



ADAPTATION FUND

Project Completion Summary

EMBRACING THE SUN: Redefining Public Space as a Solution for the Effects of Global Climate Change in Indonesia's Urban Areas

Samarinda, East Kalimantan, Indonesia

Adaptation Fund Project ID	AF00000189
Implementation period	21 November 2022 - 21 May 2025
Implementing entity	Partnership for Governance Reform (KEMITRAAN)
Report date	10 August 2026

Project Completion Summary

Section A: Project results and performance

1. Basic information

Field	Information
Title of project/programme	EMBRACING THE SUN: Redefining Public Space as a Solution for the Effects of Global Climate Change in Indonesia's Urban Areas
Project/programme category	Adaptation Fund Regular Grant
Project period	Approval: 8 March 2022; agreement signed: 17 November 2022; start: 21 November 2022. Original completion: 21 November 2023; extensions: 21 May 2024 and 21 November 2024; final completion: 21 May 2025. Audited close-out period ended 31 May 2025.
Country(ies)	Indonesia - Samarinda, East Kalimantan
Sector(s)	Urban climate adaptation; climate-resilient public infrastructure; flood and water management; community capacity and knowledge management
Implementing entity name	Partnership for Governance Reform (KEMITRAAN)
Type of implementing entity	National Implementing Entity (NIE)
Executing entity(ies)	Center for Climate Change and Urban Resilience (CeCUR)/Resilience Research Institute, Universitas 17 Agustus 1945 Surabaya (UNTAG); Queensland University of Technology (QUT) served as an international technical and academic partner.
Amount of financing approved	USD 824,835
Project contact(s)	KEMITRAAN (NIE) and CeCUR/UNTAG (EE) project management teams
Date of report	10 August 2026

2. Key milestones

Milestone	Date/status and explanation
Project inception	21 November 2022 (project start; the project also held a high-level kick-off roundtable, although a separate date is not stated in the source reports).
Mid-term review	Not applicable; no mid-term evaluation was conducted.
Project completion	21 May 2025; the audited close-out statement covers transactions through 31 May 2025.
Terminal evaluation	Final Evaluation Report issued in November 2025.
Implementation delays and reasons	The project received successive extensions. Principal causes identified by the evaluator were critical understaffing at inception, slow recruitment, a project manager transition linked to internal conflict, delays in permitting and design finalization, a longer-than-planned participatory design/DED process, and the resulting postponement of construction, capacity building, evaluation, and policy advocacy.

3. Project overview and description

The project tested whether an urban public space could function simultaneously as community infrastructure and a climate-adaptation asset. It focused on communities around Segiri Market and the Karang Mumus riverbank in Samarinda, where recurrent flooding, water pollution, clean-water constraints, heat, waste-management problems, and limited safe public space compound social and economic vulnerability.

The intervention combined four linked components: (1) research, assessment tools, and guidelines for a new climate-resilient public-space typology; (2) participatory profiling, co-design, construction, and community management of a pilot public space; (3) capacity building, knowledge management, and communication; and (4) monitoring, evaluation, and policy dialogue. Its conceptual basis was Positive Development: the built environment should generate ecological and social benefits, rather than only reduce harm.

KEMITRAAN served as the National Implementing Entity. CeCUR/UNTAG led execution with technical and academic support from QUT, while the Samarinda City Government and local communities supported site selection, design, implementation, and prospective management. The pilot was intended to provide a locally grounded demonstration and a transferable process for other flood-prone cities.

4. Results and key outcomes

The project delivered its principal tangible outputs, but the independent evaluator distinguished between output completion and durable outcome-level change. The overall evaluation rating was Partially Successful: physical implementation, participatory governance structures, and knowledge products were strong, while capacity uptake, policy influence, adaptive management, and sustainability arrangements were weaker.

Outcome area	Completion result and independent assessment
1. Research and typology	Research on climate-resilient public spaces, assessment tools/methodologies, and replication guidelines were completed. The evaluator rated this component highly effective, while noting that continued use depends on active dissemination and institutional uptake.
2.1 Awareness and ownership	Community profiling, Participatory Rapid Appraisal, stakeholder mapping, public hearings, surveys, FGDs, and co-design activities were completed. Participation fostered initial ownership, but evidence of communities exercising decision-making authority was limited.
2.2 Adaptive infrastructure	One multifunctional climate-resilient public space was co-developed and constructed in the Segiri Market area. A formal community management group (Pokmas), with a decree and bylaws, was established. This was the project's strongest outcome.
3.1 Capacity	Community and government training covered climate adaptation, public-space management, coordination, communication, composting, medicinal plants, policy, and replication. The evaluator found the component only partially effective because the reported awareness level remained "Partially aware" and training was not embedded in a continuing institutional system.
3.2 Knowledge sharing	Guidelines/e-books, training materials, audiovisual products, public discussions, an international seminar, a scientific article, exhibitions, and media/social-media dissemination were produced or conducted. Their longer-term reach and use were not yet demonstrated.
4. Evaluation and policy dialogue	Post-intervention evaluation and multi-stakeholder dialogue were completed. However, these activities were back-loaded, limiting their use for real-time adaptation and leaving insufficient time to secure policy, budget, and replication commitments within the project period.

Alignment with Adaptation Fund core impact indicators

AF core indicator	Reported performance at completion
Direct beneficiaries	Approximately 2,855 direct beneficiaries were identified in the final evaluation, including market vendors and residents near the site. Women represented 41.5% of market vendors; the sources do not provide a sex-disaggregated total for all 2,855 beneficiaries. An estimated 152,000 people were identified as indirect beneficiaries.
Awareness	650 people aware of climate projections and impacts (390 men, 260 women); a further indicator group of 125 people aware of adverse climate impacts and appropriate responses (75 men, 50 women).
Training/capacity	150 targeted beneficiaries with increased capacity (90 men, 60 women) and 50 government officials trained in design and replication (30 men, 20 women). The reports list multiple training themes but do not provide a reliable consolidated count of training events.
Participation in design/asset	150 people were reported as involved in development (90 men, 60 women); another indicator records 100 participants associated with the physical asset (60 men, 40 women).
Institutions and assets	One formal community management group and one climate-resilient public-space asset were established.
Early Warning Systems	Not applicable; the project did not develop or strengthen an EWS.
Natural assets	No hectares of natural habitat or meters of coastline protected/rehabilitated were reported. Environmental benefits were delivered through site-level green infrastructure, permeable surfaces, waste/water management, and planting.

5. Issues, challenges, and mitigation measures

Issue	Challenge	Mitigation/corrective action	Residual implication
Human resources and leadership	The PMU began with only three staff; recruitment was slow and a project-manager change disrupted continuity.	Steering Committee oversight was intensified; meetings became more frequent; roles and decision protocols were clarified; recruitment and capacity support were pursued; the schedule was extended.	Outputs were ultimately delivered, but time efficiency and strategic sequencing remained weak.
Design, permitting, and construction sequence	Permitting, community profiling, participatory design, and DED took longer than planned, delaying construction and downstream activities.	The implementation schedule was revised and a merged design-build approach was used to recover time, with stronger government coordination.	The compressed sequence created risks to the depth of participation and limited time for activation and learning.
Social inclusion and conflict	Potential unequal participation, weak representation of vulnerable groups, and ethnic dominance in construction labor were identified.	Dedicated and safe consultation spaces, sessions outside working hours, compensation for participating women workers, contractor commitments, community-leader communication, and continued monitoring were used.	Screened risks were assessed as low/manageable, but the evaluator found limited evidence of transformative power-sharing.
Environmental and public-health risks	Construction disturbance, soil erosion, noise, waste, drainage, and potential water/soil pollution were identified.	Waste sorting, permeable surfaces, water-filtration features, consultation, contractor controls, and monitoring were applied.	Long-term environmental performance depends on regular operations and maintenance.
Late M&E and policy advocacy	Evaluation and policy dialogue were implemented near project closure.	A final evaluation, stakeholder dialogue, and municipal working-group processes were completed.	The timing reduced the feedback loop and left policy and replication commitments insufficiently secured.
Operations and maintenance	No dedicated maintenance fund or tested revenue model was documented.	A formal Pokmas and a multi-agency government working group were established.	Financial sustainability remains the most significant unresolved risk.

6. Lessons learned

- Delivering infrastructure and reports is not equivalent to securing sustained behavior, institutional capacity, policy uptake, or maintenance. Outcome indicators and transition arrangements must be treated as core deliverables.
- Participatory design needs flexible schedules. Profiling, trust-building, co-design, permitting, and DED require realistic critical-path allowances and should not be compressed into a rigid sequential plan.
- Adequate staffing, recruitment readiness, succession planning, and knowledge-transfer protocols are prerequisites for implementation efficiency in a multi-partner project.
- Monitoring, evaluation, and policy engagement should start early and operate as a learning loop. Back-loading these functions turns them into close-out exercises and limits corrective action.
- Participation targets should be complemented by qualitative influence indicators that show how women, youth, persons with disabilities, and other vulnerable groups changed decisions, budgets, or governance arrangements.
- A community management body is valuable but cannot substitute for a costed O&M plan, formal allocation of responsibilities, a dedicated funding mechanism, and clear conflict-resolution procedures.
- Replication requires more than a toolkit: it needs a simplified delivery model, cost benchmarks, financing options, and safeguards to preserve meaningful participation when the approach is scaled.
- To support the implementation effectiveness and sustainability of the project beyond its completion, it is necessary in ensuring the involvement of local institutions both government and non-government institutions. The Executing Entity should engage partner institutions that have prior experience working in the project area.

7. Innovation

The project's principal innovation was to treat public space as multifunctional adaptation infrastructure rather than as a stand-alone amenity. The pilot combined a flood-safe community space with ecological, educational, social, and economic functions. Reported design features and approaches included water harvesting and filtration, permeable surfaces, renewable-energy applications, edible/medicinal landscapes, composting, waste sorting, inclusive access, and the potential use of the space as a shelter and community hub.

Process innovation was equally important: global precedent research was translated through local profiling, participatory mapping, co-design, iterative workshops, and multi-stakeholder governance. The project also developed assessment tools, design guidelines, and tested digital/AI-supported applications for public-space design. The evaluator concluded that these products form a transferable toolkit, but not yet a fully scalable operational model because financing, decentralized governance, and the cost of intensive participation remain unresolved.

8. Vulnerable communities and social groups: engagement and empowerment

The intervention area included flood-prone communities around Segiri Market and the Karang Mumus riverbank, particularly Termondung Permai (RT 22 and RT 27), Sidodadi (RT 31), market vendors, low-income households, women, youth, older persons, persons with disabilities, and ethnic minority groups. The final evaluation identified approximately 2,855 direct beneficiaries across nearby communities and an estimated 152,000 indirect beneficiaries exposed to recurrent flood disruption.

Engagement included Participatory Rapid Appraisal, community profiling, actor mapping, surveys, FGDs, public hearings, design workshops, training, field monitoring, and establishment of a Pokmas. Gender-responsive measures included dedicated safe spaces and sessions outside working hours, compensation for participating women workers, and incorporation of requested features such as accessible routes, lighting, gathering areas, and lactation/child-friendly facilities.

These mechanisms broadened representation and built initial ownership. Nevertheless, the evaluator found that quantitative inclusion was stronger than transformative empowerment: the reports did not

consistently show how marginalized groups influenced budgets, governance rules, or strategic decisions. Future replication should therefore track both participation and decision-making power.

9. Strengthening long-term institutional and technical capacity

Capacity dimension	Strengthening achieved and remaining gap
Community governance	A Pokmas was formalized through a decree and bylaws to manage and maintain the space. Community champions and local groups received training and practical involvement.
Municipal coordination	A multi-agency public-space working-group process brought together relevant Samarinda agencies. The project also supported the Climate Change Adaptation Working Group and cross-sector dialogue.
Technical capacity	Community training involved 150 targeted beneficiaries (60 women); 50 government officials (20 women) were reported as trained in project findings, methodologies, design, and replication.
Knowledge infrastructure	Research, assessment tools, guidelines, an SOP/manual, e-books, training materials, audiovisual products, and evaluation evidence were produced for continued use.
Remaining capacity gap	The final awareness rating remained "Partially aware," and the training approach was not embedded in a recurrent government or community capacity-development system. Formal handover, refresher training, staff continuity, and O&M competencies remain necessary.

10. Complementarity and coherence

The project showed high conceptual coherence with Samarinda's priorities for flood management, environmental quality, the Karang Mumus river corridor, and inclusive public space. It also aligned with Indonesia's RPJMN, National Action Plan for Climate Change Adaptation (RAN-API), Nationally Determined Contribution, disaster-risk-reduction priorities, and SDGs 5, 6, 11, and 13. Delivery through KEMITRAAN supported the Adaptation Fund's Direct Access model, while UNTAG/CeCUR, QUT, municipal agencies, and community organizations contributed complementary research, design, government, and local knowledge.

The final report and evaluation record emerging links to Samarinda's RPJMD, the review of the Karang Mumus River master plan, and a municipal priority program for public-space development. The evaluation also noted an indicative municipal allocation of approximately IDR 5.1 billion through 2027 and evidence of 2025 procurement. However, it judged that policy and budget commitments attributable to the project were not yet sufficiently formalized or demonstrated during the operational period. No separate climate-finance co-financing source was quantified in the three source documents; complementarity is therefore primarily programmatic, institutional, and policy-based rather than documented financial co-financing.

11. Sustainability, scalability, and replicability

Dimension	Sustainability/replication strength	Priority condition or risk
Physical/environmental	Strong foundation: a durable public-space asset with climate-adaptive and ecological features.	Performance depends on continued maintenance of filtration, drainage, permeable areas, planting, waste facilities, and equipment.
Institutional	Mixed: formal Pokmas and municipal working-group structures provide legitimate ownership channels.	Roles for routine upkeep, major repairs, finance, reporting, and dispute resolution require clearer formal allocation.
Social	Strong initial ownership from co-design and local champions.	Volunteer fatigue and unresolved power-sharing arrangements could weaken participation over time.

Dimension	Sustainability/replication strength	Priority condition or risk
Financial	Weakest pillar: no dedicated O&M fund or tested revenue model was documented.	Secure a costed O&M agreement, annual municipal allocation, community revenue options, and lifecycle replacement reserve.
Knowledge/capacity	Moderate and conditional: tools, guidelines, materials, and trained people remain available.	Active dissemination, formal handover, refresher training, and integration into municipal/university systems are needed to prevent knowledge loss.
Scalability/replicability	The participatory process, guidelines, and pilot are transferable and provide a credible proof of concept.	Replication costs, financing strategy, context adaptation, and a lighter but still meaningful participation model have not been fully developed.

Overall, the project established a strong physical and social demonstration but did not fully secure the financial, institutional, and policy conditions required for autonomous continuation and wider scaling. The immediate priority is to convert implicit expectations of government/community ownership into explicit, funded, and monitored post-project arrangements.

Section B: Project expenditure

12. Project budget, actual expenditures, and variance

The table below uses the audited close-out statement in USD. A positive balance indicates underspending; a figure in parentheses indicates overspending.

Budget item	Approved budget (USD)	Actual (USD)	Balance / (overspend)	% actual
Component 1 - Research and development	89,323	90,345	(1,022)	101%
Component 2 - Awareness, co-design, and infrastructure	479,409	480,230	(821)	100%
Component 3 - Capacity, knowledge, and communication	88,258	88,730	(472)	101%
Component 4 - Monitoring and evaluation	31,005	28,626	2,379	92%
Project execution cost	72,221	73,227	(1,006)	101%
Implementing Entity fee	64,619	64,410	209	100%
TOTAL	824,835	825,568	(733)	100%

Revenue and close-out position

Item	Date/note	USD
First Adaptation Fund installment	24 March 2022	549,890
Second Adaptation Fund installment	8 November 2024	274,945
Total funds received		824,835
Total audited expenditures	Through 31 May 2025	825,568
Close-out deficit	To be absorbed by KEMITRAAN and not charged to the donor	733

Variance notes

- Total expenditure exceeded the approved grant by USD 733 (approximately 0.09%). The audited notes state that KEMITRAAN will absorb the excess and it will not be charged to the Adaptation Fund.
- Component 4 underspent by USD 2,379, while Components 1-3 and project execution costs recorded small overspends. The Implementing Entity fee was USD 209 below budget.
- The audit report expressed an unmodified opinion: the statement of revenue and expenditures presents fairly, in all material respects, the project's revenue and expenditure on the stated cash-basis reporting framework.
- The final implementation report separately records IDR 10,088,839,858 as fully absorbed. Because the project books were maintained in IDR and translated using KEMITRAAN internal rates, this completion summary uses the audited USD schedule and does not combine the IDR and USD totals.