

TRACTION ENERGY ASIA 2025-2030 Strategic Plan

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Traction Energy Asia, established in 2018, is an independent think tank and strategic convenor leading Indonesia's clean energy transition within a low-carbon economy. Our organization addresses the urgent need to mitigate the impacts of current energy choices on Indonesia's unique biodiversity and ecosystems while countering the growing threat of climate change.

Our vision is for Indonesia to be a global leader in low-carbon economic growth, making clean energy choices that prioritize climate adaptation and biodiversity protection at both national and district levels. Traction Energy Asia is uniquely positioned to collaborate with the Indonesian government and other key stakeholders to overcome political and economic barriers to strategic transformation.

Our purpose is to provide critical insights, offer policy advice, and connect strategic players to accelerate and integrate Indonesia's transition to clean energy as a cornerstone of low-carbon economic growth.

Our Value Proposition positions us to leverage our deep expertise in economic analysis, policy advocacy, and strategic partnerships to spearhead Indonesia's transition to clean energy. Our organization uniquely challenges and shapes government policies while fostering collaboration among academics, journalists, policymakers, and business leaders. We systematically build knowledge and deploy tools to measure the environmental and social impacts of economic development, proposing sustainable alternatives that align with global trends.



Our work not only promotes innovation and investment in clean energy but also ensures that this transformation is grounded in rigorous economic and scientific analysis, leading to actionable and impactful policy alternatives. By engaging at the highest levels of policy and governance, Traction Energy Asia is at the forefront of reshaping the narrative around clean energy and low-carbon growth in Southeast Asia.

Our Strategic Goals for 2025-2030

Goal One: Drive Evidence-Based Development Planning for Low-Carbon Growth: Enhance impact analysis and support informed decisionmaking across all levels of governance by strengthening economic tools and data systems.

Goal Two: Improve the Sustainability of Bioenergy and EV Battery Supply Chains: Advocate for sustainable practices in bioenergy and EV battery production to minimize environmental and social risks.



Goal Three: Mobilize Investment for Clean Energy Through Regional Cooperation: Leverage regional partnerships to attract investment and technological support, positioning Indonesia as a favorable destination for sustainable investments.

Goal Four: Build a Social Mandate for Clean Energy and Low-Carbon Growth: Raise public awareness and engage key influencers to create a strong social mandate that drives policy change and supports the transition to a low-carbon economy.

Our Theory of Change envisions a future where 50% of Indonesia's energy is sourced from clean, low-carbon technologies in the next 15 years. By developing viable business models, strengthening local planning, driving investment, and shifting public narratives, we aim to create a synergistic framework for sustainable change across the energy sector.

Our Cross-Cutting Strategies

Underpinning our Theory of Change are the following key strategies.



Communicating Strategically:

Shape the narrative around clean energy to build public and policy support.



Generating New Knowledge and Data Services:

Invest in cutting-edge research to inform policy and drive evidencebased decision-making.



Building Strategic Government Partnerships:

Advocate for policies that support investment in clean energy and sustainable practices.



Monitoring, Evaluation, and Learning

We will implement a robust monitoring system to track progress, adapt strategies, and ensure alignment with our Theory of Change, enabling us to achieve our strategic goals and drive impactful change.



Leveraging Regional Cooperation:

Build sustainable supply chains and secure resources through regional partnerships.



Designing Unique Partnership Constellations:

Foster innovative collaborations across sectors to drive collective action towards clean energy adoption.

INTRODUCING OUR STRATEGIC PLAN 2025-2030

TRACTION Energy Asia is an Indonesia-based Independent Think Tank and Strategic Convenor founded in 2018 focusing on driving a transition to clean energy integrated within a low carbon economy. Our organisation was established based on deep concerns from evidence that current energy choices and development pathways can only lead to further exploitation of Indonesia's unique biodiversity and ecosystems and increase climate change impacts on the population of our archipelago.

The transition to clean energy is the mechanism through which low-carbon growth is achieved. By shifting away from fossil fuels and adopting clean energy, economies can grow sustainably, reduce their carbon emissions, and contribute to global efforts to combat climate change. Clean energy provides the foundation for low-carbon growth and economic diversification, away from extractive industries towards sustainable sectors that can drive economic growth in harmony with nature and people.

Our vision is that Indonesia is globally leading and driving low carbon economic growth from national to district level making clean energy choices that prioritize adaptation to climate change and protection of biodiversity.

Traction Energy Asia is uniquely positioned to work across sectors with the government of Indonesia at national and district level to identify strategies to unlock the political and economic bottlenecks that currently slow down and prevent strategic transformation.

Our purpose is to provide critical insights, policy advice and connect strategic players to accelerate and integrate Indonesia's transition to clean energy as an essential element of low carbon economic growth.

This five-year strategy from 2025-2030 highlights our key goals, theory of change and cross-cutting priority strategies.

I am thrilled to present our ambitious strategic plan for Traction Energy Asia for 2025-2030. This plan not only celebrates the remarkable progress we've made over the past three years but also boldly positions us as a *leading force in the energy* sector for the next five years. As we navigate an increasingly complex political landscape, Traction Energy Asia will *intensify its efforts to drive* meaningful impact at the local level while continuing to engage with key regional energy players and investors. We are fully equipped and prepared to harness critical data and evidence, shaping the future of energy and development decisions in our communities. Our vision *is clear, our commitment* unwavering—we are ready to lead the way.

Tommy Pratama. Executive Director Traction Energy Asia.



Traction Energy Asia leverages its deep expertise in economic analysis and policy advocacy to accelerate Indonesia's transition to a clean energy and low-carbon growth economy, connecting essential ecosystems and environmental protection with low carbon economic growth. Positioned uniquely to challenge and shape the Indonesian government's policies, the organisation connects key stakeholders including academics, journalists, and policymakers and business players while systematically building knowledge and deploying tools to measure the environmental and social impacts of economic development and proposing sustainable alternatives.

By engaging at the highest levels of policy and governance, and through strategic partnerships, Traction Energy Asia is at the forefront of reshaping the narrative around clean energy and lowcarbon growth in Southeast Asia. Our work not only promotes innovation and investment, but also ensures that this transformation is grounded in rigorous economic and scientific analysis, leading to actionable and impactful policy alternatives.

Our Core Values

We have six core values that we strive to uphold through our professional conduct and engagement with stakeholders.



Social Responsibility:

We are committed to contributing positively to society, ensuring that our initiatives foster both social and environmental well-being.



Transparency:

We uphold the highest standards of openness in our actions, decisions, and communications, including sharing our findings and data.



Innovation:

We stay updated and relevant to new trends and developments. We prioritize creativity and forward-thinking approaches to develop cutting-edge solutions for complex energy challenges.



Impact:

We are dedicated to achieving significant, measurable, and sustainable outcomes that drive positive change in the communities and industries we serve.



Collaborative:

We value the strength of partnerships and teamwork, recognizing that collective efforts lead to more impactful results.



Integrity:

We adhere to the highest ethical standards, ensuring that our actions are guided by honesty, accountability, and a strong moral compass.



Triple Planetary Crisis

At the global level, the next five years will see significant advancements in policies, carbon markets and trading systems, financial mechanisms, and clean energy technologies that prioritise tackling the triple planetary crisis of climate change, biodiversity loss, and pollution. For Traction Energy Asia, understanding and aligning with these trends will be crucial in refining our purpose and strategic direction to maximise our impact in Indonesia. Focusing on nature-based solutions, ecosystem services, sustainable supply chains, and mobilising sustainable finance can position us at the forefront of Indonesia's transition to clean energy and low-carbon growth. Engaging in regional and global initiatives, fostering partnerships, and leveraging emerging opportunities will also be key to achieving our objectives and driving impactful change.

Global Demand for Sustainable Products

Increasingly, global markets are demanding sustainably produced goods, using tighter corporate scrutiny and improved monitoring of commodity supply chains. By strengthening its environmental and social safeguards and adopting more sustainable practices, Indonesia stands to benefit economically from access to new markets, whilst protecting the country's rich natural heritage and increasing the benefits to ordinary Indonesian people.

Indonesia's failure to take action to align its development pathway with taking advantage of these global trends can lead to continued environmental degradation, economic vulnerabilities, and social disparities. By improving its alignment with these global trends, Indonesia can secure a sustainable and prosperous future for its people and contribute significantly to global environmental and climate goals.



Indonesia is navigating significant challenges as it seeks to advance its energy transition and lowcarbon development goals. The rising state debt, which has escalated pressure on the nation's financial resources, raises concerns about the long-term sustainability of its development strategies. This financial strain is further complicated by the government's contradictory funding priorities in the energy sector.

Environmental Costs of Energy Choices

Indonesia has made bioenergy—particularly palm-based biofuel, sugarcane-based bioethanol, and woody biomass for coal co-firing—a central element of its energy transition. However, these choices are increasingly criticized for their environmental and social costs, such as deforestation land-use change, and land grabbing. For instance, the plan to clear 2 million hectares of forest in Merauke, Papua, to develop bioethanol has sparked significant environmental concern (Mongabay, Environmental Paper)

The success of Indonesia's biodiesel program, largely driven by subsidies funded through the crude palm oil (CPO) export levy, may not be easily replicated in the bioethanol sector. With state debt already at concerning levels, the sustainability of additional subsidies for bioethanol is questionable. There is growing concern that funds from international donors and investors meant for energy transition and biodiversity protection may be misallocated to initiatives that do not effectively reduce greenhouse gas emissions. This is particularly troubling given the high emissions associated with bioenergy production, including those from deforestation, peatland conversion, and palm oil mill effluents (Mongabay; IESR).

Foreign Investment and Environmental Concerns

Simultaneously, a significant portion of foreign investment in Indonesia is directed towards coalfired power plants, particularly those supporting the nickel smelter industry. These investments, crucial to Indonesia's burgeoning electric vehicle (EV) battery industry, often lack robust environmental and social safeguards, exacerbating issues such as deforestation, air, and water pollution (Environmental Paper; The Diplomat).

Indonesia must explore more sustainable alternatives, such as developing biofuels from wastebased feedstocks, and ensuring that mining for nickel and other rare-earth minerals is conducted with strong environmental and social safeguards. Without these measures, the benefits of foreign investment may be outweighed by their environmental and social costs (IESR).

As the global geopolitical landscape becomes increasingly multipolar, China's influence in the region's clean energy transition is becoming more pronounced. Indonesia has recognized the importance of this relationship and is actively engaging with China to accelerate its own transition to clean energy. This collaboration could provide Indonesia with valuable technological and financial support, helping to advance its energy goals while ensuring that the transition is both effective and equitable.

Strategic Projects and the Risks to Sustainable Development

The country's sustainable development plans are also at risk from national strategic projects that often do not align with environmental or biodiversity protection goals. Despite decentralization efforts that theoretically give more authority to regional governments, a disconnect persists between national initiatives and local implementation. This disconnect is evident in areas like carbon accounting, where local governments frequently lack the capacity and budget to implement national methodologies effectively (The Diplomat)

Moreover, progress at the regional level can be undermined if the national government prioritizes strategic projects that override local plans. Even in cases where national projects are environmentally sound, such as the development of solar panel factories or geothermal power plants, the government's heavy-handed approach has led to forced evictions and social unrest. The shrinking civic space in Indonesia, marked by increasing restrictions on freedom of expression and surveillance, further complicates the situation by stifling public participation and eroding democratic processes vital for ensuring inclusive and sustainable development (Mongabay).

OUR PAST ACHIEVEMENTS SINCE 2018

Over the past six years, Traction Energy Asia has striven to be at the forefront of transformative change in the energy sector consisting of the fuel and electricity sub-sector. Our projects have ranged from raising awareness on the importance of transition to clean energy, policy advocacy to technical assistance, each designed to address specific challenges in the energy landscape. We will leverage on these achievements and the networks we have created in our next strategic plan. Our significant achievements are:





Empowered 40+ Indonesian business journalists to report on the environmental and social costs of Indonesia's rapid economic growth, resulting in the publication of over 400 articles.



Convened Indonesia's leading economists to collaboratively generate new knowledge aimed at influencing policy to incentivize clean energy and lowcarbon growth.



Connected Chinese and Indonesian academics, NGOs, and government stakeholders to share knowledge and inform a strategy to attract sustainable investment from China to Indonesia



Demonstrated the feasibility of the used cooking oil (UCO) supply chain and the production of UCO-based biodiesel by working closely with key government and business actors.



Influenced government policy to permit the use of used cooking oil as a feedstock for sustainable aviation fuel by having Traction Energy Asia's policy recommendations adopted.



Gained the recognition and trust of 30 Indonesian districts in Traction Energy Asia's technical advice, leading to the incorporation of low-carbon growth in their development planning.



As Traction Energy Asia looks ahead to 2025-2030, our four strategic goals are aligned with both the global imperative to address the Triple Planetary Crisis and Indonesia's unique domestic challenges. We aim to drive Indonesia's transition to clean energy and low-carbon growth by leveraging our expertise in economic analysis, policy advocacy, and strategic partnerships. These goals are not only essential for climate change adaptation, biodiversity loss, and pollution but also for positioning Indonesia as a leader in sustainable development in the global context.

Goal One: Drive Evidence-Based Development Planning for Low Carbon Growth

In the context of the global drive to address the Triple Planetary Crisis—climate change, biodiversity loss, and pollution—Traction Energy Asia is committed to leading the charge in evidence-based development planning for Indonesia's low carbon future. Over the next five years, we aim to significantly strengthen economic tools and data systems to enhance impact analysis and support informed decision-making across all levels of governance. By leveraging cutting-edge research and data visualization techniques, we will provide policymakers with the insights needed to align national and regional development plans with sustainable growth objectives. This goal aligns with our core values of **impact**, **innovation**, and **integrity**, ensuring that Indonesia's transition to a low-carbon economy is both scientifically sound and socially responsible.

Goal Two: Improve the Sustainability of Bioenergy and Electric Vehicle Battery Supply Chains

Considering Indonesia's current bioenergy strategy and the associated environmental concerns, Traction Energy Asia will focus on enhancing the sustainability of bioenergy and electric vehicle (EV) battery supply chains. We recognize that while bioenergy and EVs are pivotal to Indonesia's energy transition, their current supply chains pose significant environmental and social risks, including deforestation and pollution. Our goal is to work towards minimizing these impacts by advocating for the adoption of waste-based feedstocks in biofuel production and ensuring that mining activities for battery production adhere to strict environmental and social safeguards. This initiative will position Indonesia as a leader in sustainable energy solutions, contributing to global demand for sustainably produced goods and reinforcing our commitment to social responsibility and transparency. Our efforts will ensure that Indonesia's energy transition contributes positively to global climate goals while safeguarding local ecosystems and communities, reflecting our values of **Social Responsibility** and **Integrity**.

Goal Three: Mobilize Investment for Clean Energy Through Regional Cooperation

As global financial mechanisms increasingly prioritize low-carbon initiatives, Traction Energy Asia seeks to capitalize on these trends by mobilizing investment for clean energy in Indonesia. We will engage in regional cooperation, particularly with key partners such as China, to attract investment and technological support that can accelerate the deployment of clean energy projects. By positioning Indonesia as a favorable destination for sustainable investments, we aim to ensure that the country benefits from global shifts towards greener economies. This goal underscores our collaborative approach, as we work with international and regional stakeholders to secure the financial and technological resources necessary for a successful energy transition. This goal is critical in addressing Indonesia's financial constraints and aligns with our commitment to **Collaboration** and **Innovation**, ensuring that investments drive equitable and effective energy transition.

Goal Four: Contribute to Building a Social Mandate for Transition to Clean Energy and Low Carbon Growth

To ensure the success of Indonesia's low-carbon transition, it is imperative to build a strong social mandate that supports clean energy and sustainable development. Traction Energy Asia will focus on raising public awareness and engaging key influencers, including academics, journalists, and community leaders, to shift the narrative around energy and economic growth. By fostering a broader understanding of the benefits of clean energy, we aim to galvanize public support, thereby creating a powerful social mandate that demands and drives policy change. This effort is aligned with our values of **collaboration** and **transparency**, as we work to ensure that the transition to a low-carbon economy is inclusive, equitable, and grounded in public consensus.



The Theory of Change (ToC) for Traction Energy Asia envisions Indonesia's transformation into a nation with 50% of its energy sourced from clean, low-carbon technologies, deeply embedded in a sustainable economy that values and preserves nature. This ambitious vision is structured around several critical pathways designed to catalyze systemic change at both the policy and grassroots levels.



Pathway One focuses on the development and demonstration of feasible low-carbon clean energy business models. By showcasing successful examples, the initiative aims to increase investment in clean energy technologies and supplies, thereby proving the economic viability of these alternatives. The emergence of robust business models will serve as a strong case for shifting decision-making towards clean energy, particularly among government champions and key stakeholders.

Pathway Two emphasizes strengthening local-level planning for low-carbon development. By equipping local planners with unique data-driven impact assessment tools, the initiative ensures that mid- and long-term development plans are not only sustainable but also responsive to the specific environmental and economic needs of various districts. This pathway also focuses on building the capacity of local teams to critically assess both current practices and low-carbon alternatives, ensuring that planning processes are grounded in sound, evidence-based choices.

Pathway Three aims to drive the right investment and funding flows towards clean energy. Policy incentives will play a crucial role in attracting investors, ensuring that the financial infrastructure supports the transition to a low-carbon economy. Understanding investor strategies and aligning them with regional needs will be key to securing sustained financial commitment to clean energy projects.

Pathway Four is dedicated to shifting public narratives around the economy and energy. Through strategic communication, engagement with media, journalists, and academics, and increased public awareness, this pathway seeks to build a strong social mandate for change. As the public becomes more informed about the links between energy use and environmental health, there will be greater demand for policies and actions that support the transition to a low-carbon economy.

The four pathways outlined in Traction Energy Asia's Theory of Change are deeply interrelated, creating a synergistic framework that drives comprehensive and sustainable change. The development of low-carbon clean energy business models (Pathway One) not only showcases economic viability but also provides concrete examples that can inform and strengthen local-level planning efforts (Pathway Two). As these models demonstrate success, they attract investment and funding (Pathway Three), which further supports the implementation of sustainable development plans at the local level. This, in turn, feeds back into the public narrative (Pathway Four), as visible successes and increasing investments bolster public awareness and demand for clean energy, creating a reinforcing loop. The increased social mandate emerging from Pathway Four then pressures policymakers and investors to further support and expand clean energy initiatives, thereby advancing the objectives of the other pathways. Together, these pathways create a cohesive and dynamic approach to transforming Indonesia's energy landscape, where progress in one area amplifies and accelerates advancements in others.

Our Theory of Change Assumptions

To ensure that each pathway effectively leads to the desired impacts, it is essential to identify and articulate key working assumptions that underpin the Theory of Change. These assumptions are crucial for guiding the implementation and ensuring that the pathways interact synergistically to drive Indonesia's transition to a low-carbon economy. Here are the recommended working assumptions for each pathway:

Pathway One Assumptions: Low Carbon Clean Energy Business Models

There is a sufficient market demand for clean energy solutions, and the demonstrated business models will be scalable and replicable across various regions and sectors. Additionally, it is assumed that the private sector will be willing to invest in and adopt these models once their feasibility and profitability are established.

Pathway Two Assumptions: Strengthening Low Carbon Local Level Planning

Local planners and decision-makers have the vision, capacity and incentives to integrate low-carbon alternatives into their development plans. It is also assumed that the necessary data and tools for impact assessment will be accessible and effectively utilized by these local actors to create highquality, sustainable development plans.

Pathway Three Assumptions: Driving the Right Investment and Funding Flows

There is a favorable policy and regulatory environment that sufficiently supports clean energy investments. It is also assumed that investors will recognize the long-term financial benefits of clean energy projects and that government incentives will be effective in attracting and sustaining these investments.

Pathway Four Assumptions: Shifting Public Narratives on Economy and Energy

Public awareness and engagement efforts will successfully change perceptions about the relationship between the environment and energy use. It is also assumed that increased public demand for clean energy will influence policymakers and industry leaders to prioritize low-carbon initiatives. The media and academic communities are expected to play a critical role in this narrative shift by actively disseminating evidence-based information.

These assumptions are critical for the successful realization of the Theory of Change, as they provide the foundation upon which each pathway is built. By acknowledging and addressing these assumptions, Traction Energy Asia can better navigate potential challenges and ensure that the pathways lead to the intended impacts of transforming Indonesia into a low-carbon economy. Traction Energy Asia will monitor these assumptions and adapt the theory of change and strategies as necessary.

Our Strategies for 2025-2030

The ToC pathways are underpinned by several cross-cutting strategies that are integral to the success of our Theory of Change.

Generating new knowledge and data services to influence policy

One of the key strategies is the generation of relevant new knowledge and research, which involves not only investing in cutting-edge studies but also building a comprehensive databank and developing data visualization and interpretation services for local planners and decision-makers. By ensuring that all actions and decisions are informed by the latest evidence, Traction Energy Asia aims to demonstrate the viability and benefits of clean energy solutions while also equipping local stakeholders with the tools they need to effectively identify potential challenges and mitigate them. This strategic approach ensures that knowledge is not only created but also effectively applied to drive informed, evidence-based decisions at every level.

Designing unique partnership constellations

Our second strategy is designing unique partnership constellations. The complexity of transitioning to a low-carbon economy necessitates collaboration across different sectors and levels of governance. Traction Energy Asia seeks to build innovative partnerships that bring together government bodies, private sector actors, civil society, and academia. These partnerships are designed not only to pool resources and expertise but also to foster a shared vision and collective action toward clean energy adoption.

Leveraging regional cooperation

Traction Energy Asia collaborates with key stakeholders across Asia to build sustainable supply chains and mobilize funding and technical support for clean energy initiatives in Indonesia. By partnering with regional governments, industry leaders, and international organizations, we facilitate knowledge exchange, coordinate joint efforts, and secure resources to accelerate Indonesia's transition to a low-carbon economy. Our regional collaboration strengthens supply chain resilience and drives collective action toward low-carbon development across Asia.

Communicating strategically

Our fourth strategy is another vital strategy that ensures that the narrative around clean energy and low-carbon development is consistently and effectively conveyed to all stakeholders. This involves targeted messaging to different audiences, including policymakers, investors, and the public, to build support for the clean energy transition. By controlling the narrative and providing clear, compelling evidence of the benefits of clean energy, Traction Energy Asia aims to influence public opinion and drive a broader societal shift toward sustainability.

Building strategic partnerships with the government

This critical for creating the policy environment necessary to support the transition. This includes working closely with government officials at all levels to advocate for policies that encourage investment in clean energy, remove barriers to adoption, and provide incentives for sustainable practices. Through persistent engagement and advocacy, Traction Energy Asia seeks to create a critical mass of government champions who will lead and sustain the shift towards clean energy.

Together, these cross-cutting strategies aim to build a strong foundation for the implementation of the four key pathways in the ToC. The goal is to create a momentum that not only drives immediate action but also ensures long-term sustainability of the transition. By strategically leveraging new knowledge, partnerships, communication, and government engagement, Traction Energy Asia is building the capacity and creating the conditions necessary to achieve the ultimate impact: a transformed Indonesian energy sector that is predominantly clean, resilient, and embedded in a low-carbon economy that values and protects natural resources. This approach ensures that the transition to clean energy is not just feasible but also equitable, inclusive, and sustainable, ultimately benefiting both the environment and the people of Indonesia.

MONITORING, EVALUATION AND LEARNING

Regular review and monitoring are essential for the successful implementation of our strategic plan. We aim for a practical and effective monitoring system that will enhance our learning and enable us to track progress at outcome and impact level. This will provide opportunities for adaptive learning and ensure that we are aligned with our theory of change and purpose.

We will focus on collecting quantitative and qualitative data against indicators at the outcome and impact level of the theory of change. These indicators will be defined and methodologies for data collection agreed at the start of the strategic period.

Intermediate outcome indicators will be monitored annually with outcome and impact indicators at the end of the five year strategic period. Where possible existing baseline data for indicators will be consolidated before we start the implementation of this plan.

Our team will review evidence against the theory of change assumptions annually and where assumptions are critical further case studies can be developed mapping evidence or other strategies identified to address the critical assumption. This will provide strategic insights during annual meetings and where appropriate be documented in our annual report.

We will systematically collect stories of change to keep track and share with our stakeholders and donors aligned with our theory of change including those of unintended and spin-off impacts.

Before the end of the strategic period Traction Energy Asia will commission an independent impact assessment of progress towards transitioning to clean energy and low carbon growth.



Our Board

Our Board is responsible for setting the broad vision and strategic objectives of the organisation, which are then cascaded down through the executive and operational layers. This governance framework is crucial for driving the organisation's mission to lead Indonesia's transition to clean energy and low-carbon development.

Our Executive Director

Directly reporting to the Board is the **Executive Director**, who acts as the central figure in the organisational governance structure. The Executive Director is tasked with implementing the Board's directives, ensuring that the organization operates smoothly and aligns with its strategic goals. This role involves overseeing both the strategic and operational aspects of the organisation.

IT Security

IT Security is uniquely positioned within the structure, directly connected to both the Board and the Executive Director. This placement is aimed to highlight the importance of cybersecurity and information technology governance, highlighting the organization's commitment to safeguarding its digital assets and ensuring secure operations across all levels.

Strategic Communication Principal Advisor

This role focuses on advising the organization's communication and program strategies, both internally and externally, with an emphasis on advocating for clean energy policies and educating stakeholders about the benefits of low-carbon development. The advisor plays a key role in shaping the organization's public image, ensuring that all communication aligns with the overall strategic objectives, and promoting the organization's work on a national and international scale.

The operational structure beneath the Executive Director is divided into two main directorates: **Program Director** and **Operational Director**, each responsible for different facets of the organization's functioning.

The **Program Director** is responsible for the core activity of project management within the organization. This role oversees the planning, coordination, and execution of all projects, particularly those related to clean energy initiatives, ensuring they are completed in alignment with the organization's strategic objectives. The Program Director works closely with the **Project Manager**, who directly manages the various sub-projects, each contributing to the overarching goal of reducing Indonesia's carbon footprint.

The **Project Manager** oversees the execution of sub-projects, each of which is managed by a **Team Leader**. These sub-projects, which is carried out under main projects, are distinct units within the project management framework, each with a team that includes:



Experts who provide deep knowledge and insights into specific areas, such as renewable energy technologies, carbon emissions reduction, or energy efficiency.



Specialists

who handle specialized tasks within their expertise, including policy analysis, technical innovation, and environmental impact assessment.



Analysts

who perform data-driven analyses to support decision-making, especially regarding the feasibility, cost-benefit analysis, and potential impact of various clean energy projects.



Junior Analysts

who assist the senior analysts and specialists, contributing to research and data collection efforts critical to the projects.



Technical Staff

who execute the hands-on technical aspects of the project, such as the installation of renewable energy systems, monitoring of energy outputs, and maintenance of sustainable technologies.

On the operational side, the **Operational Director** manages the essential support functions that keep the organization running smoothly, specifically focusing on **Finance** and **Human Resources**: **Finance** oversees the financial health of the organization, including budgeting, financial planning, and reporting, with a focus on securing funding and managing investments for clean energy projects. The Finance team plays a vital role in ensuring that the organization can sustain its operations and expand its initiatives in low-carbon development.

Human Resources is responsible for managing the workforce, including recruitment, training, and employee relations, ensuring that the organization has the talent and capacity needed to meet its goals. This includes attracting and retaining experts in renewable energy, climate science, and policy advocacy, as well as providing ongoing professional development to keep staff abreast of the latest advancements in clean energy technologies.

Together, the **Program Director** and **Operational Director** form the backbone of the organization's operational efficiency, ensuring that the strategic goals set by the Board are translated into effective project execution and day-to-day operations. This structure allows the organization to remain agile and responsive to the rapidly changing landscape of energy policy and technology, ultimately supporting Indonesia's transition to a sustainable, low-carbon future.

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