violence.

At the policy and institutional level, the Project contributed to:

- The operationalisation of RAN PE (*Rencana Aksi Nasional Pencegahan dan Penanggulangan Ekstremisme Kekerasan yang Mengarah pada Terorisme* (Indonesia's National Action Plan on PCVE)
- and RAN P3AKS at subnational level via RAD (*Rencan Aksi Daerah* (Sub-national Action Plan) and local action plans, integrating WPS

and PCVE (Preventing and Countering Violent Extremism) dimensions.

- Local regulations (Perdes, Perbup/ Perwali) and budget allocations that formally recognise Peace Villages, women's groups and CEWERS as partners in peace and social cohesion.

These results illustrate credible contribution to more gender-responsive, community-anchored peace architectures in target districts.

The combination of government leadership, CSO facilitation, and community-based structures was a key success factor. Where one of these pillars was weak or absent, results were shallower and more fragile. These lessons are relevant not only for future phases of this Project in Indonesia but also for wider WPS, PCVE and peacebuilding initiatives that seek to place women and youth at the centre of conflict prevention and social cohesion.

Efficiency

The Project used resources strategically and may contribute efficiently, leveraging the Strategic Note Direct Funding (SNDF) modality to build on existing CSO partnerships, prior Peace Village investments, and local government structures. Working through the Wahid Foundation and local partners enabled cost-effective outreach and embedded facilitation capacity at village level. The outreach/ scale up of the Peace Village model achieved with the Wahid Foundation since 2017 into new regions utilizing existing networks, community trust, and institutional mechanisms.

While SNDF flexibility supported adaptive management during COVID-19 recovery and periods of heightened political or security sensitivity through rescheduling, modality shifts (smaller groups and hybrid engagements), and re-prioritisation without loss of momentum.

At the same time, the SNDF modality limited the use of a stand-alone results framework, contributing to uneven documentation and learning capture. Staff turnover among partner, Variability in record-keeping, and limited dedicated MEL capacity constrained systematic outcome tracking and consolidation of organizational learning.

Sustainability

The prospects for sustainability are strongest where results have been formally institutionalised:

- In Bima and Poso, village regulations and local decrees (e.g., on Peace Villages, tolerance, and CEWERS roles) backed by budget lines anchor peacebuilding work in routine governance.
- Integration of WPS and PE/ PCVE into RAD, RPJMD (*Rencana Pembangunan Jangka Menengah Nasional*/ National Mid-term Development Plan), and sectoral plans at provincial and district level provides a policy framework for continuing work beyond the Project cycle.

Local ownership is evident among village governments, women's and youth groups, and some religious leaders. Yet sustainability is uneven: several Peace Villages still rely on external facilitation, and not all local governments have allocated sufficient recurrent funds or institutional homes for WPS and CEWERS functions. Without continued support for capacity, coordination, and knowledge management, there is risk that gains will stagnate or regress in some locations.

Gender Equality, Human Rights, and Contribution toward Impact

Across sites, the evaluation found strong evidence that:

- Women and young women moved from "beneficiaries" to recognised leaders and peace actors, including as CEWERS focal points, facilitators, community mediators, and members of village forums.
- HRBA and LNOB principles were applied by intentionally engaging marginalised groups (e.g., women in remote hamlets, youth exposed to past conflict, religious minorities, and women's organisations with limited prior access to formal decision-making spaces).
- Social norms shifts are emerging: male leaders and influencers increasingly support women's roles in peacebuilding, and community narratives more frequently emphasise pluralism, non-violence, and intergroup solidarity.

While the Project duration and scope do not yet allow for definitive measurement of long-term "impact", the pattern of behavioural, relational and institutional changes observed suggests movement toward gender-transformation change in local peace governance.

RECOMMENDATIONS

Recommendation 1: Leverage UN Women's triple mandate to strengthen coherence across WPS/ PCVE programming

UN Women should further leverage its normative, coordination, and operational roles by strengthening linkages between policy support (RAN-PE and RAN-P3AKS), UN system coordination under the UNSDCF, and community-level implementation through Peace Villages and CEWERS. Formalising inter-agency collaboration and joint learning would enhance coherence, reduce fragmentation, and strengthen the collective UN contribution to gender-responsive peace and security.

Recommendation 2: Consolidate and scale Peace Village and CEWERS models through institutional anchoring

UN Women, in partnership with national and subnational governments, should consolidate learning from the 13 Peace Villages and promote responsible scale-up through formal institutionalisation. Evidence shows that Peace Villages are most effective when supported by sustained accompaniment, local regulations, recurrent budget allocations, and the formal leadership of women and youth, rather than short-term or project-based interventions.

Recommendation 3: Strengthen subnational institutional homes and financing for WPS/PCVE

UN Women should support provincial and district governments to clarify institutional responsibilities for WPS/PCVE (e.g. DP3A, Kesbangpol, Bappeda), embed Peace Villages and CEWERS into RAD-PE and RAD-P3AKS frameworks, and allocate recurrent budget lines for facilitation, coordination, and monitoring to ensure sustainability beyond external support.

Recommendation 4: Establish an integrated MEL and knowledge-management system to improve efficiency and learning

UN Women should invest in a unified Monitoring, Evaluation, Learning, and Knowledge Management (MEL–KM) approach that combines dedicated MEL capacity, standardised outcome tracking, structured cross-site learning, and systematic packaging of evidence. This would enhance efficiency, support adaptive management under the SNDF modality, and strengthen organisational learning and accountability.

Recommendation 5: Invest in institutional capacity and succession planning for sustainability

UN Women should prioritise capacity development for government focal points, Peace Village institutions, and CSO partners, with particular attention to staff turnover, induction processes, and succession planning. Strengthening institutional capacity will reduce dependency on external facilitation and reinforce long-term sustainability.

Recommendation 6: Sustain and deepen gender-transformative and inclusive peacebuilding approaches

UN Women should continue to prioritise women's and youth leadership, male allyship, and inclusion of marginalised groups, including women with disabilities, within Peace Village and CEWERS structures. Ensuring that HRBA and LNOB principles remain central will consolidate gender-transformative outcomes and inclusive peace governance.

LESSONS LEARNT

Lesson 1: Empowerment sustains impact

Peacebuilding outcomes were most durable where women, youth, and communities were empowered as decision-makers and leaders rather than treated as service recipients.

Lesson 2: Flexibility enables effectiveness

Adaptive planning and flexible resource use were critical for maintaining progress amid political

shifts, decentralised governance, and external shocks.

Lesson 3: Institutionalisation secures continuity

Peace Village and CEWERS initiatives were sustained where they were anchored in local regulations and budgets, and remained fragile where they relied solely on project support.

Lesson 4: Peer learning accelerates scale

The absence of structured cross-district learning limited replication, highlighting the importance of intentional peer exchange and knowledge-sharing mechanisms.

Lesson 5: Linking grassroots action with policy reform amplifies influence

Combining community empowerment with policy engagement created a powerful feedback loop that strengthened national frameworks such as RAN-P3AKS and RAN-PE.

Lesson 6: Knowledge systems are essential for learning at scale

Weak documentation and the lack of a central knowledge repository constrained institutional learning and wider dissemination of successful practices.

Lesson 7: Horizontal partnerships strengthen ownership

Collaborative, non-hierarchical partnerships between UN Women, CSOs, and government actors enhanced effectiveness and shared accountability.

Lesson 8: Gender-transformative change requires continuous capacity building

Sustaining gains in women's leadership and inclusive peace governance depends on ongoing institutional learning and capacity development.



1

BCKGROUND AND OBJECTIVES

1.1. WOMEN, PEACE AND SECURITY (WPS) CONTEXT (IN INDONESIA)

Indonesia's vast geography and rich cultural diversity, with over 18,000 islands and 300 ethnic groups, have significantly shaped its development path. Despite improvements in social and economic indicators, challenges remain, particularly in the form of regional disparities, gender inequality, and localized conflict. As of 2022, Indonesia ranked in the medium category on the Gender Inequality Index (GII 0.459), with persistent gaps in women's participation in politics (21.74% of parliamentary seats) and the workforce (52.53%). Women's roles in the security sector remain limited due to entrenched norms and institutional barriers. Concurrently, the evolving threat of radicalization and violent extremism, particularly through online platforms, has exposed how gender dynamics, especially patriarchal norms and gender-based violence, can fuel extremist narratives.

Amid this context, the Women, Peace and Security (WPS) agenda has gained momentum in Indonesia. Since 2017, UN Women has promoted inclusive peacebuilding and strengthened women's leadership in conflict prevention through the Peace Village model, an initiative rooted in economic empowerment and social cohesion. At the policy level, UN Women supported the development of Indonesia's National Action Plan on Preventing and Countering Violent Extremism that Leads to Terrorism (RAN PE), which adopts gender and human rights-based approaches to address both traditional and emerging security threats.

Aligned with its Strategic Note (2021-2025) and the UN Sustainable Development Cooperation Framework (UNSDCF), UN Women Indonesia, supported by the Kingdom of the Netherlands, has launched a multi-year project (2023-2025) to expand women-led, community-based peacebuilding initiatives. This project, which has a total budget of USD 1,267,159, specifically contributes to UNSDCF Outcome 1, promoting inclusion, tolerance, and justice in Indonesian society.

The project targets three levels: national, subnational, and community, with fieldwork in Bima (West Nusa Tenggara), Poso (Central Sulawesi), Depok and Bogor (West Java) integrate

gender equality, youth engagement, and norm change, including the active involvement of men and boys in peace efforts. Combining grassroots action with policy engagement, the initiative serves as a scalable model for inclusive and sustainable peacebuilding in Indonesia.

1.2. BARRIERS AND CHALLENGES TO WPS CONTEXT

In the security and peace sectors, women remain acutely underrepresented, with entrenched patriarchal norms and institutional barriers limiting their meaningful participation in conflict prevention and peacebuilding. The urgency of advancing the WPS agenda is heightened by the rising threat of radicalization and violent extremism (VE), which increasingly exploit gendered grievances and societal inequalities. Research confirms that gender-based violence and patriarchal attitudes are among the strongest predictors of extremist sympathies in Indonesia (UN Women, 2023; Wahid Foundation, 2021). These risks are particularly acute in regions such as Central Sulawesi, West Java, and West Nusa Tenggara, where marginalized women and youth face multidimensional vulnerabilities.

At the local level, assessments of the implementation and localization of the National Action Plan on Preventing and Countering Violent Extremism that Leads to Terrorism (RAN PE) indicate both progress and challenges. For example, in Depok and Bogor, the drafting of sub-national action plans (RAD PE) has involved women's organizations and CSOs but remains limited in scope, with ad hoc inclusion of women with disabilities and underrepresented youth. While there are efforts to include gender perspectives in prevention strategies, such inclusion is often symbolic or dependent on specific civil society champions rather than institutionalized mechanisms (SK Gub Sulteng, 2025).

Similarly, evaluations of the 2020-2024 RAN PE at the national level emphasize the need for greater synergy between national and local frameworks, strengthened coordination among ministries, and concrete guidance on gender-responsive programming (KOMNAS Perempuan & AMAN Indonesia, 2024). Across multiple sites, women and youth continue to express limited influence in village-level decision-making processes despite

being at the frontline of community resilience building.

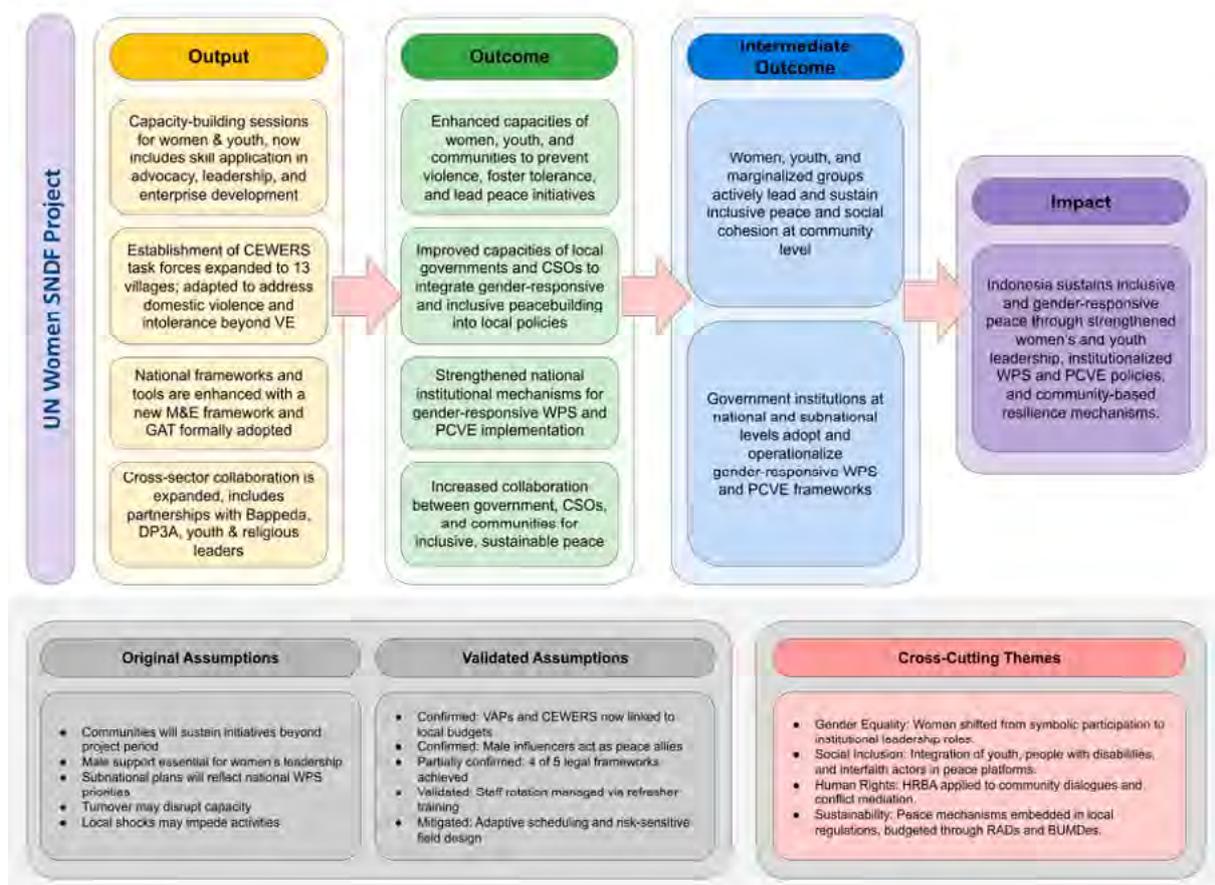
1.3. EVALUATION BACKGROUND

This evaluation is situated at the intersection of these national and subnational dynamics. The project under evaluation is the Netherlands-funded SNDF (Strategic Note Direct Funding) Project implemented by UN Women Indonesia. The project runs from January 2023 to December 2025 and aligns with Outcome 1 of the UN Women Strategic Note 2021-2025, as well as the UN Sustainable Development Cooperation Framework (UNSDCF) Outcome 1, which envisions a society in which all people, especially those most at risk of being left behind, are empowered to fulfil their human development potential within a pluralistic, inclusive, and just society.

The project builds on UN Women’s prior programming on Women, Peace, and Security (WPS) in Indonesia and the lessons from the Peace Village model developed in partnership with the Wahid Foundation since 2017. The initiative contributes to both the WPS and the Preventing and Countering Violent Extremism (PCVE) agendas, with a geographic focus on West Java (Depok and Bogor), Central Sulawesi (Poso Regency), and West Nusa Tenggara (Bima Regency) - areas identified as having histories or risks of conflict and extremism.

Building on the interim stage of the ToC, the evaluation further refined and validated the model to produce the final reconstructed Theory of Change. At the impact level, the project envisions inclusive and gender-responsive peace sustained through the leadership of women and youth, supported by institutionalized national and subnational frameworks. This overarching goal is

FIGURE 1.1. Reconstructed ToC - Final Stage



achieved by connecting bottom-up empowerment processes with top-down policy reforms, see illustration below (Figure 1.1.).

Two intermediate outcomes form the project's backbone. First, the community resilience pathway (IO1) empowers women, youth, and marginalized groups to lead peacebuilding efforts. Second, the institutional and policy pathway (IO2) strengthens national and subnational institutions to adopt gender-responsive frameworks.

Four key outcomes connect these pathways:

1. Empowered women, youth, and communities who lead peace and social cohesion efforts.
2. Strengthened subnational government and CSO capacity for gender-responsive peacebuilding.
3. Institutionalized national mechanisms for WPS and PCVE implementation.
4. Enhanced collaboration between government, civil society, and communities to sustain peace.

These changes were enabled by targeted outputs (training, establishment of CEWERS, formulation of RADs, and institutional tools) which were underpinned by validated assumptions: local ownership, male allyship, policy continuity, and adaptive management. Cross-cutting themes of gender equality, social inclusion, and sustainability are evident throughout the ToC.

Overall, the reconstructed ToC demonstrates how context-sensitive localization, institutional linkages, and inclusive participation converge to produce tangible, lasting impacts on peace and resilience in Indonesia. More about this process are elaborated on **Appendix XI**.

1.4. PURPOSE AND OBJECTIVES OF THE EVALUATION

The purpose of this evaluation is to assess the extent to which the project achieved its intended outputs and contributed to the overall outcome under UNSDCF Outcome 1. Specifically, the evaluation will:

- Assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project.

- Evaluate the effectiveness of key strategies including the Peace Village model, policy advocacy and its localization, capacity building, women's economic empowerment, and youth engagement.
- Analyse gender equality, human rights, and social inclusion integration throughout the project lifecycle.
- Identify lessons learned and promising practices that can inform future WPS and PCVE programming.
- Provide practical and forward-looking recommendations to strengthen, scale, or replicate similar initiatives.

The primary users of this evaluation are key project stakeholders, including government institutions, civil society organizations, development partners, and various UN Women entities, specifically the Indonesia Country Office, the Regional Office for Asia and the Pacific, and relevant Headquarters divisions. Secondary users may include UN Women's partners and other relevant organizations within Indonesia that engage in gender equality and peacebuilding efforts.

The evaluation is intended to serve multiple purposes, including:

- Informing decision-making related to ongoing and future programming and policy direction;
- Ensuring accountability by assessing UN Women's contribution to gender equality, women's empowerment, and institutional effectiveness;
- Generating learning on successful, innovative, and context-responsive strategies and practices; and
- Strengthening the capacity of national stakeholders and mobilizing support for advancing gender equality and women's leadership in peace and security.

1.5. EVALUATION SCOPE

This final evaluation assessed the relevance, effectiveness, efficiency, coherence, sustainability, and impact of the multi-year SNDF Project implemented by UN Women Indonesia, with funding support from the Kingdom of the

Netherlands, that focuses on the WPS agenda and gender-responsive Preventing and Countering Violent Extremism (PCVE). The evaluation covered the majority of the project period, from 1 January 2023 through 24 October 2025, encompassing the design, implementation, and results of interventions at the national, subnational, and community levels.

Specifically, the evaluation focused on activities implemented under two major components:

- Policy and institutional strengthening at the national and subnational levels, including support to the Coordinating Ministry for Human Development and Cultural Affairs (CMHDCA), the Ministry of Women's Empowerment and Child Protection (MoWECP) through RAN P3AKS, and the National Counter Terrorism Agency (BNPT) through RAN PE. This support also involves collaboration with provincial, district, and village governments in West Java, Central Sulawesi, and West Nusa Tenggara, and is implemented in partnership with AMAN Indonesia and Wahid Foundation.
- Community-based peacebuilding and social cohesion efforts, particularly the implementation and scaling of the Peace Village model in 13 villages across Bima, Bogor, Depok, and Poso, implemented in partnership with the Wahid Foundation.

The evaluation assessed the entire results chain, from inputs and activities to outputs, outcomes, and emerging signs of impact. Attention was paid

to how the project has advanced gender equality and women's empowerment within the context of preventing violent extremism and promoting social cohesion.

The evaluation engaged a broad range of stakeholders, including:

- National and subnational government partners (e.g., CMHDCA, MoWECP, BNPT, Kesbangpol, Bappeda),
- Community-based organizations and peacebuilders (including women and youth groups),
- Project implementation partners (Wahid Foundation and AMAN Indonesia, as well as their local partners (Lingkar Belajar untuk (Libu) Perempuan and La Rimpu),
- UN Women staff at the Indonesia Country Office and relevant regional and headquarters levels,
- Other development partners and civil society actors working in the WPS and PCVE space.

A gender-responsive, culturally sensitive, and participatory approach guided stakeholder engagement throughout the evaluation process. Special attention was given to capturing the voices of marginalized groups, including women with lived experience of conflict or violence, and youth at risk of radicalization, with data collection and engagement conducted using ethical and do-no-harm approaches, in line with World Health Organization guidance on intervention research with women affected by violence.



2

METHODOLOGY

2.1. EVALUATION APPROACH AND DESIGN

The final evaluation adopts a theory-based and mixed-methods approach, aligned with UN Women’s Evaluation Handbook¹ and UNEG Norms and Standards². This approach is well-suited for complex, multi-level interventions such as peacebuilding and PCVE (Preventing and Countering Violent Extremism) initiatives, which operate across diverse political, cultural, and socio-economic contexts. A theory-based approach is used to assess the project’s contribution to change by testing and interrogating the logic and assumptions of its ToC. It enables evaluators to identify *how*, *why*, and *under what conditions* results were (or were not) achieved, providing explanatory power beyond attribution alone (Weiss, 1997³; Rogers,

2008⁴). This is particularly relevant when baseline data is limited and results are expected to emerge through interlinked community and policy processes, as in the case of this Project.

The mixed-methods design integrates both quantitative and qualitative data to allow for triangulation across stakeholders, sites, and tools. Quantitative methods offer insights into scale, reach, and change in select indicators, while qualitative methods (such as key informant interviews, focus group discussions, and outcome harvesting) are critical to understanding context, perceptions, unintended effects, and lived experiences (Bamberger et al., 2016)⁵.

This combination enhances credibility, inclusivity, and depth, which are essential for gender-responsive evaluations. Importantly, the evaluation is informed by a participatory approach, ensuring

TABLE 2.2. Summary Matrix of Data Collection Methods

| Method | Subject of Data Collection | Purpose | Estimated Volume |
|---------------------------------|---|--|---|
| Document Review | Project documents, reports, policies | To reconstruct ToC, validate outputs/outcomes, assess alignment | 50 key documents |
| Key Informant Interviews (KIIs) | UN Women, CSOs, government, experts | Deep insight on strategy, contribution, and coordination | 34 interviews (24 female, 10 male) |
| Focus Group Discussions (FGDs) | Beneficiaries: women, youth, men, community leaders | Community experience, behavioural change, empowerment | 8 FGDs across provinces (31 female, 17 male) |
| OH+ sessions | UN Women, implementing partners, and local duty bearers for WPS and PCVE programming. | To discuss and validate story of change according to these categories: <ul style="list-style-type: none"> • Expected vs. emergent • Positive vs. unintended negative • Individual, institutional, or systemic | 5 OH+ sessions across provinces (23 female, 7 male) |
| Online Survey | Partners, local stakeholders, policy actors | Perception data, validation of findings, broader stakeholder engagement | 89 responses (53 female, 36 male) |

1. [UN Women. \(2022\). Evaluation Handbook: How to Manage Gender-Responsive Evaluations. New York: UN Women.](#)

2. [UNEG. \(2016\). Norms and Standards for Evaluation. New York: United Nations Evaluation Group.](#)

3. [Weiss, C. \(1997\). Theory-Based Evaluation: Past, Present, and Future. ResearchGate.](#)

4. [Rogers, P. \(2008\). Using Programme Theory to Evaluate Complicated and Complex Aspects of Interventions. ResearchGate.](#)

5. [Bamberger, M., Rao, V. & Woolcock, M. \(2016\). Using Mixed Methods in Monitoring and Evaluation. World Bank.](#)

the meaningful engagement of women, youth, CSOs, and government actors as both rights-holders and duty-bearers. Stakeholders

are involved at multiple stages, including evaluation design, data collection, validation, and dissemination. This approach promotes local ownership, contextual relevance, and the use of findings for policy influence and practice improvement (UN Women, 2022; Mayne, 2011)⁶.

2.2. DATA COLLECTION METHODS AND ANALYSIS

The evaluation used a mixed-methods approach underpinned by triangulation across multiple sources of evidence. Five primary data collection methods, systematic document review, key informant interviews (KIIs), focus group discussions (FGDs), Outcome Harvesting (OH) sessions, and an online survey, are deployed. These methods were selected to capture diverse stakeholder perspectives and to validate changes observed under the Project.

A total of 110+ stakeholders are participated in the KII, FGD, and OH sessions with 78 respondents are female, and 34 male. Additionally, a total of 89 respondents are participating in the online survey.

2.2.1. Document Review

A review of project and policy documents was conducted to establish the implementation trajectory, reconstruct the Theory of Change, identify emerging outcomes, and validate reported results. This method supports the evaluation by providing context, identifying data gaps, and cross-checking claims from primary data sources. The review also traced alignment with national and international frameworks such as RAN P3AKS, RAN PE, and WPS resolutions. Key documents for review are listed in Appendix IV.

These documents were coded and synthesised using a structured analytical framework to inform both the contribution analysis and outcome harvesting processes.

2.2.2. Key Informant Interviews (KIIs)

KIIs provided in-depth qualitative insights from stakeholders across implementation, policy, and community levels. Interviews were semi-structured and adapted for each actor group, focusing on project relevance, strategy effectiveness, contributions, and contextual constraints.

Respondents include:

- UN Women programme and MEL staff
- Implementing partners and Peace Village facilitators
- National and sub-national government actors (e.g., MoWECP, Bappeda, local authorities)
- Experts on WPS, gender, peacebuilding, and PCVE

A total of 34 interviews were conducted, ensuring representation across provinces and institutional levels. Instrument provided in **Appendix V**.

2.2.3. Focus Group Discussions (FGDs)

FGDs gathered collective reflections from community beneficiaries, enabling deeper understanding of changes experienced at the grassroots level. Discussions were disaggregated by gender and age where relevant, and designed to capture themes related to empowerment, social cohesion, inclusion, and peace promotion.

Target groups include:

- Women's groups and Peace Village beneficiaries
- Youth participants (male and female)
- Male community leaders and gatekeepers
- Mixed groups where appropriate

A total of 8 FGDs were conducted with 5-6 participants per FGD across the three provinces. Instrument provided in **Appendix V**.

6. Mayne, J. (2011). *Contribution Analysis: Addressing Cause and Effect*. In R. Schwartz et al. (eds.), *ResearchGate*.

2.2.4. Online Survey

A self-administered online survey⁷ complemented the qualitative data, targeting a broader group of stakeholders to validate key findings and gather perception-based data.

Target respondents include:

- Implementing partner staff
- Peace Village facilitators
- Local officials involved in WPS programming
- CSO representatives and policy stakeholders

The survey collected 89 completed responses (53 female, 36 male) and cover perceptions of change, ownership, sustainability, and implementation effectiveness. Instrument provided in annex.

2.2.5. Contribution Analysis

Contribution Analysis (CA) was used to assess how and to what extent the Project contributed to its intended outcomes, recognising the complexity and presence of multiple influencing factors in peacebuilding and gender norms change.

2.2.6. Outcome Harvesting

Outcome Harvesting was used to identify both expected and emergent outcomes, particularly those that fall outside the formal ToC but were important for learning and adaptation.

2.3. SAMPLING

The evaluation employed a purposive and criterion-based sampling strategy to ensure inclusion of diverse stakeholder voices across intervention sites and levels (community, local, and national). This approach prioritises

7. Given the evaluation's qualitative orientation and the large estimated reach of approximately 160,000 individuals at the village level, the online survey is not intended to produce statistically representative results. Instead, it serves as a triangulation tool to validate qualitative findings, collect perception data from a wider group of stakeholders, and enhance the inclusivity of the evaluation process. The survey targets 50+ key stakeholders (implementers, facilitators, and local partners) who are positioned to provide informed reflections on programme relevance, ownership, and early results. This contributes to analytic generalisation and strengthens the evaluation's credibility and rigour.

respondents based on their roles, knowledge, and engagement with the project, as well as their relevance to the evaluation questions, particularly in relation to gender equality, inclusion, peacebuilding, and policy processes.

Given the qualitative nature of the evaluation and the goal of understanding both the intended and emergent outcomes, the sample was not intended to be statistically representative, but rather to achieve depth, diversity, and triangulation. The selection ensures a balance across:

- Geographic coverage: 13 Peace Villages across Poso (Central Sulawesi), Bima (West Nusa Tenggara), and Depok and Bogor (West Java)
- Stakeholder types: Implementing partners, community leaders, women and youth participants, CSOs, local government actors, and national stakeholders
- Data collection methods: Different tools target different types of respondents, with overlapping for triangulation

Gender and social inclusion considerations were applied throughout the sampling process to ensure that marginalised voices, especially those of women and youth, are adequately captured.

2.4. TRIANGULATION AND VALIDATION

Triangulation was used to ensure the credibility, depth, and diversity of findings by comparing evidence from different sources and methods. Implementation plan is outlined in Table 2.6.

2.5. LIMITATIONS

The evaluability of the project is generally strong as presented in **Appendix II**, with several factors supporting a credible assessment of relevance, coherence, effectiveness, efficiency, sustainability, and impact. However, certain limitations are acknowledged and mitigated through methodological strategies.

1. High turnover among government focal points affected continuity in stakeholder engagement

Frequent changes in government focal points disrupted continuity of communication, reduced institutional memory, and caused delays in

TABLE 2.6. Data triangulation plan

| Triangulation Type | Subject of Data Collection |
|---------------------------|--|
| Data source triangulation | KIIs with UN Women, CSO partners, local government; FGDs with beneficiaries; online survey of stakeholders |
| Method triangulation | Comparison of findings from desk review, interviews, FGDs, survey, and outcome harvesting |
| Perspective triangulation | Incorporating different views across gender, age, role (duty bearer vs rights holder), and geographic location |
| Level triangulation | Integrating data from village, district, and national levels to understand scale and resonance of change |

confirming field arrangements. The evaluation team conducted repeated coordination and re-briefing sessions to ensure new focal points were consistently aligned with the evaluation's requirements.

2. Inconsistent documentation quality and data availability across implementing partners

Partners varied widely in how they documented activities and results. Several key documents were incomplete, reducing the evaluability of some components. The team reinforced data triangulation and conducted additional verification with multiple informants to compensate for missing or inconsistent documentation.

3. Contextual sensitivities (post-election transitions, security concerns, local disasters) limited access and scheduling

Post-election transitions, evolving security risks, natural disasters, and administrative uncertainties made access to several sites difficult and occasionally restricted deep engagement with certain stakeholders. Adaptive and flexible field scheduling was applied, using Do-No-Harm and conflict-sensitive evaluation principles. Plans were adjusted based on real-time context scans, and close coordination with local authorities ensured safe, appropriate, and ethical fieldwork.

4. Fieldwork timelines adjusted to accommodate local cultural events and community observances

Local traditions, religious events, and village activities limited participant availability, causing delays and reduced windows for data collection.

Field timelines were adjusted to align with community rhythms. The team worked with village leaders to identify appropriate time slots.

5. Limited Engagement with Other UN Entities

The evaluation did not include direct interviews or consultations with UN entities other than UN Women, which limited the availability of inter-agency perspectives on peacebuilding, gender equality, and related programming. While this represents a limitation in terms of institutional triangulation, the evaluation mitigated this constraint through a review of relevant UN policies, strategies, and programme documents to assess alignment with broader UN frameworks.



3

FINDINGS

3.1. Relevance

KEQ 1: To what extent was the SNDF project aligned with national priorities, UN Women's strategic objectives, and the needs of target beneficiaries?

Sub-questions:

- How did the project respond to contextual challenges and emerging WPS/PCVE priorities?
- To what extent did interventions reflect beneficiaries' needs and priorities at community, subnational, and national levels?

Finding 1: The project demonstrated high strategic relevance to Indonesia's WPS and PCVE agendas and to UN Women's strategic priorities.

The SNDF project addressed a core national policy priority in Indonesia, strengthening women's leadership and inclusion in peacebuilding and efforts to prevent violent extremism. The project design aligned closely with the National Action Plans on Preventing and Countering Violent Extremism (RAN PE) and on the Empowerment and Protection of Women and Children in Social Conflicts (RAN P3AKS). By focusing on gender-responsive prevention and community resilience, it directly contributed to the UN Sustainable Development Cooperation Framework (UNSDCF) Outcome 1, which promotes inclusion, tolerance, and justice.

At the same time, the project fully reflected UN Women's Strategic Note (2021-2025) objective

to strengthen women's leadership in peace, security, and humanitarian response. Its focus on the *Peace Village* model, which includes developing and implementing CEWERS, as well as *Village Action Plans (VAPs)* effectively localized the Women, Peace and Security (WPS) agenda, integrating global frameworks such as UNSCR 1325 and SDG 16 into the Indonesian context.

Stakeholders, including government partners and civil society actors agreed that the project addressed pressing challenges of rising radicalization, gender inequality, and weak local governance mechanisms for peace. The project's timing and design were therefore highly responsive to both structural and emerging needs.

Finding 2: Policy-level interventions, including the National Action Plan on Protection and Empowerment of Women and Children in the Social Conflict (RAN P3AKS) Monitoring & Evaluation Framework and the Gender Audit Tool (GAT) for the National Action Plan on the Prevention and Countering of Violent Extremism that Leads to Terrorism (RAN PE), addressed critical accountability and learning gaps in national implementation.

At the policy level, UN Women's technical support under the SNDF project filled a significant institutional void in monitoring and evaluating gender integration across national and subnational peace and security frameworks. The development of the RAN P3AKS Monitoring and Evaluation Framework established a unified structure for tracking progress, ensuring that subnational implementation aligns with gender equality principles.

Similarly, the creation and piloting of the Gender Audit Tool (GAT) for RAN PE represented a pioneering effort to measure how gender

considerations are embedded in PCVE strategies. Together, these tools improved the opportunity for gender accountability within government-led peace programs and provided the first systematic mechanism to link policy ambition with implementation data.

At subnational levels, these frameworks empowered local governments to institutionalize gender-responsive indicators and integrate them into *RAD-PE* and *RAD-P3AKS* monitoring systems. Central Sulawesi and West Nusa Tenggara provincial governments, for example, have begun referencing the GAT indicators in their planning processes.

3.2. Coherence

KEQ 2: To what extent was the SNDF project coherent internally within UN Women's WPS portfolio and externally with other partner interventions?

Sub-questions:

- Were interventions complementary and non-duplicative?
- How well were partnerships and coordination mechanisms functioning at different levels?

Finding 3: The SNDF project functioned as a catalytic coordination mechanism, achieving strong vertical coherence across community, subnational, national, and UN system levels; however, gaps in structured horizontal learning constrained the diffusion and sustainability of innovative practices.

The SNDF project demonstrated strong multi-level coherence by effectively linking community-level peacebuilding initiatives with subnational planning, national policy frameworks, and UN system priorities. At the grassroots level, Peace Villages—implemented through Village Action Plans (VAPs) and CEWERS—served as the foundation for community-led conflict prevention and social cohesion. These bottom-up approaches ensured that women's and youth perspectives informed higher-level institutional processes.

At the subnational level, the project supported the localization of national frameworks, including RAN PE and RAN P3AKS, through the development of RAD-PE and RAD-P3AKS. In Central Sulawesi, the Governor's Decree on RAD-P3AKS explicitly referenced community experiences from Poso; similarly, RADs in Depok and Bogor formally recognized the Peace Village model as an implementation approach. In West Nusa Tenggara, district governments integrated Peace Village outcomes into annual development work plans (RKPD), demonstrating continuity from community action to provincial planning.

At the national level, the project's technical contributions—particularly the RAN P3AKS Monitoring and Evaluation Framework and the Gender Audit Tool (GAT)—strengthened alignment with international commitments, including UNSCR 1325 and SDGs 5 and 16. These tools provided structured mechanisms for translating community-level learning into national indicators and reporting systems.

At the UN system level, the project generated complementarities with UNDP (inclusive governance and women's leadership under SDGs 5 and 16), UNODC (gender-responsive PCVE and community prevention), UNICEF (child protection and youth engagement), UNDRR (community resilience and social cohesion in high-risk areas) and UNFPA (youth empowerment and digital literacy). These synergies directly operationalized the UNSDCF 2021–2025 and contributed to a more integrated UN response linking peace, gender equality and resilience in Indonesia.

Horizontal coherence was further reinforced through structured partnerships with national and local civil society organizations, including Wahid Foundation, Aman Indonesia, LiBu and La Rimpu. UN Women's convening and technical leadership, combined with partners' context-specific expertise in peace education, interfaith dialogue, tolerance building and community mobilization, enabled a clear division of labour and avoided duplication. Engagement with local governments and Bappeda offices strengthened institutional legitimacy and facilitated policy integration pathways, while alignment with existing coordination platforms (such as the National Working Group on WPS and the BNPT PCVE Secretariat) ensured consistency with government-led agendas and avoided parallel coordination structures. The project also aligned with and complemented other donor-funded initiatives, including PROPOSOKU, USAID ERAT and GIZ 3RProMar, supporting continuity from community-level social cohesion to policy-level reform and reintegration efforts.

However, while vertical coherence (UN–government) and inter-agency coordination were strong, systematic mechanisms for horizontal learning were less developed. Structured cross-district learning platforms among Peace Villages were not consistently resourced, limiting peer-to-peer exchange and the scaling of locally generated innovations. In addition, documentation and consolidation of shared

learning across civil society partners remained ad hoc, with CSO reports and field-level insights not systematically synthesized to inform adaptive management or broader knowledge management. These gaps constrained opportunities for cross-organizational reflection and reduced the project’s potential to institutionalize and replicate effective practices beyond the immediate implementation sites.

3.3. Effectiveness and contribution to Impact

KEQ 3: To what extent did the project achieve its intended outcomes and contribute to transformative change in gender-responsive peacebuilding?

Sub-questions:

- How effective were community empowerment mechanisms in strengthening peace and cohesion?
- What results emerged at policy and institutional levels?

Finding 4: The Peace Village model, including CEWERS (Community-based Early Warning and Early Response System) effectively translated national policy goals into localized, gender-responsive action.

The Peace Village model, including CEWERS task forces proved to be strong vehicles for implementing national peace and gender equality commitments at the grassroots level. In Poso and Bima, these models connected national policy frameworks with village governance systems, operationalizing gender inclusion through participatory planning, early warning, and collective response mechanisms.

In Bima, the *Kampo Mahawo* (Peace Village) successfully established *Village Action Plans* (VAPs) that were integrated into local regulations (Perdes) and included clear budget lines for women’s and youth empowerment. In Poso, women and youth who were formerly excluded from decision-making became key members of CEWERS teams, conducting early detection

of social tensions and mediating interfaith dialogues.

Meanwhile, in Depok and Bogor, the project localized WPS and PCVE frameworks within urban governance structures. Collaborations with local governments supported the drafting of *RAD-PE* and the establishment of community working groups that linked women’s networks, religious leaders, and CSOs. This adaptability across rural and urban contexts underscored the project’s contextual sensitivity.

The project also promoted male allyship, intergenerational dialogue, and inclusion of women with disabilities, reflecting a nuanced understanding of intersectional vulnerability.

Finding 5: The WPS project was found effectively strengthening women’s and youth leadership in peacebuilding.

UN Women reported achieving and surpassing its quantitative targets for participation and capacity-building. A total of 2,395 individuals (against a target of 2,000) benefited from project interventions, 1,848 women (77%), 547 men, and 274 youth. These participants represented

a diverse cross-section of local stakeholders, including village officials, CSO representatives, religious and traditional leaders, and youth peace advocates.

Stakeholders perceived the project as having

significantly strengthened the role and visibility of women and youth in local-level peacebuilding processes.

Capacity-building activities (such as training on gender equality, early warning systems, peace facilitation, and inclusive governance) equipped women and youth with practical skills for conflict prevention and dialogue facilitation. In Bima and Poso, participants reported applying these skills to resolve community disputes and

promote intergroup harmony. The project's empowerment strategy focused on transforming beneficiaries into facilitators, shifting their roles from passive recipients of training to agents of change. For example, women leaders in Poso used CEWERS training to mediate tensions between youth factions, while in Bima, mothers' groups collaborated with local religious leaders to counter hate speech in religious education forums.

Finding 6: CEWERS task forces effectively institutionalized community-led conflict prevention and enhanced social cohesion through gender-responsive mechanisms.

The establishment and operationalization of Community-based Early Warning and Early Response Systems (CEWERS) represented one of the project's most tangible and transformative outcomes. CEWERS groups were formed in 13 Peace Villages, engaging 283 women as active members and coordinators. These mechanisms institutionalized the role of women and youth in identifying early signs of conflict, mediating disputes, and mobilizing collective action to prevent escalation.

In Poso and Bima, CEWERS teams successfully handled potential flashpoints related to religious intolerance, land disputes, and inter-youth rivalries. Their interventions were supported by Village Action Plans (VAPs) that provided small-scale funding and clear protocols for response, as stated in online survey by one of the local government official. This integration

ensured CEWERS' alignment with formal village governance and budgeting systems, reinforcing both legitimacy and sustainability.

Furthermore, CEWERS operations introduced a multi-stakeholder approach by engaging police officers, teachers, religious leaders, and village officials in joint monitoring and rapid response. The inclusion of men and youth in these groups strengthened social cohesion and expanded the concept of peace from being "women's responsibility" to a shared community agenda.

The project's adaptive learning approach also enhanced CEWERS' effectiveness: periodic reflection sessions allowed members to update response mechanisms and adjust to evolving local dynamics, such as misinformation through social media.

Finding 7: Contributions to RAN PE and RAN P3AKS significantly influenced national and subnational policy cycles, embedding gender equality and inclusivity within Indonesia's peace and security frameworks.

The SNDF project achieved substantial policy-level influence through its contributions to Indonesia's National Action Plan on Preventing and Countering Violent Extremism (RAN PE) and the National Action Plan on Protection and Empowerment of Women and Children in Social Conflict (RAN P3AKS).

At the national level, UN Women, through SNDF, provided technical inputs to the 2025-2029 revision of RAN P3AKS, ensuring the inclusion of gender-responsive and human rights-based monitoring indicators. The M&E Framework developed under the project established a

structured process for tracking results across ministries and linking them to SDG targets.

At the subnational level, project support facilitated the localization of RAN P3AKS and RAN PE through the development of RAD-PE and RAD-P3AKS in West Java, Central Sulawesi, and West Nusa Tenggara. This alignment bridged national policy ambitions with provincial implementation realities, ensuring that gender and peacebuilding principles were reflected in local planning and budgeting cycles.

Importantly, the Gender Audit Tool (GAT), co-

created with national institutions, introduced for the first time a practical method to assess gender mainstreaming within PCVE programming. The GAT has since been used by government focal points and civil society coalitions to evaluate ongoing interventions.

These contributions have also strengthened institutional accountability: gender equality is now included as a measurable indicator in peace-related planning processes of several ministries. The project's consultative and evidence-based approach ensured ownership among national stakeholders.

Finding 8: Limited cross-district learning platforms constrained peer-to-peer knowledge sharing and hindered replication of good practices.

Based on KIIs with local government officials, while the SNDF project successfully fostered collaboration across governance levels, it fell short in establishing systematic inter-district learning mechanisms that could facilitate replication and scaling of promising practices.

Peace Villages in Bima, Poso, and West Java each generated rich experiences in women's leadership, male allyship, and local regulation drafting. However, there was no formalized platform for these communities to exchange lessons, visit one another, or jointly reflect on progress. Such cross-learning could have accelerated the diffusion of effective CEWERS models or VAP implementation strategies.

The evaluation through FGDs found that peer-to-peer exchanges occurred sporadically through UN Women-facilitated meetings or through informal WhatsApp groups among project focal points. These ad hoc arrangements were beneficial but insufficient for systematic knowledge transfer. Moreover, the absence of a national repository or digital knowledge hub limited the visibility of local innovations to policymakers and other provinces interested in replication.

Nevertheless, the project laid groundwork for future collaboration by building trust and shared ownership among stakeholders across regions. Several local actors expressed interest in sustaining these informal exchanges beyond the project's duration.

3.4. Efficiency

KEQ 4: To what extent were project resources used efficiently and managed adaptively?

Sub-questions:

- Were financial and human resources used strategically?
- Did adaptive management enhance implementation quality?

Finding 9: The project leveraged existing mechanisms, partnerships, and prior investments, which might have achieved cost efficiency and maximize results within available resources.

The SNDF project demonstrated an efficient allocation of resources through the optimal use of existing structures, partnerships, and institutional mechanisms, which significantly enhanced cost- and implementation efficiency.

In contrast to conventional project modalities with rigid output-based budgets and fixed activity plans, the SNDF modality provided greater flexibility to adapt resources, sequencing, and implementation approaches in response

to contextual dynamics, particularly in fragile peace and security settings. Rather than building on ongoing UN Women-funded Peace Village initiatives at project start-up, the Project established new Peace Villages in Poso and Bima, while revitalising and extending Peace Villages in Depok and Bogor that had been previously established under an earlier, non-UN Women-funded initiative. The SNDF modality enabled UN Women to work through existing civil society networks to re-activate, adapt, or newly

establish Peace Village mechanisms without the need to create parallel delivery systems, thereby improving efficiency and responsiveness.

Additionally, long standing collaborations with the partner organizations ensured continuity, synergy, and resource optimization.

By integrating SNDF-supported activities into these existing frameworks, UN Women minimized overhead and start-up costs typically associated with launching new delivery systems while maintaining implementation quality. The SNDF flexibility enabled the project to adjust modalities, timeline, and emphasis areas-for example, shifting between in-person, small-group, or

hybrid engagement during periods of heightened political sensitivity, post-COVID recovery, or local security concerns-without requiring formal budget revisions. As a result, the project reached beneficiaries across 13 Peace Villages in Bima, Poso, Depok, and Bogor without significant increases in operational expenditure.

The project further leveraged government co-financing and in-kind contributions, including meeting venues, local transport, and community mobilization support from district and village governments. In Poso, CEWERS activities were embedded within village development plans and financed through APBDes, allowing sustained implementation at minimal incremental cost and reinforcing local ownership.

Finding 10: Adaptive scheduling and management ensured implementation continuity despite contextual and operational disruptions.

The project adopted a flexible and adaptive management approach, which was key to maintaining progress amid contextual shifts, such as changes in local government leadership, evolving political priorities, and logistical challenges related to regional coordination.

UN Women and partners employed iterative planning, adjusting timelines, activity sequencing, and modalities in response to on-the-ground realities. For example:

- In Poso, training and CEWERS reflection sessions were rescheduled to align with the local election cycle, ensuring the continued participation of village authorities.
- In West Java, delays in RAD-PE drafting due to administrative restructuring were mitigated through remote technical assistance and coordination with interim officials.
- In Bima, localized floods affected community mobilization, prompting UN Women to reallocate resources toward hybrid (online-offline) learning sessions to maintain training momentum.

This adaptability was reinforced by regular coordination meetings and partner reflection sessions, where challenges were discussed, and corrective actions were jointly determined. UN Women's programme and monitoring team maintained a close feedback loop between local implementers and national counterparts, allowing rapid decision-making and real-time problem-solving.

The evaluation through KII, found that adaptive management practices directly contributed to the achievement of targets and the project's overall effectiveness. Flexibility also enhanced stakeholder ownership, as partners felt consulted and empowered to adjust approaches based on context-specific insights.

Finding 11: Documentation gaps and staff turnover among government partners partially affected reporting efficiency and institutional memory.

Despite overall strong management and cost-effectiveness, the evaluation identified efficiency challenges related to documentation consistency and staff turnover, particularly among government focal points and local partner organizations, as stated in both KIIs and FGDs.

The frequent rotation of government officials at the provincial and district levels led to delays in reporting, follow-up, and validation of results, especially for RAD-PE and RAD-P3AKS progress tracking. New focal points often required orientation and technical guidance, which absorbed additional project time and resources.

Additionally, while partners produced regular

narrative and financial reports, variations in data format and completeness occasionally hindered synthesis at the national level. Documentation of field innovations, such as success stories, outcome case studies, or lesson-learned briefs, was uneven across provinces. This limited the project's ability to aggregate evidence efficiently for higher-level reporting and knowledge dissemination.

UN Women addressed some of these challenges through capacity support and closer supervision but acknowledged that the absence of a standardized documentation protocol or shared data repository affected efficiency and institutional continuity.

3.5. Sustainability

KEQ 5: To what extent are the project results likely to be sustained after its completion?

Sub-questions:

- Have institutional and financial mechanisms been established to ensure continuity?
- How strong is local ownership among stakeholders?

Finding 12: Local institutionalization through village decrees and budget lines in Bima and Poso ensures continuity of gender-responsive peacebuilding mechanisms.

The most significant evidence of sustainability at the local level is the formal institutionalization of peacebuilding mechanisms within village governance systems. In both Bima (West Nusa Tenggara) and Poso (Central Sulawesi), local governments issued village regulations (Peraturan Desa/ Perdes) that embed the *Peace Village* model, *Village Action Plans (VAPs)*, and *Community Early Warning and Early Response Systems (CEWERS)* into routine village planning and budgeting cycles (APBDes).

These local legal instruments represent a tangible shift from project-driven to policy-driven sustainability. In Bima, for instance, the *Kampo Mahawo Peace Village Regulation (Perdes No. 4/2024)* allocates an annual budget line for women's and youth-led peace activities, while in Poso, CEWERS operations are recognized as part

of the village's annual work plan (*RKPD*s).

The embedding of gender-responsive peacebuilding functions within official village budgets not only secures recurring financial support but also strengthens legitimacy and local ownership. Community leaders, women's groups, and youth representatives are now integrated into village development committees, ensuring the continued inclusion of peace and gender perspectives in governance processes.

Moreover, the alignment of Peace Village principles with the national "Women- and Child-Friendly Village" (*Desa Ramah Perempuan dan Peduli Anak*) initiative reinforces long-term viability by linking local mechanisms to a broader national agenda supported by the Ministry of Women's Empowerment and Child Protection (MoWECP).

Finding 13: Subnational integration of RAD-PE and RAD-P3AKS into provincial and district plans indicates growing policy and financial sustainability.

At the subnational level, sustainability is reflected in the integration of gender and peacebuilding frameworks into official planning instruments. Through sustained technical assistance from UN Women, provincial and district governments in Central Sulawesi, West Nusa Tenggara, and West Java adopted and localized the national frameworks of *RAN PE* and *RAN P3AKS* into their respective *RAD-PE* and *RAD-P3AKS* plans.

These localized action plans have been endorsed through governors' and regents' decrees, signifying formal government ownership and resource commitment. For example:

- In Central Sulawesi, the Governor's Decree No. 188.44/281/2024 established a cross-sectoral coordination team for RAD-P3AKS implementation, mandating provincial budget allocations for women's empowerment and conflict prevention.

- In West Java, *RAD-PE* was integrated into the provincial *Medium-Term Development Plan (RPJMD 2025-2029)*, ensuring continuity of gender-responsive approaches to preventing violent extremism.

These developments indicate the project's success in influencing policy mainstreaming and fiscal planning, extending the lifespan of WPS and PCVE interventions beyond the project cycle. Furthermore, subnational governments have started to include gender indicators, derived from the *Gender Audit Tool (GAT)*, in their annual monitoring templates, institutionalizing gender accountability in peace-related programs.

Moreover, the project promoted accountability by embedding gender indicators into *RAN P3AKS* and *RAN PE* monitoring systems, ensuring that government institutions remain answerable for gender equality commitments.

Finding 14: Continued dependency on external technical support and uneven institutional capacity pose risks to long-term sustainability.

Despite strong policy and institutional achievements, the evaluation found that sustainability remains partially dependent on external facilitation and that institutional capacities vary considerably across locations.

In Poso and Bima, local champions, women leaders, youth facilitators, and CSO partners, play a central role in maintaining project momentum. Their personal commitment is a key strength but also a potential vulnerability, as turnover or burnout among these champions could disrupt progress.

At the subnational and national levels, limited staff continuity and budget constraints within government agencies pose ongoing challenges. Many local governments lack trained personnel

to independently manage monitoring, data analysis, and gender-responsive planning. Without continued technical accompaniment, the quality of implementation and reporting could gradually decline. While structural integration is evident, financial autonomy remains uneven. Provincial and district governments continue to rely partially on external support (from donors or CSOs) for capacity-building and monitoring functions.

Furthermore, knowledge management systems for documenting lessons, tracking progress, and facilitating peer learning remain underdeveloped. The absence of a unified data repository or digital learning hub limits replication and cross-provincial scaling of successful practices such as CEWERS and Peace Villages.

3.6. Gender Equality, Human Rights, and Impact

KEQ 6: To what extent did the project contribute to advancing gender equality, women's leadership, and human rights?

Sub-questions:

- How did the project apply Human Rights-Based Approach (HRBA) and Leave No One Behind (LNOB) principles?
- What evidence demonstrates gender-transformative change?

Finding 15: The project contributed to behavioral and institutional change in peace governance, with women and youth emerging as recognized leaders and credible agents of peace and social cohesion.

Evidence across the three provinces demonstrates that the SNDF project generated both behavioral change at the community level and institutional change within local peace governance systems. At the behavioral level, interviews and focus group discussions indicated shifts in attitudes and practices related to gender roles in peacebuilding, with peace increasingly perceived as a shared responsibility of women and men rather than a male-dominated domain. In traditionally patriarchal and conflict-affected contexts such as Poso and Bima, the normalization of women's participation in public forums, religious gatherings and local governance meetings represented a significant cultural shift.

Community members reported increased acceptance of women's voices in dialogue, mediation and decision-making spaces, alongside growing recognition of youth as constructive contributors to peace and social cohesion. As noted by a youth leader from West Java, participation in gender equality training contributed to greater awareness of patriarchal norms and fostered more respectful attitudes toward both women and men. These changes reflect a broader transformation in social norms underpinning peace governance at the community level.

These behavioral shifts translated into expanded and institutionalized leadership roles for women and youth across Peace Village and Community Early Warning and Early Response System (CEWERS) platforms. Across 13 Peace Villages in Bima, Poso, Depok and Bogor, women and youth were no longer positioned as beneficiaries but as leaders, facilitators and decision-makers within peace governance structures. Through targeted

capacity-building and mentorship, women assumed key roles within CEWERS mechanisms, Village Action Plan (VAP) committees and Peace Village governance bodies. The evaluation documented 238 women serving as CEWERS members, many of whom were first-time participants in public and governance processes.

In Poso, women mediators played active roles in de-escalating potential inter-religious tensions and intervening in early warning situations. In Bima, female community leaders co-designed awareness campaigns addressing hate speech and misinformation, drawing on local knowledge and social networks. In West Java, youth peace ambassadors engaged schools and religious institutions to promote tolerance narratives through digital media, extending peacebuilding messages beyond immediate project structures. These examples illustrate how leadership roles were operationalized in practice rather than remaining symbolic or consultative.

Importantly, these changes were not only numerical but normative. Interviews with male community leaders and local authorities indicated growing recognition of the legitimacy of women's and youth leadership in peace and security matters. This shift challenged entrenched patriarchal norms that traditionally excluded women and young people from peace governance and contributed to emerging norms of shared authority and participation. The acceptance of women and youth as credible peace actors marked a initiation of some change in power relations within local governance contexts.

At the institutional level, the embedding of women's and youth leadership within CEWERS

and Peace Village structures contributed to more inclusive and responsive peace governance arrangements. These structures provided formalized entry points for women's and youth participation in prevention, mediation and coordination processes, linking behavioral change to durable institutional practices. The Peace Village and CEWERS models also generated interest beyond original project sites, with officials from provinces such as Gorontalo and Maluku expressing interest in adopting similar approaches. This indicates early diffusion of impact through horizontal learning and suggests

potential for replication within broader peace governance frameworks.

Taken together, the evidence indicates that the SNDF project contributed to substantial change by shifting norms, redistributing leadership roles and embedding women's and youth participation within peace governance systems. These changes strengthened the social foundations of peace and resilience by aligning community-level behavior with institutional arrangements that recognize gender equality and inclusive leadership as core principles of peace and security.

Finding 16: The systematic application of Human Rights-Based and Leave No One Behind principles strengthened the inclusiveness, legitimacy and sustainability of local peace governance processes.

The SNDF project systematically applied Human Rights-Based Approach (HRBA) and Leave No One Behind (LNOB) principles across its design and implementation, contributing to more inclusive, legitimate and context-responsive peace governance outcomes. In conflict-affected rural areas such as Poso and Bima, the project prioritized populations historically marginalized from decision-making due to conflict, poverty and gender norms, enabling their meaningful participation in community-level peace structures and local planning processes.

In urban contexts such as Depok and Bogor, the project adapted its inclusion strategies to engage non-traditional stakeholders, including youth religious groups, women entrepreneurs and local educators, thereby expanding the

range of actors involved in peacebuilding beyond customary elites. This differentiated approach reflects an application of LNOB principles that was responsive to context rather than uniform across sites.

The project's emphasis on male allyship and norm-change training further operationalized HRBA principles by addressing structural barriers to women's participation. Interviews and FGDs indicated that engagement with male religious and community leaders contributed to greater acceptance of women's leadership and reduced gender-based stigmatization in peace governance spaces. This facilitated more collaborative participation between women and men in CEWERS and Peace Village mechanisms.



4

LESSONS
LEARNT

The evaluation identified several key lessons emerging from the SNDF project implementation, which offer practical insights for strengthening gender-responsive peacebuilding and institutional reforms in Indonesia and comparable contexts. These lessons are drawn from the evidence collected through field visits, key informant interviews (KIIs), focus group discussions (FGDs), and policy analysis.

Lesson 1: Empowerment-driven approaches yield more sustainable change than service delivery models.

The project demonstrated that long-term peace and social cohesion are more effectively sustained when women, youth, and community actors are empowered as *agents of change* rather than passive recipients of assistance. By positioning local women and youth as CEWERS coordinators, facilitators, and decision-makers, the project enabled a sense of ownership, agency, and accountability that persisted beyond project timelines.

This empowerment-based model built confidence, legitimacy, and public recognition of women's leadership within local governance structures. The evidence from Poso and Bima shows that when communities define their own priorities and strategies, outcomes are more durable and less dependent on external funding.

Lesson 2: Contextual flexibility and adaptive management are critical in fragile and decentralized governance settings.

The SNDF project's effectiveness was enhanced by its ability to adapt to changing local dynamics, political shifts, elections, administrative restructuring, and external shocks such as natural disasters. Adaptive planning allowed field teams to reschedule activities, modify delivery modalities, and reallocate resources without compromising project outcomes.

The experience shows that rigid planning frameworks are often unsuitable for decentralized and evolving governance contexts like Indonesia's. Flexibility in work planning, coupled with strong communication between UN Women and partners, was essential for sustaining progress under uncertainty.

Lesson 3: Institutionalization through legal and fiscal mechanisms ensures sustainability of community-based innovations.

One of the project's most significant lessons is the importance of formal institutionalization for ensuring sustainability. Where Peace Village models, VAPs, and CEWERS were codified through village decrees (*Perdes*) and linked to local budgets (*APBDes*), activities continued even after project funding tapered off. Conversely, in areas where interventions relied solely on project resources, sustainability remained fragile.

The linkage between local initiatives and national programs, such as the *Women- and Child-Friendly Village* initiative, illustrates how alignment with government systems ensures continuity and policy legitimacy.

Lesson 4: Cross-level and peer learning mechanisms amplify results and accelerate scaling.

While the SNDF project achieved strong results within individual sites, the lack of a structured cross-district knowledge exchange limited its potential for replication.

Communities in Bima, Poso, and West Java developed distinct innovations, but these were not systematically shared or documented. Stakeholders expressed the need for inter-village visits, digital knowledge hubs, and national learning events to facilitate mutual learning and institutional memory.

Lesson 5: Combining community empowerment with policy engagement creates a powerful feedback loop for systemic influence.

The SNDF project successfully linked grassroots innovations with institutional policy reforms, demonstrating how community-level evidence can inform and improve national frameworks.

The development of the *RAN P3AKS M&E Framework* and *Gender Audit Tool (GAT)* were direct results of this bottom-up learning process. The project's dual-track approach, combining empowerment with policy dialogue, enhanced both relevance and systemic impact.

Lesson 6: Knowledge management and documentation systems are critical for scaling and institutional learning.

While the project produced significant results, its learning potential was constrained by uneven documentation and the absence of a centralized knowledge repository. Field innovations and success stories were often captured informally but not systematically synthesized into evidence products for dissemination or policy advocacy.

Lesson 7: Partnerships that value complementarity rather than hierarchy enhance ownership and effectiveness.

The collaboration among UN Women, the local and government partners showcased the value of horizontal partnerships built on mutual respect and clearly defined roles. However, lessons from implementation indicate that effectiveness is strongest when partnerships are structured as *mutual learning relationships* rather than hierarchical implementation arrangements.

Lesson 8: Continuous gender-transformative capacity building within institutions is essential to sustain gains.

While the project achieved significant behavioral shifts, institutional transformation requires ongoing investment.



5

CONCLUSIONS AND RECOM- MENDATION

5.1. CONCLUSIONS

The evaluation concludes that the Strategic Note Direct Funding (SNDF) Project, supported by the Government of the Netherlands and implemented by UN Women Indonesia, has been highly effective, relevant, and transformative in advancing gender-responsive peacebuilding in Indonesia. Its strategic integration of community empowerment and institutional reform created systemic linkages between grassroots innovation and national policy frameworks, positioning the project as a model for Women, Peace, and Security (WPS) and Preventing and Countering Violent Extremism (PCVE) initiatives in decentralized governance settings.

The SNDF project stands as a strategically relevant, effectively implemented, and transformative initiative that strengthened Indonesia's Women, Peace, and Security ecosystem. By connecting women's agency at the grassroots level with institutional accountability at policy levels, the project operationalized gender equality and human rights principles in tangible and measurable ways. The model's success lies in its local adaptability, inclusive design, and policy linkage, making it a replicable framework for future peace and governance programming in Indonesia and across the region. The conclusions are drawn directly from the evidence presented in the previous chapters, organized by evaluation criteria.

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| <p>Conclusion 1: Strong strategic relevance and policy alignment were achieved.</p> <p>Based on Findings 1 and 2.</p> | <p>The SNDF project was highly relevant to Indonesia's national WPS and PCVE priorities and to UN Women's Strategic Note (2021–2025). It addressed pressing challenges related to radicalisation, gender inequality, and weak local peace governance mechanisms, while aligning closely with RAN-PE, RAN-P3AKS, UNSDCF Outcome 1, and global WPS commitments. At the policy level, the development of the RAN P3AKS M&E Framework and the Gender Audit Tool (GAT) addressed critical accountability and learning gaps, strengthening the linkage between policy ambition and implementation evidence.</p> |
| <p>Conclusion 2: The project demonstrated strong vertical and horizontal coherence, with gaps in cross-district learning</p> <p>Based on Findings 3, 4, and 5.</p> | <p>The SNDF project successfully linked community-level Peace Village and CEWERS initiatives with subnational and national policy frameworks, demonstrating strong vertical coherence. It also achieved effective horizontal coherence through collaboration with Wahid Foundation, Aman Indonesia, LiBu Perempuan, and La Rimpu, and through synergies within the UN system under the UNSDCF. However, the absence of systematically resourced cross-district learning platforms limited peer-to-peer exchange and constrained replication and scaling of good practices across Peace Villages.</p> |
| <p>Conclusion 3: Community-based mechanisms effectively translated national policy goals into localized, gender-responsive action</p> <p>Based on Findings 6, 7, and 8.</p> | <p>The Peace Village model, particularly through CEWERS and Village Action Plans, proved effective in operationalising national WPS and PCVE commitments at the local level. Women's and youth leadership was significantly strengthened, with participants transitioning from beneficiaries to active peace actors. CEWERS task forces institutionalised community-led conflict prevention and enhanced social cohesion through inclusive, multi-stakeholder approaches across rural and urban contexts.</p> |
| <p>Conclusion 4: The project made a significant contribution to national and subnational policy change and institutional accountability</p> <p>Based on Finding 9.</p> | <p>Through technical support to RAN-PE and RAN-P3AKS, including the development and piloting of the Gender Audit Tool and M&E Framework, the project influenced national and subnational policy cycles. These contributions embedded gender equality and human rights considerations into peace and security planning, strengthened government accountability, and supported the localisation of WPS commitments through RAD-PE and RAD-P3AKS.</p> |

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| <p>Conclusion 5: Efficiency gains were achieved through SNDF flexibility and adaptive management, but learning systems were uneven</p> <p>Based on Findings 11, 12, and 13.</p> | <p>The SNDF funding modality enabled efficient use of resources by allowing flexible adaptation of activities, timelines, and modalities in response to contextual changes. Leveraging existing CSO networks and government co-financing reduced transaction costs and supported continuity. However, staff turnover, inconsistent documentation, and limited dedicated MEL capacity constrained systematic learning and institutional memory.</p> |
| <p>Conclusion 6: Sustainability prospects are promising but uneven across locations</p> <p>Based on Findings 14, 15, and 16.</p> | <p>Sustainability is strongest where Peace Villages and CEWERS have been institutionalised through village regulations, budget allocations (APBDes), and integration into provincial and district planning instruments. Nevertheless, continued reliance on external technical support, uneven institutional capacity, and underdeveloped knowledge-management systems pose risks to long-term sustainability in several locations.</p> |
| <p>Conclusion 7: The project generated meaningful gender-transformative and human-rights-based impacts</p> <p>Based on Findings 17, 18, and 19.</p> | <p>The project contributed to both behavioural and institutional change in peace governance. Women's and youth leadership expanded significantly, patriarchal norms were challenged, and HRBA and LNOB principles were systematically applied. These changes indicate early but credible gender-transformative impacts, with growing recognition of women and youth as legitimate peace actors.</p> |

5.2. RECOMMENDATIONS

The evaluation provides the following recommendations to consolidate the achievements of the SNDF project and strengthen the sustainability of gender-responsive peacebuilding in Indonesia.

Recommendations are structured around the OECD-DAC criteria and correspond to the project's multi-level intervention logic (community, subnational, and national) reflecting both operational and strategic actions for UN Women and its partners.

Recommendation 1: Consolidate and scale Peace Village and CEWERS models through institutional anchoring

Based on conclusion 3 and 6

- Priority: High
- Timeframe: Short-term (Quarterly-Annual)
- Responsibility: UN Women Programme Team
- Implementation considerations: To be undertaken through coordination with national and subnational government partners.

UN Women should lead efforts to consolidate Peace Village and CEWERS models through village regulations, APBDes allocations, and alignment with RAD-PE and RAD-P3AKS. Establishing clear institutional homes, minimum standards, and implementation guidance will strengthen sustainability and enable responsible scaling.

Recommendation 2: Strengthen cross-district learning and peer exchange mechanisms

Based on conclusion 2

- Priority: Medium
- Timeframe: Medium-term (Annual-Biannual)
- Responsibility: UN Women Programme Team, in partnership with CSOs and local governments

UN Women should establish and facilitate structured cross-district learning platforms connecting Peace Villages, CEWERS members, youth networks, and local governments. Regular learning forums and exchange visits will support peer learning, replication, and horizontal diffusion of effective practices.

Recommendation 3: Institutionalise an integrated MEL and knowledge-management system

Based on conclusion 5

- Priority: High
- Timeframe: Short- to Medium-term (Quarterly-Annual)
- Responsibility: UN Women Programme Team
- Implementation considerations: With technical inputs from MEL specialists and implemented through coordination with implementing partners.

UN Women should ensure that future phases include dedicated MEL capacity, standardised outcome-tracking tools (including Outcome Harvesting), and a shared digital knowledge repository. This will improve efficiency, strengthen organisational learning, and maximise the learning value of SNDF-funded programming.

Recommendation 4: Deepen support for national and subnational policy implementation and accountability

Based on conclusion 1 and conclusion 4

- Priority: High
- Timeframe: Medium-term (Annual)
- Responsibility: UN Women Programme Team
- Implementation considerations: To be undertaken through engagement and coordination with relevant ministries and subnational authorities.

UN Women should continue to provide technical assistance for implementing RAN-PE and RAN-P3AKS, including the use of the Gender Audit Tool and M&E Framework at subnational levels, to reinforce accountability and ensure gender-responsive peace commitments are operationalised.

Recommendation 5: Invest in institutional capacity and succession planning for sustainability

Based on conclusion 6

- Priority: Medium
- Timeframe: Medium- to Long-term (Annual-Multi-year)
- Responsibility: UN Women Programme Team
- Implementation considerations: To be undertaken through coordination with government counterparts and CSO partners.

UN Women should prioritise capacity development for government focal points, Peace Village institutions, and local CSOs, with specific attention to staff turnover, induction processes, and succession planning to reduce dependency on external technical support.

Recommendation 6: Sustain and deepen gender-transformative and inclusive approaches

Based on conclusion 7

- Priority: High
- Timeframe: Ongoing (Quarterly-Annual)
- Responsibility: UN Women Programme Team
- Implementation considerations: To be undertaken through coordination with implementing partners.

UN Women should continue to prioritise women's and youth leadership, male allyship, and inclusion of marginalised groups (including women with disabilities) within Peace Village and CEWERS structures, ensuring HRBA and LNOB principles remain central to all peacebuilding interventions.

UN WOMEN EXISTS TO ADVANCE WOMEN'S RIGHTS, GENDER EQUALITY AND THE EMPOWERMENT OF ALL WOMEN AND GIRLS.

As the lead UN entity on gender equality and secretariat of the UN Commission on the Status of Women, we shift laws, institutions, social behaviours and services to close the gender gap and build an equal world for all women and girls. Our partnerships with governments, women's movements and the private sector coupled with our coordination of the broader United Nations translate progress into lasting changes. We make strides forward for women and girls in four areas: leadership, economic empowerment, freedom from violence, and women, peace and security as well as humanitarian action.

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