



MODULE 7:

Multi-Agency Coordination Framework and Roadmap



7.1 Context and rationale

The successful implementation of energy transition and renewable energy programs in South Sulawesi depends on effective coordination and synergy among provincial (and to some degrees, district) government agencies, state-owned enterprises, and non-government stakeholders. However, as discussed in Module 6, one of the key institutional gaps in South Sulawesi is the absence of a structured coordination mechanism across government agencies and stakeholders. Currently, institutional arrangements often operate in sectoral silos, with limited interaction, fragmented planning processes and overlapping mandates. This lack of integration hinders the province's ability to translate policy commitments such as

Regional General Energy Plan (*Rencana Umum Energi Daerah* or RUED) and Medium-term Regional Development Plan (*Rencana Pembangunan Jangka Menengah Daerah* or RPJMD) into coherent and synergized actions across all sectors.

However, in South Sulawesi, the coordination mechanism envisioned in these policies has not yet been fully leveraged to address renewable energy development and energy transition in a multisectoral development. Therefore, establishing a coordination platform (such as a multistakeholder forum) for energy transition and renewable energy development offers a practical and adaptive approach to strengthen inter-agency collaboration, align policy directions, and enhance provincial ownership of the energy transition agenda.

Box 7.1

Policy for cross-sectoral coordination in energy transition

Several national and regional regulations already emphasize the importance of multisectoral coordination to support the implementation of energy transition policies.

At the national level, Law No. 23/2014 on Regional Governance, The Government Regulation (PP) No. 40/2025 replacing the PP No. 79/2014 on National Energy Policy (*Kebijakan Energi Nasional* or KEN), the Presidential Regulation No. 22/2017 on National General Energy Master Plan (*Rencana Umum Energi Nasional* or RUEN) underline the cross-sectoral coordination as a key principle in achieving energy transition objectives.

At the provincial level, the Regional Regulation of South Sulawesi No. 2/2022 on provincial RUED reinforces this principle by mandating the integration and coordination of energy planning across sectors. The regulation also highlights the importance of public participation and the integration of the RUED with regional development plans.

7.2 Key insights from the Makassar Workshop

During the Siset workshops in Makassar in 2025 & 2026, provincial stakeholders collectively identified coordination as a major enabler of renewable energy integration into economic development. Key insights from the discussion include:

- › **Shared understanding that renewable energy is a cross-cutting issue requiring collaboration beyond the energy sector.** Participants highlighting that energy issues are often treated as a technical matter within the Dinas ESDM, rather than as a cross-cutting development priority that intersects with economic, industrial, environmental, and social aspects.
- › **Agreement on establishing a coordination platform or forum.** There was a strong consensus that a dedicated coordination mechanism (whether formal or informal)

should be created to improve cross-sectoral dialogue and initiatives within renewable energy development. Bappelitbangda was recognized as the most suitable agency to lead and facilitate such a forum, given its cross-sectoral mandate coordination and convening power, while Dinas ESDM was seen as a co-lead to provide technical guidance and data inputs related to the energy sector.

- › **Limited collaboration with non-government actors.** Participants noted that collaboration with academia, civil society organizations, and the private sector has so far been sporadic and project-driven rather than systematic. These actors, however, play a critical role in supporting innovation, data generation, capacity building, and community engagement in energy transition initiatives. Strengthening partnerships with non-government stakeholders through a structured and inclusive coordination mechanism was therefore identified as a key area for improvement.

› **Learning from existing coordination mechanisms.**

Several existing platforms in South Sulawesi were identified as relevant examples that could inspire the RE coordination forum, such as the *Forum Gas Rumah Kaca*, the *Kelompok Kerja (Pokja) Pengarusutamaan Gender*, and *Tim Koordinasi Penanggulangan Kemiskinan (TKPK)*. These examples demonstrate how structured collaboration can work across institutions with rotating leadership, shared data systems, and periodic review mechanisms. The RE coordination forum can learn from their structure, governance model, and communication practices to maximize synergy.

The workshops demonstrated a shared recognition that stronger coordination, both across government agencies and with external stakeholders, is essential to operationalize South Sulawesi's energy transition agenda and align it with broader socio-economic development priorities.

7.3 Learning from other regions: coordination mechanisms

Similar coordination mechanisms have been established in other provinces, providing valuable lessons for South Sulawesi in designing an effective and sustainable forum. As introduced in Module 5, coordination platforms play an important role in strengthening collaboration across agencies and stakeholders in advancing renewable energy and energy transition initiatives.

Building on that discussion, this section explores the experiences of other provinces in more detail, highlighting how provincial governments have structured multi-stakeholder coordination and ensured institutional continuity through formal mandates (see Boxes below).

Box 7.2

Regional Energy Forum West Java

The West Java Provincial Regional Energy Forum (FED) was officially established based on West Java Governor Decree Number 31/kep-9/DESDM of 2023 concerning the West Java Provincial Regional Energy Forum, which was enacted on January 12, 2023 (West Java Energy and Mineral Resources Agency, 2023). The forum comprises cross-sectoral stakeholders in the energy resources sector who are working to accelerate the energy transition to New and Renewable Energy (NRE).

The structure of the FED is led by the regional secretary of West Java Province, the daily chairman is the regional assistant for economy affairs and development, and the secretary is the head of energy and mineral resources agency. While the governor is the advisor of the FED. The member of FED consists of 26 regional agencies within west java province, 28 head of regency planning (Bappeda) in the whole province, 6 state owned enterprises in energy sector, 5 provincial state-owned enterprises, and 6 representatives of academic institution, 13 professional association, and 6 other members that consist of communities and agencies. The FED is designed to discuss and address strategic issues in the field of energy resources from various perspectives to provide input for policies by the RUED and national energy policies.



Box 7.3

Regional Energy Forum (FED) and Regional Consultation Forum (RCF) East Kalimantan

Regional Energy Forum East Kalimantan

East Kalimantan Government also established the Regional Energy Forum based on the Governor Decision No. 100.3.3.1/K.274/2025. The aims of the regional energy forum are to implement cross-sectoral energy planning and management that synergises with the targets of their RUED.

The functions of this forum are designing and formulating policies and strategic steps for cross-sectoral energy management to achieve the RUED; overseeing the implementation of the RUED; providing advice and recommendations on the implementation of the RUED; evaluating, reviewing, and updating the RUED to ensure its relevance to current energy issues; disseminating the RUED; coordinating with various parties to carry out the FED's duties.

Regional Consultation Forum on Accelerating Economic Transformation East Kalimantan

The East Kalimantan Provincial Bappeda organises a Regional Consultative Forum (RCF) on Accelerating Economic Transformation to transition from a coal-producing region to a more sustainable economy. The forum was established by Governor Decision East Kalimantan No. 100.3.3.1/K.421/2024. This forum aims to accelerate economic transformation in East Kalimantan through strategy development, discussion of challenges, and coordination of measures to support sustainable and inclusive economic growth in East Kalimantan. According to Regional Development Planning Agency of East Kalimantan Province (2025), the forum consisted of several meeting sessions:

1. Formulating the main action plan related to increasing productivity, aspiration, and resilience.
2. Discussing supporting action plans to support the implementation of the main action.
3. Determining scenarios, projecting impacts, and strengthening commitment to the entire action plan.
4. Establish monitoring and control mechanisms for the action plan to ensure effective implementation.

This forum formulates planning policies related to economic transformation. The forum's first task will be to establish working groups (Pokja) for regional stakeholders, working groups for the regional superior commodities (agriculture, forestry, and mining), processing industry and tourism sectors, working groups for goods and services, and working groups for transformation foundation and just transition to ensure the just economic transformation (Voxnews.id, 2025).



Box 7.4

Transition Forum Sriwijaya (Energy Transition Forum) and On-going development Regional Consultation Forum South Sumatera

Transition Forum Sriwijaya (Energy Transition Forum) South Sumatera

To accelerate economic transformation, South Sumatra established a stakeholder consultation forum based on the 2025-2045 South Sumatra Provincial Medium-Term Development Plan (RPJPD) to assist in the economic transformation and equitable energy transition process (Regional Development Planning Agency of South Sumatra Province, 2024). The forum called *Forum Transisi Sriwijaya* or *SiHijau* (The green). This forum established to identify, mitigate, and adapt to the energy transition in South Sumatra Province. This forum serves as a forum for communication, coordination, and consultation among stakeholders to identify, mitigate, anticipate, and adapt to the energy transition in South Sumatra Province.

The stakeholder consultation forum is consisting of working groups whose membership is based on recommendations from institutions, including representatives from government, academics, certified workers, NGOs, mass media, and business.

There are two scenarios for the Economic Transformation Acceleration Forum:

1. Based on the South Sumatra Provincial Medium-Term Development Plan (RPJPD) for 2025-2045 (still under evaluation), SiHijau can be included in the working group according to the position title within the organization.
2. Based on the South Sumatra Provincial Regional Development Plan for 2020-2050, SiHijau can also be included in the Regional Energy Forum.

Regional Consultation Forum on Acceleration Economic Transformation South Sumatera

Based on Governor Decision No. 95/KPTS/BAPPEDA/2025 on Establishment Consultation Forum to Accelerate Economic Transformation in South Sumatera, the government have developed a forum to coordinate and facilitate capacity building on energy transition. There are several functions of the forum, which are:

- › Coordinate activities to accelerate economic and social transformation for affected communities, including vulnerable and marginalized communities.
- › Facilitate capacity building for stakeholders on economic transformation and a just energy transition.
- › Encourage the formation and strengthening of regulations related to the acceleration of economic and social transformation.
- › Provide input to the government regarding the acceleration of economic, social transformation, and a just energy transition.

All costs incurred in connection with this decision will be borne by the South Sumatra provincial budget and other legitimate sources in accordance with regulations. This forum is chaired directly by the Governor of South Sumatra and consists of three working groups: the economic, energy, workforce and social sectors.

7.4 South Sulawesi coordination forum mechanism

This section outlined a coordination mechanism recommended for consideration by the South Sulawesi provincial government. It builds on the discussions held during the Makassar workshops. The purpose is to provide

a conceptual blueprint that can guide the formation and gradual institutionalization of a dedicated RE coordination forum. The proposed mechanism is envisioned as an adaptive coordination forum or platform that evolves from an informal into a formal provincial forum or working group.

The following elements can serve as key reference points for establishing the RE coordination forum.

7.4.1 Objectives of the forum

The proposed forum would aim to:

1. **Cross-sectoral planning:** Facilitate policy coordination and collaboration among provincial sectoral agencies / OPD and stakeholders to integrate renewable energy into sectoral programs and projects.
2. **Policy alignment:** Ensure renewable energy priorities are aligned across provincial planning instruments, including RUED, RPJMD, sectoral Renstra, and spatial planning frameworks.
3. **Knowledge hub:** Serve as a collaborative learning space to share technical information and best practices, discuss challenges and identify opportunities for cross-sectoral synergy.
4. **Collaboration fora:** Act as a convergence point for technical assistance and donor engagement on renewable energy development and energy transition.

7.4.2 Structure, membership and institutional arrangement

Structure & membership

The proposed coordination forum could adopt an inclusive and functional structure, designed to ensure representation from all relevant provincial agencies, while also fostering collaboration with non-government stakeholders. Stakeholder membership should also reflect gender diversity across sectors and can coordinate with, e.g., Pokja PUG as a resource to provide more institutional anchoring. It is envisioned as a multi-stakeholder platform that combines technical expertise, policy coordination and participatory engagement under the facilitation of South Sulawesi Bappelitbangda. The proposed structure is as follows:

› Lead and secretariat

Bappelitbangda would serve as the lead convener and secretariat, responsible for overall coordination, meeting facilitation, documentation, and ensuring the integration of forum outcomes into provincial planning processes. The Dinas ESDM would act as the technical co-lead, providing data, analysis, and guidance on renewable energy policies and implementation.

› Core members

Core members would comprise all sectoral agencies / OPD whose mandates are directly linked to renewable energy and its socio-economic benefits. The involvement of all sectoral agencies is important to ensure that renewable energy planning and implementation reflect cross-sectoral development objectives and sustainability priorities.

› Extended members

The forum would also include extended members from non-governmental actors such as PLN, academic institutions, civil society / non-governmental organizations, foundations, and private sector representatives and associations.

However, this list can be further elaborated and developed as the coordination forum evolves, taking into account new actors, initiatives, and sectoral priorities related to renewable energy and energy transition. The membership composition should remain dynamic and adaptive as long as the formalization process has not been completed through a Governor's Decree.

This flexibility will allow Bappelitbangda, as the lead coordinator, to invite or engage additional agencies, development partners, and community-based organizations based on emerging needs and relevance to the forum's agenda. Once the formal decree is issued, the membership structure can then be reviewed and confirmed as part of the forum's institutional arrangement, ensuring both inclusivity and clarity of roles.

Institutional arrangement

The coordination forum is envisioned as a provincial mechanism for sustained collaboration, not limited to any single project. While it may initially begin as an informal platform convened by Bappelitbangda with participation from relevant agencies, it is important that the forum be institutionalized within the provincial governance structure to ensure continuity and authority.

Institutionalization could be pursued through a Governor's Decree or Circular, issued with the support of the Regional Secretary (Setda), who is responsible for facilitating cross-sectoral coordination at the provincial level. This formalization would provide the forum with a clear legal basis, defined mandates, and reporting mechanisms aligned with existing coordination structures under the provincial government.

Once formalized, the forum would function as a permanent coordination platform facilitated by Bappelitbangda, supported by Setda, and co-led by *Dinas ESDM*, with regular meetings, thematic working groups as needed, and clear linkages to the RUED, RPJMD, and other provincial planning instruments. It would also serve as a provincial entry point for collaboration with national ministries, development partners, and the private sector.

Through this arrangement, the coordination forum can strengthen policy coherence, enhance multi-level and multi-stakeholder coordination, and ensure that renewable energy and energy transition priorities are embedded within South Sulawesi's long-term development agenda.

7.5 Proposed activities

To operationalize its role and sustain engagement over time, the coordination forum could implement a range of activities that promote collaboration, policy alignment, and knowledge

exchange among provincial and non-government stakeholders. These activities are intended as **illustrative options** for the provincial government to consider and adapt according to its priorities and resources.

Table 7.1
Suggested activities

Aim	Operational Activities
Cross-sectoral planning	› Convene regular coordination meetings chaired by Bappelitbangda and Setda to facilitate dialogue among OPD on renewable energy and energy transition priorities. › Identify opportunities to integrate renewable energy into sectoral programs (e.g., agriculture, fisheries, industry, transport, MSMEs). › Discuss cross-sector initiatives where renewable energy can support productivity, service delivery, and local economic development. › Identify overlapping programs and coordination challenges between agencies and explore opportunities for joint implementation.
Policy alignment	› Facilitate joint review sessions to align RUED implementation with RPJMD priorities and sectoral plans (Renstra OPD). › Review renewable energy priorities across provincial planning instruments, including RUED, RPJMD, sectoral Renstra, and spatial planning frameworks. › Identify policy gaps or inconsistencies between energy planning and sectoral development plans. › Encourage agencies to identify energy-related linkages within their programs and propose joint activities for inclusion in annual planning processes (RKPD and Renja OPD).
Knowledge hub	› Organise thematic discussions or workshops on key topics such as renewable energy financing, productive use of renewable energy in agriculture or fisheries, and integration of gender and social inclusion in energy planning. › Invite academia, private sector actors, and civil society organisations to present research findings, technical insights, and innovative approaches. › Share technical information, data, and experiences related to renewable energy implementation across sectors and districts. › Document and disseminate lessons learned and good practices from renewable energy initiatives.
Collaboration fora	› Establish a dialogue platform connecting provincial agencies with private investors, development partners, and research institutions working on renewable energy and energy transition. › Facilitate coordination of technical assistance and donor-supported initiatives to ensure alignment with provincial priorities. › Coordinate training sessions and peer-learning exchanges between provincial and regency governments on energy planning, project development, and stakeholder engagement. › Promote collaboration with universities and development partners to deliver technical training modules and support capacity building.

7.6 Indicative roadmap for RE integration

While the coordination forum facilitates coordination and collaboration across sectors, a practical implementation

pathway is needed to translate these activities into concrete programs. The following indicative five-year roadmap provides guidance on how OPD can progressively integrate renewable energy into sectoral planning, budgeting, and implementation.

Table 7.2

Indicative Five-Year Implementation Roadmap for Renewable Energy Integration across OPD (Facilitated through the Coordination Forum)

Year	Key Activities	Implementing Agency (roles)
Year 1: Institutional setup and coordination	› Establish the coordination forum through a Governor's Decree, defining membership, roles, and coordination mechanisms. › Convene initial coordination meetings chaired by Bappelitbangda and Setda to introduce renewable energy integration priorities across OPD. › Map sectoral programs where renewable energy could support productivity (agriculture, fisheries, MSMEs, industry). › Identify overlapping programs and coordination gaps between agencies. › Organise thematic workshops to share experiences from other provinces and discuss potential entry points for integration.	Bappelitbangda, Setda (lead coordination and convene forum). Dinas ESDM (technical input on renewable energy opportunities). Sectoral OPD: Agriculture, Fisheries, Industry, Cooperatives & MSME, Transport, Environment, Spatial Planning (identify sectoral entry points).
Year 2: Planning and policy alignment	› Facilitate joint review sessions to align RUED priorities with RPJMD, Renstra OPD, and spatial planning frameworks. › Encourage OPD to identify energy-related components within their programs and integrate them into RKPD and Renja OPD proposals. › Identify policy gaps or inconsistencies between energy planning and sectoral development plans.	Bappelitbangda (align planning instruments and facilitate cross-sector review). Dinas ESDM (technical guidance and data). Sectoral OPD: Agriculture, Fisheries, Industry, MSME, Transport, Education, Environment (integrate renewable energy components into sector plans).
Year 3: Pilot implementation and knowledge exchange	› Facilitate collaboration between OPD to launch pilot initiatives integrating renewable energy into sector programs (e.g., solar irrigation, cold storage, productive energy use). › Use the forum as a platform to document lessons and share implementation experiences. › Organise peer-learning exchanges between provincial and district governments implementing pilot projects.	Sectoral OPD: Agriculture, Fisheries, Industry, MSME, Transport (implement sector-based pilot initiatives). Dinas ESDM (technical support and feasibility advice). Bappelitbangda (monitor progress and facilitate knowledge exchange). Universities, private sector, development partners (technical support and investment collaboration).

◀ Table 7.2 Continuation

Year	Key Activities	Implementing Agency (roles)
Year 4: Scaling and partnership development	› Use the forum to connect OPD with private investors, development partners, and research institutions. › Share successful pilot experiences and identify opportunities to scale initiatives across districts or sectors. › Facilitate technical training and capacity-building sessions with universities and development partners.	Bappelitbangda, Dinas ESDM (facilitate partnerships and coordination). Sectoral OPD: Agriculture, Fisheries, Industry, MSME, Transport (replicate and scale initiatives). Universities, private sector, development partners (technical support and investment collaboration).
Year 5: Monitoring, learning, and institutionalisation	› Review progress on renewable energy integration across sectors through forum meetings. › Compile lessons learned and good practices from cross-sector initiatives. › Strengthen data sharing and monitoring across OPD. › Identify policy improvements and institutional arrangements needed to sustain renewable energy integration in provincial planning.	Bappelitbangda (lead monitoring, evaluation, and planning integration). Dinas ESDM (technical monitoring of renewable energy initiatives). Sectoral OPD (share implementation results and sector impacts).



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