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Department of Foreign Affairs and Trade

INVESTMENT DESIGN DOCUMENT

AUSTRALIA INDONESIA PARTNERSHIP FOR JUSTICE (PHASE 3)

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Note: This Investment Design Document was produced by a design team following analysis and extensive consultations conducted from May to September 2024. On 20 October 2024, Bapak Prabowo Subianto was inaugurated as the new President of the Republic of Indonesia, and this was followed by his appointment of new Ministers and Vice Ministers on 21 October. This document has been updated to reflect the latest names of ministries, but any further updates to the program required by the changes in the Indonesian government structure and priorities will be agreed during the program's inception period in 2025.

A. Executive Summary

The Australia Indonesia Partnership for Justice Phase 3 (AIPJ3) is a five-year, A\$66 million investment by the Australian Department of Foreign Affairs and Trade (DFAT) to work in partnership with the Government of Indonesia (GOI) to support advancement of its priority law and justice reforms. Building on previous phases, AIPJ3 will support partners to deliver activities against agreed policy priorities, while maintaining flexibility to respond to emerging needs and opportunities. This flexibility is necessary to ensure AIPJ3 aligns to the new GOI administration's priorities. Subject to the findings of an independent evaluation, AIPJ3 has the option to be extended for a maximum of five years (up to A\$132 million total over 10 years). This design focuses on the first five years, with a design update required for the possible extension period.

Australia and Indonesia are long-standing partners in the justice sector through decades of bilateral support and enduring institutional linkages. Australia's current program, AIPJ2 (A\$74 million, 2017-2025) follows earlier Australian-funded investments commencing in the 1990s. Australia's long-term and flexible engagement with local actors and support for institutional partnerships has generated trust and relationships for the two countries. To-date, AIPJ2 has supported the development of 62 laws, policies, strategies and action plans, including landmark pieces of work relating to sexual violence, child marriage, human rights, disability rights, preventing violent extremism (PVE), corruption prevention and handling of COVID in prisons.

A.1 Program Scope and Approach

AIPJ3 aligns with priorities outlined in Indonesia's National Long-Term Development Plan (RPJPN) 2025-2045 and the Australia-Indonesia Development Partnership Plan 2024 – 2028 (DPP). AIPJ3 will progress the long-term goal of "Strong and accessible justice and security institutions uphold the rule of law and contribute to stability and prosperity in Indonesia and the region". This goal aligns with language in the RPJPN and DPP (objective 3 – 'strong institutions'). The program objective is that "Australia works in partnership with Indonesia to support effective realisation of justice reforms." AIPJ3 will mainly contribute to DPP outcome 3.1 ('inclusive and transparent institutions are supported, including law and justice, aligned with Indonesia's medium-term targets and long-term goals') but will also contribute to outcomes 3.2 and 3.3.

The program focuses on seven policy priorities that are important to Australia and Indonesia: accountability and transparency, criminal justice reform, preventing violent extremism, transnational crime cooperation, commercial law, access to justice, and women's leadership. The policy priorities frame the program's intent and will guide partner selection and focus. AIPJ3 maintains flexibility to adjust these priorities during implementation to ensure ongoing alignment with priorities of GOI and the Government of Australia (GOA). The nature of AIPJ3 support to each area will be further defined through structured processes that support GOI, GOA and non-government partners to define the issues to be worked on and the outcomes to be achieved. This will provide a foundation for AIPJ3 to fund partnerships and activities that are coherent, strategic, and support partners to improve effectiveness and impact over time.

AIPJ3 has the following end-of-program outcomes (EOPOs):

- › **EOPO 1:** Justice institutions develop and implement policies, plans, budgets, and practices that advance the rule of law and economic development in the priority areas of accountability and transparency, criminal and commercial law reform.
- › **EOPO 2:** Justice institutions and partners implement and adapt policies, plans, budgets, and practices that contribute to preventing violent extremism and addressing transnational crime.
- › **EOPO 3:** Justice institutions develop and implement policies, plans, budgets, and practices that advance equal access to justice for women, children, and persons with disabilities.
- › **EOPO 4:** Government of Indonesia, Government of Australia and non-government organisations deepen partnerships in the justice and security sectors for mutual benefit.

AIPJ3 will convene local actors to work in partnership with Indonesian justice institutions to advance reforms. In this design, “justice institutions” includes a range of GOI institutions such as:

- › the courts, prosecutors, and corrections
- › legal policy partners (e.g. Ministry of Law, Ministry of National Development Planning - BAPPENAS)
- › security institutions tasked with safeguarding public order and safety (e.g. police and border authorities)
- › specialised agencies (e.g. National Counter Terrorism Agency - BNPT, Judicial Commission).

Local partners will include civil society organisations, Indonesian universities and the private sector. Working with local partners responds not only to the DPP but also to lessons learned from AIPJ2 that demonstrate locally led and partnership approaches are important for making positive contributions to Indonesia’s reform agenda and the capabilities of justice institutions.

AIPJ3 will deepen the Indonesia and Australia partnership through existing and new governance arrangements designed to support bilateral policy dialogue and exchange. This includes:

- › high-level Partnership Board chaired by DFAT and BAPPENAS
- › new Partnership Management Committee to support joint bilateral direction setting and joint monitoring
- › continued funding to support the bilateral partnership and a new flexible fund.

AIPJ3 will be a flexible program implemented by a managing contractor, with funding delivered through the contractor to support a range of partnerships including between GOI and civil society. AIPJ3 will preserve an adaptive approach but will take a more strategic approach to defining the issues to be worked on and convening partners to work towards common outcomes. This will be supported by structured policy engagement and frameworks, activity selection criteria and more robust monitoring, evaluation and learning (MEL) arrangements. AIPJ3 has been assessed as having a medium overall risk rating. Key risks include potential misalignment with the priorities of the new GOI administration, duplication with other programs, and fraud. Robust risk management and safeguarding processes will be implemented to mitigate these concerns.

A.2 How does AIPJ3 differ from AIPJ2?

In addition to updates to the program outcomes, governance and monitoring arrangements, AIPJ3 will:

- › **strengthen government-government partnerships** in recognition of the high demand for institutional exchange on court reform and preventing transnational crime.
- › **scale-up work in commercial law reform** to reduce the legal constraints to the investment climate, which over time will contribute to Indonesia’s economic development and diversification.
- › **scale-up work to support women’s leadership** in response to the demand of several GOI and GOA agencies to address the limited opportunities that exist for women leaders in the justice system.
- › **reformulate the focus of anti-corruption activities** to include a broader set of institutional actors such as potentially the Indonesian State Audit Board and Ombudsman.
- › **re-focus the work on criminal justice reform, preventing violent extremism and access to justice** to respond to GOI priorities and build on past achievements.
- › **commence new work in climate change** by providing support for the justice system to address the impacts of climate change, for example, by enhancing court understanding of climate change issues.
- › **commence a small program of work targeting prevention of people smuggling and trafficking in persons** in Nusa Tenggara Timur, focussing on issues that intersect with AIPJ3 priorities.
- › **improve mainstreaming of GEDSI (gender equality, disability, and social inclusion)** across all activities and operations while also implementing targeted activities to address specific GEDSI-related concerns.
- › **expand the suite of partners to include private sector entities, business associations and Australian universities**, in support of the new focus on commercial law and legal information.

- › transfer CSIRO support to combat illegal fishing to another DFAT program to streamline DFAT funding arrangements for CSIRO.
- › introduce flexibility to manage potential non-ODA funding in the future, alongside ODA.

B. Development Context and Situational Analysis (What problem are we addressing?)

B.1 Design Consultations

The AIPJ3 design features outlined in this document have been rigorously tested through consultations with key Indonesian justice institutions, Australian government agencies, AIPJ2 non-government implementing partners, academics, and other program teams. These consultations confirmed high levels of interest from stakeholders to participate in the program and affirmed the program's dual vision of achieving development outcomes and strengthening relationships.

B.2 Development Context

Since the post-1998 democratic reforms, Indonesia has demonstrated significant progress in legal reform and improving the transparency of its justice systems. Constitutional amendments introduced democratic elections, separation of powers and human rights provisions that mirrored international norms.¹ Judicial independence was strengthened by bringing all of Indonesia's judicial functions under the Supreme Court of Indonesia (Mahkamah Agung, MA), which has administrative and financial autonomy. Significant institutional reforms include the formation of the Anti-Corruption Commission (KPK) and the Constitutional Court as well as the strengthening of the Human Rights Commission.² Civil society organisations (CSOs) and the media played a crucial role in advocating for legal reforms and monitoring judicial processes.

B.2.1 Integrity, Transparency, and Accountability within Justice Institutions

Over several decades Indonesia has invested heavily in legal and regulatory frameworks and institutions to strengthen the integrity, transparency, and accountability of the justice system. GOI bolstered several institutions tasked with combatting corruption, such as the KPK and the national anti-corruption courts. According to Transparency International's Corruption Perception Index, improvements to transparency and integrity have slowed. Indonesia's position on this Index dropped from a peak score of 40 out of 100 in 2019 to 34 in 2023.³ Resourcing of oversight mechanisms and coordination challenges between GOI institutions also present challenges.

B.2.2 Criminal Justice Reform

Overcrowding significantly impacts Indonesia's prison system. Australia is one of Indonesia's main partners in addressing this issue. As of 2022, Indonesia accommodates approximately 276,000 prisoners and detainees in facilities originally designed for a maximum of 132,107, resulting in harsh and substandard conditions for prison populations.⁴ GOI is committed to pursuing criminal justice reforms to reduce imprisonment rates. These reforms include the implementation of a new criminal code with provisions for restorative justice and possible revisions to the Narcotics Act. Progress in prison reform has also been supported through the enactment of the 2022 Correctional Law. However, high imprisonment rates remain a challenge.

1 Melissa Crouch, 'The Judicial Reform Landscape in Indonesia: Innovation, Specialisation and the Legacy of Dan S. Lev,' in *The Politics of Court Reform: Judicial Change and Legal Culture in Indonesia*, ed. Melissa Crouch (Cambridge: Cambridge University Press, 2019), chapter 1–28.

2 Simon Butt and Tim Lindsey, *Indonesian Law* (First edition; Oxford: Oxford University Press, 2018),

3 Transparency International, 'Corruption Perceptions Index 2023: Indonesia,' <https://www.transparency.org/en/cpi/2023/index/idn>

4 U.S. Embassy & Consulates in Indonesia, *2022 country reports on Human Rights Practices: Indonesia*. Available at: <https://id.usembassy.gov/our-relationship/official-reports/2022-country-reports-on-human-rights-practices-indonesia>

B.2.3 Preventing Violent Extremism and Transnational Crime

Australia and Indonesia share common challenges in preventing and countering violent extremism and transnational crime, which provide opportunities for cooperation. Indonesia has made significant strides in addressing extremism through its counterterrorism operations, deradicalisation and reintegration programs and through peace building initiatives focused at the community level. Violent extremism, however, remains a constantly evolving threat, adapting to global and local dynamics and exploiting new technologies to spread its influence. Indonesia's National Action Plan for the Prevention of Violent Extremism (NAP PE) emphasises the role of local governments in providing effective local responses and working with CSOs to deliver prevention and deradicalisation programs in communities.

Indonesia's location and geography make it susceptible to several transnational crime types. According to the Global Organised Crime Index of 2023, Indonesia has a criminality score of 6.85 and a resilience score of 4.25⁵. The scores suggest a relatively high level of organised crime and moderate resilience in addressing these issues. The Index shows particularly concerning rates in human trafficking and people smuggling, with Indonesia serving as an origin, transit, and destination country for both types of unsanctioned migration⁶.

B.2.4 Commercial Law Reform

Australia and Indonesia have a shared interest in supporting Indonesia's economic growth agenda, which is a priority of the new GOI administration. A strong commercial law regime will support Indonesia to sustainable economic growth and economic diversification. Over the past decade, Indonesia has undertaken several successful reforms, including in the judicial system, to strengthen the investment climate. According to the World Bank's Ease of Doing Business, Indonesia rose from rank 120 in 2013 to rank 73 in 2020.⁷ Challenges remain in relation to enforcing contracts and cross-border trade.

B.2.5 Equal Access to Justice for Women, Children, and Persons with a Disability

AIPJ2 has supported important work on issues of equal access to justice for women, children, and persons with a disability. GOI is committed to achieving SDG Goal 16.3, which aims to promote the rule of law and ensure equal access to justice for all. Access to justice is a priority in the current National Medium-Term Development Plan (2020–2024).

Equal access to justice remains a challenge for vulnerable groups due to the intersectionality of various social economic, and cultural barriers. Women, children, and persons with a disability are less likely to use the formal justice sector and have less access to justice through village institutions. Consequently, their legal needs are often unmet and can result in inequitable division of property during inheritance and divorce, domestic violence, and wage discrimination.⁸

B.2.6 Women in leadership

In Indonesia key institutional partners and leaders are committed to supporting women's leadership in the Indonesian justice and security sectors. The overall labour force participation rate for women in Indonesia is about 53 per cent, one of the lowest in Southeast Asia.⁹ Despite progress in some areas, such as sexual violence and child marriage legislation, Indonesia ranked 87th out of 146 countries according to the 2023 World Economic Forum's Gender Gap Index.¹⁰

5 "Indonesia Profile 2023," *OCIndex*, https://ocindex.net/assets/downloads/2023/english/ocindex_profile_indonesia_2023.pdf.

6 UNODC Observatory on Smuggling of Migrants, *Migrant Smuggling in Southeast Asia* (Vienna: UNODC, 2024), https://www.unodc.org/documents/data-and-analysis/glosom/Observatory/2024/SOMObservatorySEA_FullStudy_March2024.pdf.

7 Doing Business in Indonesia,' *World Bank Group*. <https://archive.doingbusiness.org/en/data/exploreconomies/indonesia>.

8 Siti Rakhma Mary (ed.), *Laporan Penelitian: Survei Kebutuhan Hukum bagi Kelompok Rentan 2022* (Jakarta: Konsorsium Masyarakat Sipil untuk Keterbukaan Pemerintah di Sektor Keadilan, 2023)

9 World Bank. 'Gender Equality for Growth: Research and Analytical Program in Indonesia. <https://www.worldbank.org/en/country/indonesia>.

10 World Economic Forum. 2023. *Global Gender Gap Report 2023: Benchmarking Gender Gaps*.

B.3 Political Economy Analysis

The way in which justice, law and security functions are delivered and reformed in Indonesia is based upon historical legacies, cultural value systems, strategic considerations, and balances of power. Within this context, the drivers of law and justice reform have varied. Civil society, comprising CSOs, universities and private sector entities, has historically advocated for and continues to encourage many significant reforms. CSOs have worked with GOI to inform the new criminal code and have also worked with the MA leadership to support internal reforms. CSOs, organisations of persons with disabilities (OPDs) and individuals within state institutions have successfully influenced reforms including the Elimination of Sexual Violence Law in 2022. Pervasive gender imbalances have motivated the proliferation of women's rights organisations and coalitions that address intersectionality.¹¹ However, underrepresentation of women and persons with a disability in the justice sector leads to limited gender and inclusive perspectives in lawmaking.

International donors continue to be important supporters of Indonesia's legal transformation. Donors have assisted Indonesia to promote significant reforms that enabled establishment of judicial independence through the 'one roof law' and introduction of the judicial review of legislation. Government-to-government partnerships such as the longstanding partnership between the Federal Court of Australia, Federal Circuit and Family Court of Australia, and MA have contributed to important achievements in improving access to justice for women and persons with disabilities and increasing transparency of court decisions.

B.4 Evidence Base and Lessons Learned

Experience from reviews¹² and similar development programs in Indonesia and the region offers valuable insights for AIPJ3 (see Annex 1 for a summary of lessons learned). Key lessons include:

- › **Support for strong domestic leadership and ownership:** reforms are more likely to be prioritised and adhered to if senior Indonesian justice officials consider them to be a priority. AIPJ2's flexible support has enabled CSOs to align support to institutional reform processes and organisational incentive structures that support senior government managers to advocate for policy and organisational reforms.
- › **Policy and practice change is often achieved through a dynamic interplay of dialogue and deliberation between CSOs and government institutions.** Indonesia's courts, law enforcement agencies, and regulatory bodies attempt to balance established legal traditions with emerging social demands and international standards. AIPJ2 has been able to support CSOs in proposing and negotiating different visions of justice and ways of working to build shared concepts of law, justice, and security over time.
- › **Adaptive programs must strike a balance between coherence and flexibility:** AIPJ2 has demonstrated the need for flexibility and responsiveness to respond to local priorities and that this way of working is integral to the adaptive program modality. However, flexible programming brings a corresponding risk of strategic incoherence and activities that do not aggregate for impact.

C. Strategic Intent and Rationale (Why?)

C.1 Strategic Setting

Indonesia and Australia have a shared commitment to a stable and prosperous region. Both countries are managing common challenges across legal reform and access to justice, terrorism, radicalism, people smuggling and extremism. Australia and Indonesia recognise the imperative of upholding the rule of law to promote economic stability and growth and combating transnational threats that undermine regional stability and economic interconnectivity.

11 Dyah Ayu Kartika, 'The Post-Election Challenges for Indonesia's Feminist Movement,' New Mandala, July 25, 2019, <https://www.newmandala.org/the-post-election-challenges-for-indonesias-feminist-movement/>

12 For example, the Australia- Indonesia Partnership for Justice Phase 2 Mid-Term Review (2019).

Australia's longstanding law and justice development assistance to Indonesia provides contributions to Indonesia's ongoing development. Australia's assistance supports GOI to advance core principles of basic rights and equity, which underpin a more inclusive society and economy in Indonesia. Australia's International Development Policy (2023) and the DPP recognise the important role of stability, democracy, and good governance for enhancing and preserving economic and social development outcomes.

C.2 The Value Proposition

The core value proposition for AIPJ3 is that:

The partnership between Indonesia and Australia focuses on building strong and accessible justice and security institutions that uphold the rule of law and contribute to stability and prosperity in Indonesia and the region. By sharing knowledge, skills and expertise, the partnership aims to support Indonesia to develop new solutions and approaches to addressing law, justice, and security challenges and pursue new opportunities. It will foster connections across CSOs, universities, the private sector, Indonesian and Australian counterpart agencies, deepening existing relationships and building new professional linkages and partnerships. This will enhance Australia and Indonesia's mutual interest in supporting a stable and prosperous region.

AIPJ3 is likely to remain relevant to the new GOI administration. Noting significant changes to the government's structure and appointments in October 2024, there will be a period of adjustment for justice institutions, and it may take some time for GOI to confirm its detailed policy agenda for the justice sector. Based on public statements to date, the new administration is likely to emphasise investment-led economic growth and expand Indonesia's international leadership role. This may provide opportunities for expanded support for commercial law reform and Indonesia's accession to the Organisation for Economic Co-operation and Development (OECD).

C.3 Other Australian Programs

AIPJ2 has collaborated well with other DFAT programs, which has enabled the program to amplify its impact. AIPJ3 will similarly collaborate with other programs so that service delivery transformations reach a wider population, especially for women and persons with disability. For example, AIPJ3 will build on AIPJ2's collaboration with the Australia-Indonesia Partnership Towards an Inclusive Society (INKLUSI) to strengthen policy on preventing child marriage. AIPJ3 will work with the Supreme Court and engage with INKLUSI as it provides support to CSOs to progress implementation of the National Strategy on Child Marriage Prevention at local government levels. INKLUSI leads the advocacy work in collaboration with CSOs to strengthen implementation of child marriage initiatives within local communities.

In the area of commercial law, AIPJ3's efforts have the potential to deliver stronger economic outcomes by working with the Australia Indonesia Partnership for Economic Development (Prospera) to share knowledge, information and learning on economic governance and market sector reforms. AIPJ2 and Prospera have collaborated on commercial court reforms. New opportunities to collaborate with Prospera in support of Indonesia's OECD accession planning may arise, with AIPJ3 well positioned to support legal reforms by partner justice institutions.

C.4 Policy areas supported by other mechanisms

Indonesia has access to other mechanisms, and these areas have not been prioritised for AIPJ3. For example, the Australian Department of Defence already has government-to-government relationships with Indonesia and separate budget appropriations.

C.5 Other donor initiatives in Indonesia

Australia is the single largest donor to the justice sector and remains an important partner to Indonesia. Other donors continue to support Indonesia's law and justice sector, albeit at small and generally decreasing levels of support. USAID provides support for implementation of the 2023–2024 National Action Plan on

Corruption Prevention. USAID also engages with government institutions, civil society, media, and education institutions to reintegrate reformed extremists and their families into Indonesian society. The Netherlands provides some support to CSOs to strengthen religious tolerance and prevent violent extremism. The Netherlands also has a small Rule of Law program supporting GOI. AIPJ3 will keep abreast of other donor programs to identify synergies and minimise duplication.

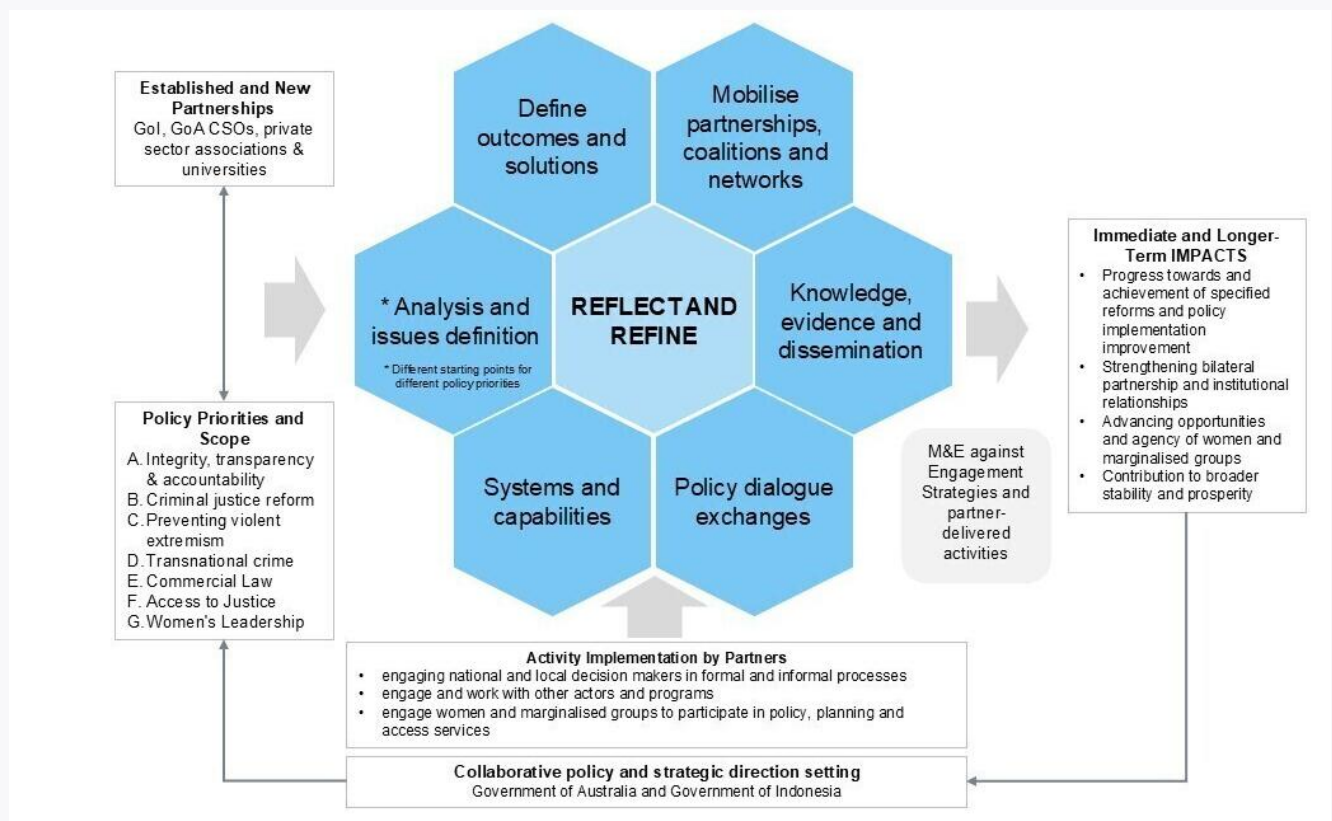
D. Proposed Outcomes and Investment Options (What?)

AIPJ3 will be delivered as a ‘flexible program’ supported by a managing contractor, which is an evolution of the earlier AIPJ2 facility modality. A facility modality provided space for AIPJ2 to work opportunistically with local partners to test approaches, learn what works and build a strong programming base. Over time AIPJ2 moved to a flexible program model, which will continue under AIPJ3 with some adjustments. AIPJ3 will take a more strategic approach to defining the issues to be worked on, monitoring activities and selecting partners to achieve agreed outcomes, while retaining flexibility to respond to a changing policy environment. In support of the modality, the design has incorporated policy setting frameworks, governance arrangements, an adaptive delivery approach and supporting MEL methods. These are outlined in the following section.

D.1 Delivery Approach

Central to AIPJ3 is an adaptive delivery approach (see Figure 1) that drives continuous refinement of the program’s focus, including the issues to be addressed, the outcomes to be targeted and the change strategies to be deployed by partners. Through ongoing learning and adjustment, the program is expected to become increasingly targeted and effective over time. The MEL system plays a pivotal role in AIPJ3’s design. It creates internal feedback loops for reflection amongst partners and supports program-wide learning and reflection.

Figure 1 AIPJ3 Ways of Working



The program ways of working are central to the design of the Program. The program ways of working are the range of approaches and influencing strategies AIPJ3 will deploy, through its partners, to bring about change and achieve program outcomes. AIPJ3 will support partners to deploy different ways of working best suited to a specific context and the nature of the issue to be worked on. AIPJ3's ways of working bring together what may otherwise be a disparate set of partnerships and activities into a coherent and guided approach that improves effectiveness and impact over time. These ways of working all aim to bring about change and are reflected in the Program Logic, linking Outputs and Activities generated by the partners and managing contractor to the expected results of intermediate outcomes reflecting each policy area.

The ways of working include:

- › **Analysis and issues definition:** undertake research, reflection and political economy analysis on the key challenges and problems to be addressed within each policy priority to clearly define the issues to be worked on, the boundaries of the issue and potential solutions that are informed by evidence. This includes agreement with DFAT and BAPPENAS decision makers on the program's scope.
- › **Define outcomes and solutions:** working collectively with partners on potential solutions and activities that can address the challenges and more clearly define change outcomes and targeted results. Outcome definition and the strategies to achieve these outcomes are to be documented in overarching Engagement Strategies that focus the efforts of partners around common outcomes.
- › **Support partnerships, coalitions, and networks:** bringing together partners to work collectively and to engage government at national and local levels to achieve desired results.
- › **Knowledge, evidence, and dissemination:** creating opportunities to share lessons and evidence for policy reform and policy implementation across stakeholder groups.
- › **Policy dialogue exchanges:** facilitated interactions that enable AIPJ3 partners to engage and exchange knowledge, expertise, and tools that promote legal analysis and interpretations of national laws, policies and reforms, development of new solutions and exchanges across jurisdictions.
- › **Systems and capabilities:** supporting partners to build skills, systems and processes that enable reforms to be delivered.
- › **Reflect and refine:** a partner-led MEL system that has feedback loops and a focus on continuous improvement to enable the "virtuous spiral" of adaptive development. This includes support for partners to engage in regular internal reflection sessions as well as wider 6-monthly reflection sessions that bring together all partners and stakeholders working within a policy priority.

These ways of working operate as a system rather than a flow process, and all have an equally important role to play in mobilising change across the program. Other elements of AIPJ3's adaptive delivery approach are:

- › A set of agreed **policy priorities** that define the program's scope and are articulated in the Engagement Strategies. These give focus and can be adjusted during implementation (see next section).
- › **Governance arrangements** that support the Australia and Indonesia partnership oversight, buy-in and responsive decision-making processes.
- › Influential **partnerships** with government and non-government partners that are well positioned to address the policy priorities that are mutually reinforcing and drive towards outcomes.
- › A **MEL framework and approach** that reinforces the adaptive process, continuous learning, and improvement, which will provide guidance to partners' planning and reporting, enabling a meaningful performance narrative to be told across the whole program.
- › An enabling role for the **managing contractor**, which will provide support to partnerships through facilitation, brokering, communications, technical support, logistics and operational support.

D.2 Program Logic

The Program Logic reflects the adaptive nature of the delivery approach and these core design elements. In particular, the Engagement Strategies are tightly aligned with the end-of-program outcomes (EOPOs) and intermediate outcomes (IOs). The process of development and routine reflection and updating of the

Engagement Strategies allows for the identification and testing of key assumptions underpinning partners' work in particular priority areas, a routine examination of key outcomes and strategic technical direction, and a discussion about the most effective partnership arrangements. In this way, the process generates information both on the "what" and the "how" of project implementation and partnership development. The approaches set out in the ways of working are designed to operate as a framework to guide initial screening of proposals and opening discussions, as well as inform more substantial discussions. The Program Logic is provided below:

GOAL	Strong and accessible justice and security institutions that uphold the rule of law and contribute to stability and prosperity in Indonesia and the region		
OBJECTIVE	Work in partnership with Indonesia to support effective realisation of justice reforms		
END OF PROGRAM OUTCOMES	1. Justice institutions develop and implement policies, plans, budgets and practices that advance the rule of law and economic development in the priority areas of accountability and transparency, criminal and commercial law reform	2. Justice institutions and partners implement and adapt policies, plans, budgets and practices that contribute to preventing violent extremism and addressing transnational crime	3. Justice institutions develop and implement policies, plans, budgets and practices that advance equal access to justice for women, children and people with disabilities
	4. GOI, GoA and non-government organisations deepen partnerships for mutual benefit		
INTERMEDIATE OUTCOMES	1. GOI justice institutions demonstrate improved accountability and transparency	2. GOI agencies adopt integrated criminal justice reforms that reduce prison overcrowding	5. GOI, CSO and community stakeholders capacity and collaboration for preventing violent extremism is strengthened
	3. GOI agencies reform policies and regulations to reduce legal constraints to the investment climate	4. GOI and non-government partners identify and promote climate change in legal reform	7. GOI justice institutions respond to systemic challenges facing women, children and people with disabilities
	6. GOI and GOA agencies cooperate to address transnational crime in the region	8. Women in justice institutions have more opportunities for leadership and agency in policy and decision making	9. GOI, GoA and non-government organisations work collaboratively on agreed reform priorities
WAYS OF WORKING informed by subnational and international experience	Strategy development & adaptation 1. GOI, GoA and non-government partners identify, articulate and adapt key reform goals, strategies and progress markers		Knowledge & evidence 2. GOI, GoA and non-government partners use evidence to understand problems and inform solutions and strategies
	Partnerships, coalitions & networks 3. GOI, GoA and non-government partners work effectively together in partnerships, coalitions and networks to develop and implement improved policies and plans		Systems & skills 4. GOI and non government partners enhance their institutional capacity in terms of systems and skills to support policy and plan development, implementation and monitoring
	Policy dialogue 5. GOI, GoA and non government partners engage in policy dialogue to negotiate, agree and advance reforms of mutual interest	GEDSI lens 6. GOI and non government partners promote the rights of women, children and people with disabilities	Climate lens 7. GOI and non government partners promote climate change in legal reform
OUTPUTS	1. Engagement strategies and associated M&E frameworks developed	2. Annual workplans and budgets developed, implemented and reported upon	3. Knowledge products developed and shared between partners
	4. Capacity and systems strengthening for key partners undertaken	5. Partnerships, coalitions and networks reflect on joint work	6. Policy dialogue advanced on key issues

See Annex 3 for further detail on the Program Logic, including description of the intermediate outcomes.

D.2.1 Policy priorities

Indonesia and Australia have agreed AIPJ3 will build from a set of established policy priorities that were the focus of AIPJ2. The AIPJ3 agreed policy priorities are:

- › **Integrity, transparency, and accountability (expanded and refocused):** strengthening legal information systems, supporting OECD accession, supporting various actors' preventive anti-corruption measures.
- › **Criminal justice reforms (refocused):** through a multi-pronged approach, which includes improving data systems, reforming criminal and narcotics laws, promoting restorative justice, and enhancing rehabilitation and reintegration efforts.
- › **Preventing violent extremism (expanded):** focusing on high-risk groups, policy implementation, knowledge sharing, and targeted downstream prevention, including engagement in education.
- › **Transnational crime (expanded):** supporting government-to-government partnerships to strengthen capabilities in maritime and aviation security as well as transnational crime investigation, with the objective of preventing transnational crime.
- › **Commercial law (expanded):** enhancing Indonesia's commercial framework through targeted justice reforms, with a focus on areas that support economic growth and potential OECD membership.
- › **Equal access to justice (expanded):** enhancing access to justice for women, children, persons with disabilities through court partnerships and non-government organisation engagement, while also reviewing legal aid law implementation and exploring intersections with trafficking in persons, people smuggling and women's leadership.
- › **Women in leadership (new policy priority):** working with Indonesian justice and security institutions to increase women's leadership opportunities and promote gender equality through targeted support for women's leadership initiatives.

Annex 3 provides an outline of the suggested focus areas within each policy priority (described under the IOs). However, these are to be tested and refined with partners during development of the Engagement Strategies. Gender equality and disability inclusion will be mainstreamed across all policy priorities.

AIPJ3 support will not be evenly spread across all policy priorities. The iterative nature of AIPJ3 means that early results may lead to new or expanded areas of work within policy priorities that build on successful approaches and government interest. Additionally, the starting point for each policy priority will differ based on the depth and maturity of prior AIPJ2 engagement. For example, AIPJ2 has provided longstanding support to GOI to address prison overcrowding with partners working on the issue from different parts of the criminal justice system (e.g. prison management, law and policy reforms and restorative justice measures). On the other hand, AIPJ2's support to commercial law is at an earlier stage of development and AIPJ3 presents a good opportunity to consolidate work undertaken to date. AIPJ3 will take stock of the direction and focus of each policy priority area prior to building work programs with partners.

D.2.2 New policy priorities

As the new GOI administration further establishes its economic and social development policy agenda, new policy priorities may emerge as a focus for both governments. Australia and Indonesia may also choose to decrease work in some areas and/or transition out of policy priorities. This level of responsiveness was a feature of AIPJ2 and enabled Australia's law and justice programming to remain relevant to partner ministries and position Australia as a credible and effective partner.

D.2.3 Geographic focus

AIPJ3 will work primarily at the national level with support provided to target subnational locations. AIPJ2 has had success in supporting Indonesian institutions to translate national-level policies and programs into local-level pilots and initiatives, resulting in tangible benefits for local populations, especially women and persons with disabilities. For example, non-government organisations have worked with district courts to translate MA national programs and funding into infrastructure upgrades to improve court accessibility.

Other partners have worked with Corrections to improve management of prisoners with a disability at several locations. Additionally, Australian Government agencies have supported their partners to roll out targeted local initiatives linked to Indonesia's National Action Plan for Preventing and Overcoming Violent Extremism that Leads to Terrorism (RAN PE).

AIPJ3 will remain engaged in AIPJ2 target provinces—Aceh, South Sulawesi, and Central Java—with flexibility to contract and expand target locations. The current spread of provinces provides a balance of disadvantaged regions with more developed regions. Additionally, continuing in current provinces will enable AIPJ3 to maintain momentum, build on and/or transition out of current programs and support future GOI priorities. The design recommends indicative focus areas for:

- › **Aceh:** provide continued support for local government agencies and legal institutions in advancing equal access to justice, including by addressing family law issues such as sexual violence, child marriage and family support after divorce. Consider supporting RAN PE implementation of provincial regulations.
- › **South Sulawesi:** support implementation of RAN PE and piloting of Regional Guidelines on preventing violent extremism, as well as support drafting of policy on trafficking in persons.
- › **Central Java:** continue to support the implementation of the National Action Plan for Preventing Extremism, preventing violent extremism in education.

There is potential to expand to new provinces subject to the interests of both governments and budget availability. The design recommends expanding AIPJ3 to **East Nusa Tenggara** to work on people trafficking and people smuggling issues and the intersection with AIPJ3's core business of promoting equal access to justice for women, children, persons with a disability and transnational crime capacity support. The design recommends AIPJ3 conduct scoping work with a view to determining whether AIPJ3 can make an impact in the area (or if an alternate location should be identified) and potentially developing a small program of work and to build relationships with local stakeholders. The scoping work will include participation by Australian Government agencies.

Additionally, in **West Java**, the design recommends undertaking research and scoping of the needs of local non-government organisations and provincial authorities relating to preventing violent extremism. There is possible scope to support partners to deliver activities and promote learning between new partners in West Java and AIPJ2 supported partners working in other parts of Java on similar issues.

Opportunities to expand AIPJ3 work to other sub-national locations may emerge over the life of the program. The indicative criteria for selecting new locations are linkages with policy priorities, presence of other DFAT programs to leverage their resources, alignment with Indonesian and Australian interests and priorities, and locations with a strong provincial government or strong CSO partner. Where there is an opportunity to scale up successful work to new locations, AIPJ3 will also work with GOI to budget and allocate its own national budget allocation to fund the scale up of programs.

D.2.4 Engagement Strategies

AIPJ2 took an opportunistic approach to the selection of key policy priorities, both as a basis for collective action and concerted efforts amongst partners. This approach enabled the program to respond effectively to emerging issues and reform momentum. In AIPJ3, this approach will be expanded upon, formalised and sharpened through development of an Engagement Strategy in each of the following areas:

- › Accountability and transparency
- › Criminal justice reform
- › Commercial law and climate change
- › Preventing violent extremism and transnational crime
- › Access to justice and women's leadership.

The development of Engagement Strategies forms an important part of AIPJ3's adaptive delivery approach. During inception, AIPJ3 will bring together BAPPENAS, DFAT, Australian Government agencies, non-government organisations, justice institutions and relevant DFAT programs to review and sharpen the focus of each policy area. This process will also enable all agencies and organisations to reflect on social norms and discriminatory attitudes that limit gender equality outcomes in justice sector. AIPJ3 will work with partners to develop mutually reinforcing interventions that drive towards common outcomes within a policy priority. Specifically, Engagement Strategies will incorporate:

- › analysis of the issues, supporting data, evidence, and political economy analysis
- › issues to be worked on, boundaries for the program, linkages with other policy priorities and what success and outcomes look like as well as supporting theories of change for each intervention and documented assumptions and risks
- › activity selection criteria (see Table 1)
- › sustainability analysis and linkages with other programs
- › an implementation plan capturing indicative activities, partners, and resources
- › integration of GEDSI considerations, as well as other cross-cutting issues
- › use of innovative approaches and learnings from international best practice.

Table 1 Indicative activity selection criteria

Criteria	Focus
Relevance	Alignment with DFAT and GOI policy parameters including alignment with counterparts' priorities
Program coherence	Alignment with AIPJ3 program logic and complementarity with other DFAT and donor activities
Sustainability	Activities reflect the AIPJ3 sustainability principles
Results versus risk	Anticipated results and potential pathway for increasing sustainable impact at scale, weighed against the risks and value for money considerations
GEDSI	Considers GEDSI issues within a policy priority, undertakes analysis and activities aligned to GEDSI objectives
Climate change	Considers climate change risks and opportunities within analysis

Engagement Strategies are not static documents, and the program will support continuous feedback cycles to evolve partner focus and strategies as AIPJ3 better understands what works and what doesn't. It is important the efficacy of these strategies, assumptions and risks be tested and updated periodically. This will help justify shifts in implementation and explain how the program has adapted over time to become more effective.

D.2.5 Partnerships and Coalitions

AIPJ3 is a locally led program primarily delivered through local partners at national and sub-national levels and through demand-driven partnerships between Indonesian and Australian counterpart institutions that promote two-way exchange and learning in areas of mutual interest. This way of working under AIPJ2 – to be preserved under AIPJ3 – has enabled the program to support GOI to achieve key reforms and build trust between Australia and Indonesia. AIPJ3 will partner with a range of partners that are outlined in Table 2.

Table 2 partnership types

Partner type	Summary
Civil Society partnerships	CSOs deploy differing strategies for engaging in law reform debate, production and change. AIPJ3 intends to work with a broad spectrum of partners including: well-established CSOs able to develop reform proposals that flow from GOI and civil society initiatives; GOI partnership CSOs that typically

Partner type	Summary
	partner with justice institutions to carry out institutional reforms; monitoring CSOs that specialise in tracking, monitoring and benchmarking institutions, decisions and programs; implementing CSOs that have a specific technical skill or domain of knowledge; CSOs that have expertise in addressing gender equality in policy and programs; partnering with OPDs to ensure experiences and needs of persons with disabilities are reflected across the program; coalition-building CSOs able to support others to participate in policy debates; and umbrella CSOs able to mentor smaller CSOs to work with GOI.
Private sector partnerships (new)	Partnering with private sector entities such as professional associations and business associations, especially in relation to commercial law initiatives.
University & thinktank partnerships (new for Australian institutions)	Indonesian and Australian universities bring specialist skills, research capabilities and networks that are of interest to GOI. AIPJ3 intends to support linkages and partnerships amongst universities to support legal information activities within the agreed policy priorities. GEDSI expertise will be an area of focus when identifying potential partnerships with universities.
Other DFAT investment partners	See section C.
Government-to-government partnerships (expanded)	Support for partnerships is designed to deepen and broaden Australia's relationships with counterparts and contribute to policy and practice changes in areas of mutual interest. AIPJ3 will support existing law enforcement and court partnerships and identify new partnerships. Partnerships are likely to include secondments, policy dialogue, internships, study tours, webinars, training, workshops and conferences.

D.3 Partnership Development Fund

AIPJ3 will establish a responsive Partnership Development Fund to support emerging priorities of the Indonesian and Australian Governments that fall outside of annual planning processes. This Fund supports the program's ongoing flexibility by ensuring that part of the budget remains unallocated. It also enables DFAT to respond to new requests that are likely to emerge in 2024-25 following the transition to the new GOI administration. BAPPENAS and DFAT will jointly agree on the activities to be supported by the Partnership Development Fund through the Partnership Management Committee.

A further function of the Partnership Development Fund is to support BAPPENAS-identified initiatives that relate to the institution's law and justice administrative oversight functions. Initial priorities include support to BAPPENAS to finalise the Access to Justice Index and donor reporting database that supports BAPPENAS to coordinate and receive reporting from donors in the law and justice sector.

D.4 Modality and Value for money

AIPJ3 represents value for money on account of the following:

- › The decision to adopt a flexible programming modality was informed by a review and GOI feedback on the existing program. A flexible program was considered to provide greater transactional efficiency and program coherence compared to several stand-alone investments. The adaptive delivery approach enables lessons learnt to be applied throughout implementation and policy priorities to be scaled up or down in response to policy and funding decisions made by Australia and Indonesia.
- › Integrating a technical advisory program with government-to-government partnerships provides greater policy coherence and coordination in implementation, including through development of an overarching Engagement Strategy that brings focus to Agency activities; and increased operating efficiency arising from economies of scale and minimising administrative costs on DFAT and Australian Government partners.
- › Governance arrangements support the achievement of value for money by supporting Australia and Indonesia to set policy objectives, with the program able to deliver on these objectives through the

deployment of technical assistance and grants. Strategic decision-making authority is vested in a Partnership Management Committee and Partnership Board co-chaired by both governments (see below for details).

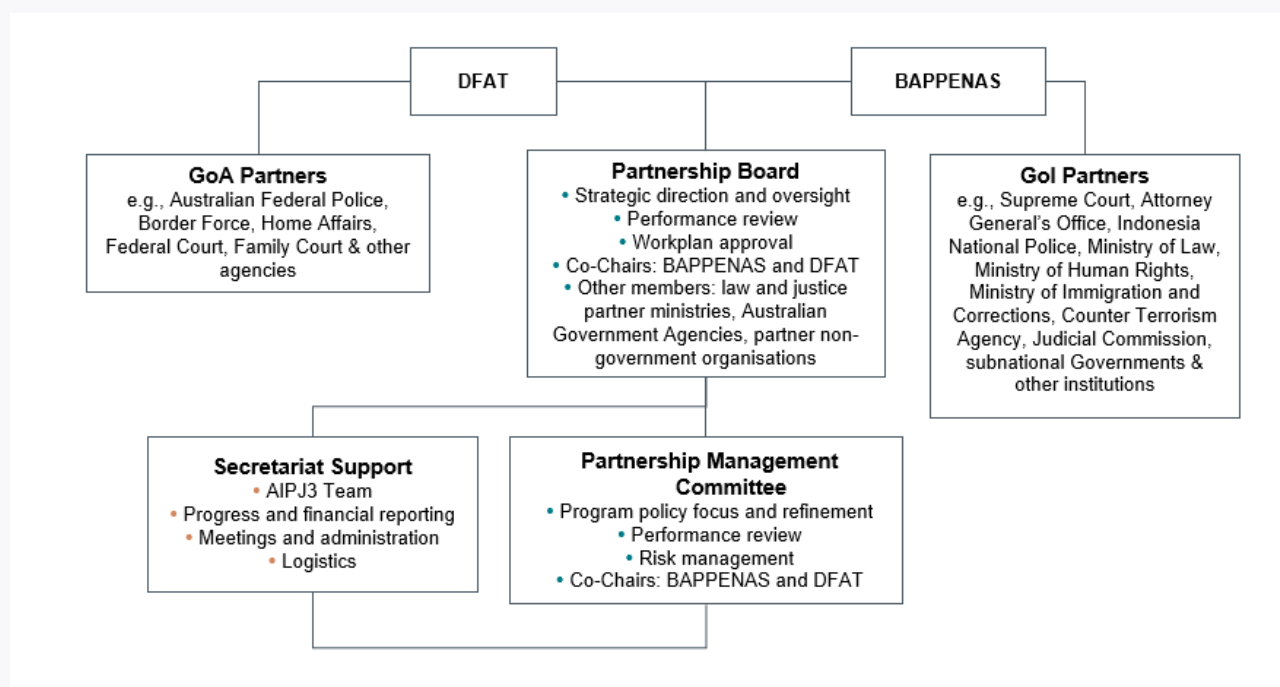
- › AIPJ3 MEL processes will provide evidence that public money is being spent effectively and efficiently to achieve the purposes for which it has been appropriated. The program will have use of MEL performance frameworks that are both program-wide and targeted to partner workplans. These frameworks will support the reporting of outcomes at different levels and guide the continuous, systematic collection of data to support several functions, which help to improve value for money outcomes.

E. Implementation Arrangements (How will DFAT engage?)

E.1 Governance Arrangements

The AIPJ3 governance arrangements are designed to promote Indonesia and Australia collaboration and joint policy and direction setting across the program. The lead GOI partner for AIPJ3 is BAPPENAS. DFAT and BAPPENAS have a strong and collaborative partnership, which will be supported and enhanced through AIPJ3. Formal governance arrangements comprise a Partnership Board and Partnership Management Committee that are outlined in Figure 2.

Figure 2 AIPJ3 Governance Arrangements



E.1.1 Partnership Board

The Partnership Board will oversee the program. It will be co-chaired by DFAT (Minister Counsellor) and BAPPENAS (Vice Minister) with representation from Australian Government agencies, Indonesian partner ministries and institutions appointed by BAPPENAS. AIPJ3 non-government organisations will attend meetings to represent civil society. The Board will meet annually to oversee the strategic direction of the program in line with the priorities of both governments, approve key strategic program documents and review AIPJ3 progress against outcomes.

The DFAT Minister Counsellor and BAPPENAS Vice Minister will also have more informal meetings as required to discuss sensitive issues and maintain an effective relationship between the co-chairs. This

includes discussing high-level risks and key decisions ahead of the more official and larger Board meeting. The managing contractor will provide all secretariat services for the Board.

E.1.2 Partnership Management Committee

A Partnership Management Committee will inform and advise the Partnership Board and guide management of AIPJ3. The Committee will be kept to five to six members and chaired by DFAT (Counsellor) and BAPPENAS (Echelon 2), or their delegated representatives, with other members to be appointed by the Partnership Board. The AIPJ3 Team Leader will be a member of this committee if agreed by the Partnership Board. The Partnership Management Committee will meet twice per year with the potential for meetings more frequently if required, including in the first year, as the strategic parameters of the program are established.

The Committee will engage in policy dialogue on Indonesia and Australia's interests across the law, security and justice sectors, including to discuss policy priorities, emerging interests, sub-national target locations, and progress against outcomes. The Committee will participate in Engagement Strategy development processes and participate in joint monitoring and review of AIPJ3 activities. The Committee will review risk reporting and consider the adequacy of mitigation strategies, ensuring child protection and preventing sexual exploitation, abuse and harassment (PSEAH) in the program is a focus. The managing contractor will provide secretariat services for the Committee.

E.1.3 Other arrangements

DFAT will establish other internal forums to engage and coordinate with Australian Government partners. Cross-agency working groups and other meetings will provide increased visibility of partner activities, support identification of risks, synergies, and entry points for collaboration across Australian Government partners. These forums provide an opportunity to bring together individuals working on similar issues or with similar partners through AIPJ3, other DFAT programs, and other Australian Government programs.

E.2 Management Arrangements

DFAT

The Deputy Head of Mission (Jakarta) will be AIPJ3's Senior Responsible Officer. The Minister Counsellor and Counsellor (Political) will provide oversight and represent DFAT in the governance meetings. AIPJ3 will be managed by the Justice and Democratic Governance Unit (JDG) based at Jakarta Post, overseen by a small team of A-based and locally based staff. DFAT will add one permanent local staff to better manage the increased workload with the implementation of AIPJ3 and recruit a legal expert to provide advice to DFAT.

JDG will maintain oversight of AIPJ3 implementation to ensure quality, viability, and compliance with DFAT standards while focusing on relationship management and policy dialogue, as well as cross-embassy coordination, including to support public diplomacy work. An important part of DFAT's work will be to manage program risks and engage in a set of comprehensive risk management processes including undertaking reviews of the risk register (occurring at a minimum every 90 days), convening internal risk management meetings and providing advice to the delegate on key risks including PSEAH and child protection.

Australian Government agencies

Australian Government agencies are important program partners for AIPJ3. Agencies are responsible for negotiating workplans and delivering activities with counterparts that are aligned to AIPJ3 objectives. Agencies will have access to quality assurance, administration and operational support provided through the managing contractor. Australian Government agencies will be responsible for managing relationship and activity delivery risks as part of individual funding agreements. Australian Government agencies can draw on third-party providers (e.g. consultants, private sector entities, universities, and institutes) to manage and

deliver activities in line with their internal procurement requirements as long as they remain the strategic lead of the partnership.

Managing Contractor

The AIPJ3 implementation team will be led by a Team Leader and supported by a senior leadership team consisting of: an Operations and Performance Lead; Justice and Security Equity Lead; and Justice and Security Lead. The managing contractor team will also include technical specialists to provide GOI and other partners a range of quality assurance and development services. The managing contractor team will use inclusive recruitment approaches to ensure women and people from diverse backgrounds, including persons with disabilities, have opportunities to be engaged as advisers on activities.

Managing Contractor Services

The managing contractor will undertake a range of key functions spanning strategy, planning, governance, risk and budget management and operations. Further detail is provided at Annex 4. If non-ODA funding becomes available, the managing contractor will establish DFAT-approved mechanisms to deliver and report on non-ODA funded activities.

AIPJ3 Bridging Grants

In support of a smooth transition between program phases, a budget allocation is provided to fund priority partners to continue work through the 6-month inception phase. The AIPJ2 team will submit a list of priority activities to DFAT in December 2024 to inform the types of activities to be funded through the bridging grants. The design recommends prioritising bridging grants to Australian Government agencies for key activities and existing partner work that aligns with the agenda of the new GOI administration, including support to BAPPENAS for priority activities.

Early Activities

During the inception phase, the managing contractor team will deliver priority ongoing activities. An indicative first-year workplan is provided at Annex 5. Table 3 provides a summary of the key activities.

Table 3 Activity deliverables and indicative timeframes

Activity/Deliverable	Indicative timeframe
1. Managing contractor team mobilised, office set up, inception Plan, risk register and Operations Manual developed.	January–March 2025
2. Bridging grants and allocations agreed with DFAT	February 2025
3. AIPJ3 Ways of Working Workshop and document	March 2025
4. program plans: including GEDSI, Sustainability and Climate Change & Communications	February–October 2025
5. Engagement Strategies: process and timeline for the development of 5 strategies	March 2025

E.3 Policy Dialogue

Australia and Indonesia, through AIPJ3, will engage in policy dialogue in areas of mutual interest. Early dialogue could include issues on:

- › GOI policies and regulations that reduce legal constraints to public and private investment.
- › Progress on select areas of commercial law aiming at tangible market changes.
- › Planning for the OECD accession process and the role of commercial law within the accession bid.
- › Approaches to deepening support for the Australian Federal Court and MA partnership including additional resourcing and sustained budgeting arrangements for the MA Justice Reform Team.

E.4 Profile and Public Diplomacy

AIPJ3 will build on Australia's strong reputation for supporting Indonesia's law and justice reforms and promote the Australian Government's public profile, aligning with DFAT's public diplomacy priorities and approaches. AIPJ3 will demonstrate and effectively communicate how the program contributes to both GOI's emerging priorities and longer-term development ambitions. A variety of media and methods will be used including social and traditional media, articles and think pieces, and engaging with local influencers and groups. Branding and its utilisation will be targeted and selective, mindful that AIPJ3 is focused on supporting GOI ownership and leadership, partnership, and contributing to Indonesia's development outcomes. The managing contractor will be responsible for the development and implementation of a comprehensive Communications Strategy and Plan.

E.5 Sustainability

The AIPJ3 vision for sustainability is to work in partnership with GOI to support Indonesia to advance law and justice policy reforms, work towards a higher performing and more inclusive system, and ensure these reforms and benefits are sustained beyond the life of the program. AIPJ3 considers localisation and local ownership to be intrinsic to the sustainability of AIPJ3. A Sustainability and Localisation Strategy and Action Plan is to be developed during inception. AIPJ3 will promote sustainability by:

Supporting GOI's own reform agenda: AIPJ3 will work to strengthen links between different parts and levels of the justice system; build stronger policy-related relationships; help stakeholders reach common understanding about the issues and challenges, and where appropriate, test solutions to build an evidence base around the efficacy of different policy options. By supporting GOI's own reform processes, these ways of working are inherently sustainable.

Leveraging GOI's own resources: As part of GOI's ownership and commitment, GOI institutions have covered travel costs, provided meeting spaces and meals, and hired facilities, including equipment and webinar services. Additionally, BAPPENAS has identified at least one AIPJ2 activity that could be funded through Indonesia's national priority programs for the sector. This strategy of leveraging existing government resources and processes will enhance the long-term sustainability of AIPJ3's efforts.

Providing support to local leaders and implementing partners: The delivery of law and justice services, and how they are delivered, is wholly dependent upon local contexts, institutional capacities, popular demands, and political and institutional leadership. AIPJ3 has a strong brokering, convening, and networking role and the program will bring a flexible approach to enable partners to respond to local needs. This strategy ensures that interventions are contextually appropriate, locally owned and contributes to institutional capacity.

F. Monitoring, Evaluation and Learning (MEL) (How will DFAT measure performance?)

F.1 MEL Approach

The MEL system plays a pivotal role in AIPJ3's design. It drives continuous refinement of the program's focus, including the issues to be addressed, the outcomes to be targeted and the change strategies to be deployed by partners. The MEL approach creates internal feedback loops for reflection amongst partners and supports program-wide learning and adaptation. As set out in Figure 1, MEL will drive the program in two important ways:

- › Drive purposive learning by partners as AIPJ3 'ways of working', supported by monitoring data, to test assumptions, deciding what is or not having traction and making decisions to adjust activities.
- › Drive the process of deepening and sharpening policy priorities (as defined by the IOs) through support for the development of Engagement Strategies that include nested MEL systems, and policy-level reflection processes that allow partners and the program to:

- Capture results and shape and refine ‘ways of working’ to become increasingly effecting in advocating and influencing change;
- Capture important aspects of the process itself, allowing a focus not only on what has been achieved, but also on if and how partners are strengthening their capacity to work together and how they are doing so.

Lessons from AIPJ2 indicate that MEL has been used effectively in similar ways. It has used a version of the AIPJ3 ‘ways of working’ to review partner proposals and drive alignment within partnerships to bring partners together around common goals. It has also used collaborative review sessions to enable partners to jointly validate outputs and outcomes. The joint review sessions commence with individual partner review sessions as part of providing MEL capacity building to partners, then slowly build into larger issue-focused groups encompassing non-government partners, DFAT and GOI. In addition, program partners and the DFAT team conduct independent and joint monitoring visits that will feed into the program’s evidence base.

The AIPJ3 MEL system builds on this strong foundation and enhances it to be more tightly integrated into program implementation, supporting planning and strategy development and using reflection sessions as adaptive decision-making points. It will have a sharper focus on driving toward outcomes, documenting program processes and tracking partnership development. The MEL system will be structured around a set of nested MEL plans developed in the Engagement Strategies as well as a set of tools to monitor and evaluate partnerships. MEL products will provide information to DFAT and program leadership on progress against outcomes, both for accountability and public diplomacy purposes, and to assist in effective program management. These will inform intermediate outcomes and end of program outcomes.

The MEL Plan will be developed during the inception phase, and the MEL Framework reviewed and updated as part of that process. A further review of both documents in the first 12-18 months of program implementation should occur to modify policy priority objectives to reflect contextual changes.

The MEL team will consist of a full-time MEL manager, supported by a small team of MEL coordinators and researchers, supported by international MEL expertise on an as-needed basis. The investment in MEL should be between 5-7% of the activity budget in recognition of the important and elevated role of MEL within AIPJ3. A draft MEL Framework is provided in Annex 6.

F.2 Performance reviews, evaluation and reporting

The AIPJ3 timeline will offer several strategic points for review and evaluation that includes:

Program logic review (mid-year 2): review of Program Logic as an input to internal mid-term review

Internal mid-term review (early year 3): review of Program Logic and assessing progress toward EOPOs

Independent evaluation of AIPJ3 (early year 4): independent assessment of overall results, effectiveness of partnerships, and suitability of management arrangements.

Reporting schedules will be established, and six-monthly reports will be tabled at governance meetings.

F.3 Research

The design process has identified several areas where further scoping and/or evaluation are recommended for the program to focus its strategic direction. These include further scoping of commercial law, evaluation of the implementation of the legal aid law, scoping of potential PVE partners and activities in West Java and scoping work on human trafficking and people smuggling in NTT (or alternative location if agreed). All research undertaken by AIPJ3 will integrate gender equality and disability inclusion considerations. Further areas for commissioned research should be tested at the beginning of the program.

F.4 Risks for the MEL system

The main MEL risks include partner capacity and bandwidth to prioritise MEL activities, and challenges in obtaining consistent performance information from a diverse activity portfolio. See MEL framework for risks overview (Annex 6).

G. Gender Equality, Disability Inclusiveness, Climate Change, and Other Cross-Cutting Issues

AIPJ2 has made significant contributions to policy reforms that aim to protect and increase access to justice for women and girls. The program has supported the development of gender-responsive policies and plans aimed at protecting and enabling justice for women and girls. These include regulation that protect women in contact with the law in courts and prisons; addressing and supporting the rights of women through the National Action Plan on Human Rights; development of the National Strategy on Preventing Child Marriage and its implementation at sub-national levels, as well as developing uniform application processes for cases related to divorce, marriage dispensation, and marriage legalisation.

AIPJ2 has contributed to strengthening women's leadership and decision making in the justice system via the formation of the Indonesian Women's Judges Agency (BPHI), which supports women's leadership in the judiciary. The program has also supported women's leadership programs which have focused on adaptive leadership strategies; this work is critical in enabling more effective, inclusive, and victim-centred responses in the justice sector and will be continued and strengthened via best-practice strategies to increase opportunities for women's leadership, including engaging with men to address social norms and stereotypes. In addition, the program has worked with government partners to increase their capabilities in gender equality via the delivery of respectful workplaces training.

Gender equality remains an important component of AIPJ3. The Development Assistance Committee (DAC) Gender Equality Marker for AIPJ3 is classified as significant as reflected in EOPO3 and relevant IOs. AIPJ3 will adopt a twin-track approach to address gender equality in the justice sector. This will be achieved via the mainstreaming of gender equality and disability inclusion across all activities and operations, and targeted activities designed to address gender equality concerns in the policy priorities. AIPJ3 will adopt a 'do no harm' approach and ensure activities consider child protection issues and the risk of sexual exploitation, abuse and harassment.

AIPJ3 will develop a GEDSI Strategy and Action Plan that defines the program's approach to GEDSI. As part of this work, AIPJ3 will conduct a comprehensive intersectional GEDSI Analysis that will be informed by consultations with key partners, including GOI, women's organisations, OPDs, and relevant stakeholders. AIPJ2's focus has primarily focused on gender equality and disability inclusion. A funding allocation of 14 per cent of the annual budget for gender and 6 per cent for disability will be assigned to support GEDSI initiatives. The gender budget will include activities related to the women in leadership component.

A new Justice and Security Equity Lead has been included in the managing contractor team. They will be responsible for leading implementation of the GEDSI Strategy and Action Plan and will be a member of the program's senior management team. The Lead will be supported by a team of full-time staff (at least three) who have differing expertise in gender equality and disability inclusion in the justice and security sector, who will provide adequate support to ensure GEDSI is mainstreamed effectively across all areas and technical assistance to targeted activities. The GEDSI team will also include staff with expertise in social safeguards.

G.1 Climate Change

Indonesia has committed to cutting emissions as part of its Nationally Determined Contributions under the 2015 Paris Agreement. Indonesia's bid to cut emissions is important for global climate efforts due to its tropical forests and coal production. In regard to the justice sector, climate change litigation is increasing in Indonesia. Climate litigation plays an important role in Indonesia and internationally as the accumulation of

lawsuits across jurisdictions strengthens the role of courts in holding major emitters accountable. As climate litigation picks up, Indonesian courts may play a bigger role in reducing emissions via judicial decisions.

Addressing climate change from the perspective of the justice sector is a new area of work under AIPJ3 and requires further scoping and analysis. Consultations found there is limited publicly available information on climate change within the justice sector. A new position, Climate Change Advisor (STA), will support the managing contractor team to develop a program of scoping work to inform its approach and the development of a Climate Change Strategy and Action Plan. AIPJ3 scoping work will explore several areas, including options to strengthen court understanding on climate change and support for Indonesia's OECD accession as accession benchmarks include work on climate change. Annex 2 contains a general analysis of Indonesia's climate change frameworks and challenges.

G.2 Disability Inclusiveness

Persons with disabilities experience challenges when accessing justice services, with data suggesting that they face criminal cases more frequently than civil cases, and many courts fail to provide procedural accommodation or equal recognition before the law. Several OPDs were consulted during the design phase, and these consultations highlight that AIPJ2 has made significant contributions to improving disability rights and access to justice. AIPJ2 has contributed to development of the Disability Law Implementing regulations, disability rights indicators to monitor the implementation of the Disability Law and its regulations, and guidelines for Implementation of Services for Persons with Disabilities in High and District Courts.

AIPJ3 will continue initiatives implemented during AIPJ2, with a focus on strengthening disability inclusion in policy reform in law enforcement organisations. AIPJ3 will strengthen the MEL of disability inclusion at national and local levels in partnership with OPDs, non-government organisations, and BAPPENAS. The program will work with OPDs and non-government organisations to increase awareness about the rights of persons with disabilities among law enforcement organisations. The program's detailed GEDSI Analysis will identify the factors that contribute to barriers for persons with disabilities in accessing justice and opportunities to strengthen the integration of disability considerations across program areas.

G.3 Private Sector Engagement and Innovation

AIPJ3 provides several opportunities to engage with the private sector. Artificial intelligence applications and technological innovation will continue to change the way courts monitor their performance and engage with clients in a more inclusive way. A priority is to assist GOI visualise court data in an interactive dashboard format bringing together national, province and district data sets together relating to underage marriage and registered marriages as part of the partnership between the MA and the Federal Circuit and Family Court of Australia. Additionally, there is an opportunity to engage with private sector actors on strengthening public facing ministry and Court repositories to address missing regulations and court decisions, broken website links, and inadequate searchability. AIPJ3 will explore opportunities to support private companies (such as *Hukum online*) to work in partnership with relevant ministries to strengthen legal depositories or data sets. AIPJ3 will also explore entry points associated with Indonesia's membership of the Justice Action Coalition, especially the Coalition's work on innovative financing within the justice sector.

G.4 Locally led development and localisation

DFAT's Localisation Practice Note defines localisation as *a method to drive more effective development outcomes by improving the agency of affected people and local actors (including partner governments) so that development action is locally informed, locally led and meets the needs of local people.*

AIPJ2 was assessed by an independent reviewer as having achieved an ‘Advanced’ stage of localisation.¹³ AIPJ3’s approach will protect and preserve AIPJ2’s efforts while offering expanded opportunities for non-government partners to co-design the policy priority engagement strategies. Additionally, AIPJ3 will need to show it is able to adapt in practice, and Australian Government agencies will need to demonstrate they are able to work in facilitative and supportive ways with counterparts, if AIPJ3 is to achieve an ‘Advanced’ status. AIPJ3’s approach will be outlined in a Sustainability and Localisation Strategy and include approaches such as:

DFAT indicators of Advanced Localisation	AIPJ3 approach
Local actors have a high degree of responsibility for programs – determining priorities, managing resources, & making decisions	<ul style="list-style-type: none"> – Partnership Board co-chaired by DFAT and BAPPENAS, CSO representation and joint government workplan approval – local actors and GOI to lead issues analysis, outcome definition, engage in policy dialogue and reflection and draw in coalitions and networks – local data sets as evidence for change and Tier 3 reporting on locally led development – Australian Government agencies work collaboratively with counterparts to identify issues to work on and capability building approaches and jointly monitor activities.
Resources provided directly to local stakeholders, to partner governments. Advisory support plays a support role	<ul style="list-style-type: none"> – Grants to local organisations is the main delivery mechanism (approx. 80 per cent of AIPJ3 partners), Australian Government agencies deliver demand-led support to counterparts. – AIPJ3 technical advisors provide mostly a support role.

H. Budget and Resources (What will it cost?)

The AIPJ3 budget will be confirmed during the inception phase. Indicative figures are:

- › Up to \$66 million over five years (up to a maximum of \$132 million including the possible extension period)
- › A significant proportion of funds will be allocated to local implementing partners
- › 70%: 30% approximate split between activity and operations budget
- › A monitoring, evaluation, and research budget of 5-7% with appropriate budget to be reviewed during inception, including specific budget for logic review, internal and independent evaluations
- › 20% for GEDSI related programming and mainstreaming work (gender: 14%; disability: 6%)
- › 5% for dedicated climate change programming and additional budget to be allocated to climate change mainstreaming work within the commercial law policy priority and other policy priority areas
- › 14% responsive budget allocation to enable AIPJ3 to respond to emerging priorities of the new GOI administration (Partnership Development Fund).

I. Procurement and Partnering

AIPJ3 will not provide budget support or equipment to government partners. Procurement includes multi-year grants to non-government partners that contain a flexibility to ensure they can adapt to emerging needs and budget availability; sole-sourced grants to Australian government partners and limited tender or grants-based approaches for specialist training and research providers. Bridging activities and partners will be sole sourced to enable AIPJ2 partners to continue to deliver sensitive and priority work programs already agreed with GOI, and which need to continue between program phases.

¹³ As referenced in the AIPJ2 Localisation and Sustainability Strategy (2022).

J. Risk Management and Safeguards (What might go wrong?)

AIPJ3 is a five-year program with the option of being extended (maximum 10 years total). The ambitions of the program are high, the scope is broad, and navigating change from the new GOI administration will bring challenges. The ability of AIPJ3 to contribute to the capacity and effectiveness of the law and justice system will be contingent on many factors beyond the control of the program. Notwithstanding this, AIPJ3 builds on a strong foundation with more than 20 years of Australian engagement in the sector and will support delivery partners that have a strong presence in the workstreams and proven capability and expertise. The partnership and adaptive management approaches, and the coordination arrangements proposed with other areas of DFAT will help to mitigate and manage risks. The initiative has been assessed as medium risk. Two key risks for the program are:

Terrorism: There are legal, reputational and safety risks associated with AIPJ3's work to prevent violent extremism. For example, the program may inadvertently direct funds to grant recipients, subcontractors or suppliers who are associated with terrorism. Australian law criminalises the fostering of terrorism, including terrorism resourcing, with offences applying under the *Criminal Code Act 1995* (Cth) and the *Charter of the United Nations Act 1945* (Cth) and its associated regulations. To help mitigate this risk, DFAT will include standard contract conditions for the AIPJ3 managing contractor that include safety and security requirements, crosscheck of persons and organisations against proscribed lists before entering into an agreement, terrorism awareness training of managing contractor staff and partners and mandatory partner and sub-contractor reporting guidelines. Lessons learned from AIPJ2 experience and partners are incorporated into selection and management of each partner. DFAT and the managing contractor will review terrorism-related risks regularly and establish other monitoring mechanisms to ensure mitigations are implemented and identify any signs of potential support for extremism.

Fraud: While DFAT has robust systems and procedures in place to protect public money from fraud and corruption, fraud remains a risk across DFAT's initiatives and partnerships. See J.1 for a Fraud Control overview.

J.1 Fraud Control

AIPJ3 will work with many funding recipients across work areas and geographic locations in Indonesia. AIPJ3 will adopt a strong approach to the management of fraud risk in line with DFAT requirements.

The managing contractor will put in place a fraud control strategy that will outline the approach to fraud risk assessment and processes for preventing and managing suspected cases of fraud. It will be based on the Commonwealth Fraud Control Framework and DFAT's Fraud Control Toolkit. This strategy will include:

- › Definition of 'Fraud' and the roles and responsibilities of the managing contractor, DFAT and others (including Australian Government agencies), outline of the fraud context and risk assessment (including a Fraud Risk Assessment Matrix with source, impact, and control strategies) and fraud risk awareness and prevention measures (including the screening, engagement and on-boarding of personnel and subcontractors, and supplier controls).
- › Managing conflict of interest (paying special attention to the procurement of goods and services; tendering for, awarding, and managing subcontracts; recruiting personnel; and monitoring the provision of goods and services and confirming processes are in place at Australian Government agencies).
- › Fraud detection (including process for financial audits, non-financial reviews, and electronic monitoring) and reporting (with appropriate escalation processes; and the monitoring of the fraud control strategy).
- › Fraud Investigation (including outlining how the managing contractor will investigate detected, suspected, attempted, or alleged fraud, in cooperation with DFAT) and fraud response and recovery.

Fraud risks that may impact the achievement of outcomes and the delivery of the contract include:

- › Managing contractor fails to conduct due diligence assessments on downstream partners such as grantees and sub-contractors prior to entering into funding arrangements

- › Grantees and sub-contractors financial, risk and operational management systems are not fit-for-purpose to meet contractual and accountability obligations
- › Managing contractor financial monitoring systems are not fit-for-purpose and fail to prevent, detect and correct instances of fraud and non-compliance with fraud controls.

J.2 Monitoring and managing risks

DFAT, in collaboration with the managing contractor, will monitor and manage risks at a program level with emerging risks and changes to the risk profile being escalated to the attention of DFAT management and the Partnership Board. As part of the program governance arrangements, DFAT and the managing contractor will include risk as a standing meeting item, and risks will be regularly discussed.

Recognising the value of risk management being integrated into the day-to-day operations, AIPJ3 managers will be responsible for operationalising risk management. An updated risk register will be developed during the inception period, drawing from and informed by the AIPJ3 Risk Factors Screening Tool. A risk escalation pathway will be developed and clearly articulated for use by DFAT's program managers and management. DFAT and the managing contractor will allocate focal points for risk and safeguards, and they are expected to work closely to execute risk management functions. Both DFAT and the managing contractor will share a common risk register to guide risk assessment, management and reporting.

DFAT engagement with staff in the wider Jakarta Post and other Australian Government agencies, will contribute to AIPJ3's risk management by facilitating the sharing of information on emerging or changing risks specific to the context and supporting risk mitigation efforts. It is expected that the on-the-ground insights offered by key stakeholders will feed into regular updates to AIPJ3's risk management framework. DFAT will review and update its own risk register at a minimum every 90 days.

AIPJ3 delivery partners, including Australian Government agencies, will be required to have robust risk management and reporting systems in place. Partners that apply for funding through competitive processes are required to provide details on risks specific to their proposed activities when submitting proposals. Partner risk assessments and management frameworks will be developed during negotiations and reviewed by DFAT. Partner due diligence evaluations undertaken by the managing contractor will further inform risks and safeguards assessments and support DFAT's risk management processes.

J.3 Environmental and Social Safeguards

AIPJ3 has a strong GEDSI focus that will address gender inequality and gender-based violence at national and sub-national levels. This has the potential to increase sexual exploitation, abuse and harassment (SEAH) and child protection issues. This is particularly relevant in communities where women have less access to economic opportunities and experience family and/or gender-based violence. Given that the program aims to increase women's representation in leadership positions, there is the potential for men to respond negatively to women entering these spaces with different forms of violence. For this reason, a gender-based violence monitoring and mitigation plan will be developed and delivered alongside the GEDSI Strategy.

AIPJ3 is assessed as being of **high** risk in terms of sexual exploitation, abuse and harassment (SEAH) and, therefore will complete minimum standards 1–5¹⁴ of DFAT's PSEAH risk management guidance. There is potential that there will be higher SEAH risks in initiatives that receive financial and technical support through the program. These activities and projects will need to be screened for their specific SEAH risks, and the relevant minimum standards applied.

14 Implementing partners (1) Have a PSEAH policy or other documented policies and procedures in place and clearly communicate expectations of this Policy; (2) Have reporting and investigation procedures in place; (3) Have risk management processes that include the risk of SEAH. These minimum standards are also applicable to downstream funding recipients.

There are inherent child protection risks associated with the deployment of personnel, but AIPJ3 is not expected to include any direct contact or work with children. On this basis, AIPJ3 is assessed as having a **moderate** child protection risk, with **no focus** on children at an organisational level as per DFAT's child protection guidance. Therefore, AIPJ3 implementing partners are required to complete a more detailed assessment of child protection risk and apply the appropriate minimum child protection standards, including personnel screening to manage risk. As DFAT's Child Protection Policy does not apply to partner governments, the program will manage any child protection risks when working with GOI to ensure children are safe and protected in program initiatives. GOA partners will give effect to DFAT's policy via their own internal processes. GOI and GOA partners will be expected to act in accordance with the principles and reporting requirements outlined in DFAT's PSEAH policy. PSEAH will be assessed as part of due diligence processes for all government partners.

In the inception phase, the implementation team will be responsible for producing an expanded risk analysis, mitigation, and management approach, guided by DFAT's Child Protection Guidance Note.¹⁵ The team will also operationalise DFAT's Child Protection Policy, including integration within the program's human resource systems and screening of organisations and individuals. The managing contractor will ensure that all relevant partners have in place policies and systems (including pre-departure awareness training) that protect children from abuse and exploitation, and devise strategies for supplementation, where needed. AIPJ3 agreements will have mandatory clauses dealing with child protection.

15 DFAT, *Child Protection Guidance Note: Establishing Child Protection Risk Context*, January 2018.

Annex 1 Evidence Base and Lessons Learned

Experience from reviews¹⁶ and similar development programs in Indonesia and the region offers valuable insights for AIPJ3.

AIPJ2 experience

- › **Building trust and fostering partnerships:** The managing contractor team has built strong relationships by gathering and presenting evidence to decision makers in GOI and the Courts, and by consistently meeting commitments for support. Counterparts now confidently seek advice on sensitive issues with the team. The team has also enabled and taken advantage of the strong relationships civil society partners have formed with policy makers. Additionally, long-term consistency and commitments lead to stronger partnerships and deeper engagement. Throughout, there has been an emphasis on strong locally led development.
- › **Overcoming challenges:** the Partnership has overcome a range of challenges and turning points that has enabled the Partnership to grow stronger. The approach is not to dictate solutions but to engage in decision-making, design, and development of solutions to problems.
- › **DFAT's engagement:** DFAT's management of the Partnership and ability to work effectively with stakeholders supported the program's success - including its positioning within DFAT's political branch since 2016 - has added significant value. DFAT's strategic patience and willingness to accept failure/lessons learned, was important, together with open communication and culture with the Contractor.
- › **Commitment to capacity development of the Indonesian team and partners:** The Managing Contractor has re-investing DFAT performance payments directly into learning opportunities, and together with DFAT has tapped effectively into tailored Australia Awards short courses. Government, civil society, DFAT and AIPJ2 team members were sent together, which has built lasting relationships and alumni networks.
- › **Risk management:** Managed through design, reduced through implementation, with acknowledgment of medium risks associated with the program. Understanding and awareness of risks among all stakeholders, along with a willingness to manage and share risks.
- › **Flexibility:** AIPJ2's flexibility allowed it to shift to different modalities or sectors, align with political economy (emphasising windows of opportunity for reforms) and support risk management (deciding when to take risks).
- › **Acceptance of some failures:** The goal is for 80% of initiatives to be on track, 15% delayed, and 5% dropped, with no penalties for pivoting or adjusting priorities. DFAT's willingness to engage with policy developments/targets and openness to reviewing and adjusting engagement strategies has been crucial.
- › **Strengthening human rights:** Included disability in the human rights action plan; collaborated on sexual violence law with MAMPU and INKLUSI. AIPJ2 has listened to how GOI wants to address human rights issues rather than trying to impose a specific agenda.
- › **Addressing gender inequality:** discriminatory attitudes regarding gender equality have been a significant challenge to advancing gender equality in the program. AIPJ3 will adopt a more transformative approach that fosters critical reflection and examination of gender roles and norms, and power dynamics as a way to transform the underlying norms, structures and policies that sustain gender inequality in justice institutions.

16 For example, the Australia- Indonesia Partnership for Justice Phase 2 Mid-Term Review (2019).

Indonesia experience

Lessons from across Australia's development partnership with Indonesia:

- › **Engaging with the political economy of reform processes:** Recognition that institutional and policy reforms require political will that often rests outside of the justice system. At the same time, political will can be motivated through the actions of reformers within the justice system and through public support.
- › **Policy and practice change is often achieved through a dynamic interplay of dialogue and contestation** between CSOs and government institutions. Indonesia's courts, law enforcement agencies, and regulatory bodies strive to balance established legal traditions with emerging social demands and international standards. This dynamic interaction creates a space for debate where stakeholders propose and negotiate competing visions of justice to build shared concepts of law, justice, and security over time. The ongoing contestation often results in shifts in legal interpretations, policy reforms, and institutional practices, fostering a more responsive justice system that reflects societal needs while navigating the complexities of tradition and modernity.
- › **Support for strong domestic leadership and ownership:** Reforms are more likely to be prioritised and adhered to if local leaders consider them to be domestic priority. Additionally, improved performance within criminal justice ministries is more likely to be sustained when reforms are incorporated into organisational incentive structures. Supporting networks of like-minded reformers and 'champions of reform' has been important to help overcome resistance to change, provide authority for reforms, and to encourage cooperation across ministries.
- › **Timing and sequencing of reforms:** there is an opportunity to exploit synergies between reform processes so that strategically linking reform processes yields more viable or new change opportunities. For example, Indonesia's ambition for OECD accession, may present significant opportunities for AIPJ3 to support adjacent reforms in anti-corruption and addressing climate change issues that may otherwise not have generated momentum for change.
- › **CSOs use varying strategies to influence reforms from coalition building and responding to windows of opportunity.** They consult with communities, lobby policymakers, and engage the media to place reform priorities on the political agenda. Through their connections, research capabilities, and advocacy efforts, CSOs raise awareness about deficiencies in legal frameworks and build evidence-based reforms, including documenting inequality in access to justice. They forge multi-stakeholder coalitions that increase the leverage and legitimacy of reform demands.

Working in complex systems

Lessons from across the world on fostering complex changes as relevant to AIPJ3:

- › **Promoting transformative change in complex systems requires politically informed approaches:** there is widespread consensus that fostering transformative change in complex systems requires thinking and working politically. By brokering connections and building capacities, the program fosters a bottom-up, localised approach that enhances local ownership and generates context-specific solutions.
- › **Thinking and working politically is central to the adaptive approach that underpins the design.** Adaptive management emphasises working in a flexible, iterative manner based on continuous learning and adjustment as opposed to linear programming approaches. It requires regular pause and reflections and changes to ways of working.
- › **Adaptive programs must strike a balance between coherence and flexibility:** the need for flexibility and responsiveness to context is integral to the adaptive program modality. However, flexible programming brings corresponding risk of strategic incoherence and activities that do not aggregate for impact.

GEDSI experience

Important lessons across the spectrum of GEDSI programs include:

- › **Partnerships with diverse CSOs provide a strong voice to influence national policy dialogue regarding gender equality and disability inclusion:** Programs collaborating with women's organisations and OPDs provide opportunities for the voices of women and persons with disabilities to be heard at different levels via a diverse range of approaches relevant to their particular objectives and strengths. CSOs have been able to form coalitions to strengthen their advocacy with government partners to strengthen regulation relevant to GEDSI. Partnerships with women's organisations and OPDs also strengthen and expand the work of the women's movement and disability networks in Indonesia more broadly.
- › **Programs are more effective when informed by GEDSI analysis.** GEDSI analyses provide the foundation for addressing gender inequality, disability and social exclusion and provide information that enables programs to reach socially disadvantaged groups. GEDSI analyses that adopt an intersectional approach recognise people's different experiences and access to power as a result of different interconnecting variables and enable better targeted and more effective programming.

Annex 2 Climate Change Analysis

Indonesia is a tropical archipelago with more than 17,500 islands, 81,000 kilometres of coastline, and a population of 273.8 million. Indonesia's abundant natural resources are the main driver of decades of economic growth, which led to the country successfully reducing the overall poverty rate to below 10 per cent (2021). However, these resources—carbon-rich land (forests, peatlands) and mineral resources (from fossil fuels like coal, oil and gas)—are also the main sources of emission, contributing to 84 per cent of Indonesia's total greenhouse gas emission.¹⁷ Globally Indonesia is the world's 6th largest emitter, with a share of 3.11 per cent of the global emission (2020).¹⁸

Indonesia is also one of the most at-risk countries to natural disasters.¹⁹ Between 1990 and 2021, 11 million people were impacted from more than 300 natural disasters, 70 per cent of which were climate related. The 150 million people (60 per cent of the population) living in Indonesia's coastal areas are also vulnerable to rising sea levels, exposing them to the risk of displacement and loss of livelihoods. The poor and vulnerable groups in particular will be disproportionately affected. As this trend of increased frequency and intensity of extreme weather events is expected to continue, Indonesia will be and is highly vulnerable to the risk and impact of climate change.²⁰

Climate change is already having devastating effects in Indonesia. In recent years, the country has been hit by a series of climate-related disasters – in 2022 alone it recorded 1,531 floods, 1,068 events of extreme weather, and four droughts.²¹ The science shows that this impact will grow – as sea levels rise, coastal flooding from extreme storms and sea surge are more likely to make communities more vulnerable by increasing the risk of flooding due to high tides, eroding coastlines, salinating freshwater supplies, and exacerbating existing vulnerabilities.

Key messages

- › Indonesia's high population density in hazard prone areas, coupled with a strong dependence on natural resources make it highly vulnerable to climate change impacts. The impacts will cut across multiple sectors and regions, with the poor and vulnerable groups bearing the brunt of the impact. Without effective climate action, climate change will cost Indonesia between 2.5 per cent to 7 per cent of its GDP by 2100.²²
- › Indonesia is particularly vulnerable to sea-level rise, given the size of its population inhabiting lower elevation coastal zones. Without adaptation, the total population likely to be exposed to permanent flooding by 2070 could reach over 4.2 million (World Bank, 2021).
- › Land and forest fires are major hazard in Indonesia. While extensive burning is experienced annually across fire sensitive provinces in Sumatera and Kalimantan, the 2015 wildfire crisis was particularly critical. It costed at least 2 per cent of Indonesia's GDP, brought widespread, long-lasting haze and air pollution that impacted neighbouring countries, and led to cross-border political tensions.
- › Extreme weather events, such as floods, droughts, and heatwaves, are becoming more frequent and intense in Indonesia. These events have caused widespread damage to infrastructure, agriculture, and livelihoods (IPCC, 2021).
- › Indonesia's nature-based economy has a significant role in Indonesia's emissions.
- › Fossil fuel, especially coal, is an important part of Indonesia's economy and energy supply. Coal contributes to 12 per cent of Indonesia's GDP, providing about 400,000 direct jobs, and is a dominant

17 Indonesia Updated NDC (2022)

18 [Indonesia Climate Change Data | Emissions and Policies | Climate Watch \(climatewatchdata.org\)](https://climatewatchdata.org/)

19 12th most at risk country, World Risk Report (2022)

20 97th out of 191 countries in readiness to respond to climate change, Notre Dame Global Adaptation Index (ND-GAIN)

21 Infographic from Indonesia Disaster Management Agency (*Badan Nasional Penanggulangan Bencana/BNPB*)

22 Climate Risk Country Profile: Indonesia, ADB and World Bank Group (2021)

source (60 per cent) in the power sector. GOI has made decarbonisation and transition to net zero a policy commitment, but implementation challenges remain.

- › Indonesia is a leading producer of palm oil, rubber, copra, cocoa, and coffee. However, the sector has limited capacity to adapt to changes in the climate. Projections suggest that there could be approximately 35.1 climate-related deaths per million population linked to lack of food availability in Indonesia by 2050 (World Bank, 2021).
- › GOI is actively introducing new adaptation and mitigation measures, including moving the Capital to Nusantara, to reduce strain on Jakarta and to establish a carbon-neutral capital city (ADB, 2022).
- › Approximately 50 per cent of Indonesia's GDP is currently produced in river basins experiencing 'severe' or 'high' stress in the dry season. Unavailability of water is projected to result in 2.5 per cent lower GDP by 2045 in the absence of adaptation measures (World Bank 2021a).
- › Australia has recently committed to investing A\$200 million in a five-year (2024–2028) Climate and Infrastructure Partnership with Indonesia (KINETIK).

Limitations or gaps

The available data and information on climate risk in Indonesia is limited and fragmented. This makes it difficult to assess the full extent of the risks and to develop effective adaptation strategies. There is limited data for Indonesia on the:

- › **impacts of climate change on specific sectors and communities** (e.g. impacts on the rice sector, which is a major economic driver).
- › **costs of climate change adaptation** (e.g. costs of building sea walls to protect coastal communities from sea level rise).
- › **effectiveness of different adaptation strategies** (e.g. strategies for managing water resources).

Climate policies

Indonesia has developed several policies and plans to address climate change and disasters. These are aimed at reducing greenhouse gas emissions (including through low carbon and greening of financial and other key sectors, emissions reduction policy and plans in the land sector and energy transition), adapting to the impacts of climate change, reducing disaster risk, and applying environment and social safeguard (ESG). The country also has development objectives to help ensure that it becomes a resilient economy by 2045.

Some of the key climate-related policies include:

National Medium-Term Development Plan (RPJMN): Indonesia's RPJMN (2020–2024) details specific measures to address climate change and disaster risk reduction. More broadly, it is a roadmap aligned to the Sustainable Development Goals (SDGs) to advance Indonesia.

The National Long-Term Development Plan (RPJPN) 2025–2045 sets the vision of a Golden Indonesia 100 years from independence: a developed and prosperous country that is inclusive, environmentally friendly, and climate resilient. It has ambitious targets, which include net zero emissions as well as projected growth and progress across economic, social, and cultural spheres that could reinforce the transition while driving increasing energy demand.

Indonesia's **Nationally Determined Contributions (NDCs)** set ambitious emission reduction targets from a low transition starting point. Indonesia updated its NDC in 2022 and pledged to cut greenhouse gas emissions by 31.89 per cent by 2030, or by 43.2 per cent with international support. The four key priority areas are energy, forestry, agriculture, and industry.

Long-term Strategy on Low Carbon and Climate Resilience 2050 outlines Indonesia's goal of reaching net zero emissions by 2060, with a possibility of advancing this to 2050 with enough international support and investment. Indonesia aims to achieve this by having a net sink in the forestry and land use sectors in 2030, and by raising renewable energy share in the national energy mix (to 23 per cent by 2025, and 31 per cent by

2050) while decreasing reliance on fossil fuels. The strategy also aims to reduce the country's potential GDP loss by 3.45 per cent due to climate change in 2050 by enhancing resilience in food, water, energy, and environmental health.

Launched in 2021, **Forest and Land Use (FOLU) Net Sink 2030** policy aims to mitigate climate change by avoiding and controlling deforestation so the FOLU sector can absorb more carbon than it emits.

National Adaptation Plan (NAP): Indonesia's NAP outlines the country's priorities for adapting to climate change. With a focus on four priority sectors: Water, Agriculture, Marine, and Health. The NAP outlines that the potential economic losses from climate change impacts across these four sectors will increase from 10 billion in 2020 to 11.5 billion in 2024.

Impacts

Indonesia is among the top-tier countries at risk globally from the impacts of climate change. People across the archipelago are experiencing increasingly severe flooding, intense storms and coastal storm surges that are disrupting productive natural assets and critical infrastructure. Heatwaves and shifts in rainfall patterns are impacting livelihoods, food production and water resources, particularly in the most vulnerable and food-insecure communities:

- › Rising sea levels are threatening communities, infrastructure, and crucial economic sectors like fisheries and tourism due to Indonesia's extensive coastline and numerous low-lying islands.
- › Increased frequency and severity of extreme weather events, such as storms, floods, and droughts, is damaging infrastructure, agriculture, and livelihoods while escalating the risk of landslides and waterborne diseases.
- › Changing rainfall patterns are impacting agriculture, food security, and water availability, causing droughts in some areas and floods in others.
- › Threats to biodiversity and forest ecosystems are leading to habitat loss, species extinction, and disruptions to key ecosystem services, impacting livelihoods, food security, and community well-being.
- › Climate-induced health risks such as heat-related illnesses, waterborne diseases, and increased vulnerability to diseases and malnutrition are escalating, compounded by poverty and ecosystem disruptions.

These impacts are undermining the rapid economic growth that saw poverty fall from 24 per cent in 1999 to 9.5 per cent in 2022. High population densities in hazard-prone coastal areas and strong dependence on the country's natural resource base and weather-dependent industries leave millions at risk. The Asian Development Bank (ADB) estimates that by 2100, the impacts of climate change could cost Indonesia 2.5-7 per cent of Gross Domestic Product (GDP), with women, people with disabilities, and other marginalised and impoverished groups bearing the brunt of this burden.

Poverty and inequality

Indonesia is a middle-income country where poverty and inequality is still present. According to the World Bank, 9.5 per cent of the Indonesian population lived below the national poverty line in 2022. However, the incidence of multidimensional poverty is 0.1 per cent higher than the incidence of monetary poverty. This means that individuals above the monetary poverty line still suffer from deprivations in health, education, and/or standards of living (UNDP, 2023).

In Indonesia, over 110 million people are exposed to negative impacts of climate change, with the country's poor being most vulnerable. This is typically due to the concentration of urban poor in cities where infrastructure supply is limited and of low quality. The intersections of poverty and inequality are worsened for:

- › **Women and girls:** Women and girls make up 60 per cent of the poor in Indonesia, and they are more likely to be displaced by disasters than men. Women are also more likely to be affected by the impacts of

climate change on agriculture, as they are responsible for collecting water and fuel, which can be more difficult to do in areas that are affected by climate change (UNDP, 2015).

- › **People with disabilities:** People with disabilities are more likely to be poor and less likely to have access to resources and services. People with disabilities are also more likely to be displaced by disasters (World Bank, 2016).
- › **Indigenous peoples and ethnic minorities:** Indigenous peoples and ethnic minorities are more likely to be poor than other groups in Indonesia. They may also have different cultural practices and beliefs that make them more vulnerable to the impacts of climate change (IPCC, 2021).

Impacts of climate change and disasters on poverty and inequality

- › **Sudden onset disasters:** Disasters such as floods and storms are displacing people and destroying homes and businesses, making it difficult for people to access food and water. The economic cost of disasters in Indonesia is currently estimated to be over \$1 billion per year and projected to grow (World Bank, 2022).
- › **Long-term trends:** Long-term climate trends, such as sea level rise, extreme heat, sea surge, erosion and salt pollution of arable land, are also having significant impacts on livelihoods, driving poverty and inequality in Indonesia. These trends are making it more difficult for people to live in coastal areas, and those remaining are more likely to fall into poverty due to displacement, as it can strip communities of their homes, livelihoods, and networks (IPCC, 2021).

GOI is finalising the Adaptive Social Protection Roadmap, which aims to bring together social protection, adaptation, and disaster risk management sectors. The Roadmap acknowledges the vulnerability of communities prone to climate impact and aims to strengthen government coordination to ensure climate disasters do not force people into long-term poverty. It seeks to reduce the impact of climate change on vulnerable groups by providing a safety net to households that are affected by shocks and disasters. Some key initiatives in the Roadmap include cash transfers to recover from crop losses or to rebuild homes. Subsidised food and fuel, social insurance to provide income protection to workers who have lost their jobs to climate change, and social assistance programs to provide tailored support to households that are unable to meet their basic needs.

Annex 3 Program Logic and Outcome Descriptions

Goal: Strong and accessible justice and security institutions that uphold the rule of law and contribute to stability and prosperity in Indonesia and the region

Objective: Work in partnership with Indonesia to support effective realisation of justice reforms

End of Program Outcomes:

EOPO1: Justice institutions develop and implement policies, plans, budgets, and practices that advance the rule of law and economic development in the priority areas of accountability and transparency, criminal and commercial law reform

Work under this EOPO will bring together GOI and GOA stakeholders, as well as non-governmental partners, in constellations driven by specific reform needs. Policy priorities under this EOPO will include the following:

- › Accountability and transparency, which includes improved access to important legal information, including regulations, court decisions and legal analysis; potential support for transparency and governance elements of OECD accession; and structural engagements to prevent and combat corruption building on work under AIPJ2 in support of National Strategy on Corruption Prevention implementation as well as exploring engagement with new partners on corruption issues.
- › Criminal law reform, with a focus on the multiple dimensions of criminal law and its application that contribute to overcrowding in correctional facilities, including advocating for legal reforms that reduce the number of prisoners, as well as building on work around restorative justice, rehabilitation, and reintegration where possible.
- › Commercial law reform, which will build on nascent work in AIPJ2 but be further defined and expanded under the current program.
- › Climate change efforts will also be covered under this EOPO as they link largely to commercial law work but may also be incorporated into support for improved accountability via improved judicial capacity on climate-related issues.

Work under this EOPO is starting from very different points. While the program's focus remains on the development of policies, plans, budgets and practices, its engagement on each should contain clearly articulated linkages between supported reforms and social or market impacts and prioritise reform efforts with larger returns.

EOPO 2: Justice institutions and partners implement and adapt policies, plans, budgets and practices that contribute to preventing violent extremism and addressing transnational crime

This EOPO will also bring together groups of stakeholders from GOI, GOA and non-government partners around specific reform needs focused on preventing violent extremism and addressing transnational crime. Work around preventing violent extremism will support the implementation of the National Action Plan on Violent Extremism, in part through the development and implementation of regional plans. Work will continue to emphasise the important role that CSO partners can play in implementation both in schools and prisons.

The focus on transnational crime includes support for the management of border risks and improved security of transport networks. It also includes capacity support for the investigation of transnational crimes and counter-terrorism measures.

EPO 3: Justice institutions develop and implement policies, plans, budgets and practices that advance equal access to justice for women, children and people with disabilities

This EPO recognises the importance of continuing to support efforts to ensure access to justice for all Indonesian citizens. It includes a focus on structural reforms aimed at ensuring that women, children, and people with disabilities have access to justice, particularly in situations of divorce, sexual violence, child marriage and human trafficking. In addition, it recognises that the institutionalisation of women's voices in the leadership of justice institutions is an important aspect of ensuring the implementation and expansion of equal rights for all.

EPO 4: GOI, GOA and non-government organisations deepen partnerships in the justice and security sectors for mutual benefit

The program will support a range of Indonesian, Australian and non-governmental stakeholders to identify and address challenges together, strengthening existing ties and forging new ones as necessary to support effective reform efforts. Partners will work together either through the development and implementation of Engagement Strategies or longer-term work planning. Over time, this will support increased numbers of individuals from counterpart organisations who are making connections and developing positive relationships with each other.

Intermediate Outcomes

The program has nine intermediate outcomes, which describe the policy priorities of the program. The boundaries of certain policy priorities may be refined through additional scoping work or assessments in the first year of the program. Throughout the life of the program, policy priorities will continue to be assessed and refined through the ways of working.

IO 1 GOI justice institutions demonstrate improved accountability and transparency

AIPJ3 will work across a number of key elements in support of improved accountability and transparency, which will include:

- › **Strengthening legal information.** Publicly available legal information, notably from authoritative sources, is both a cornerstone of the rule of law and a building block in a stronger legal education system. The program will continue to support the strengthening and expansion of comprehensive databases on authoritative sources, ensuring public access and searchability and expanding analysis of judicial decisions. Priority areas include central government statute law and court decisions. Following further exploration, this work may be extended to cover authoritative literature, notably a repository of PhDs.
- › **Support for OECD accession.** The program will support the new GOI administration for its priorities related to OECD accession, focusing on relevant chapters: public governance, integrity, and anti-corruption.
- › **Structural engagement on preventing and combating corruption.** Building on existing work with some initial rescoping and a tighter narrative, this work may cover:
 - Support for policy development and roll-out. This aims to put in place and implement a comprehensive approach to addressing corruption, which has GOI and civil society support, and which translates into relevant statutory and institutional adjustments. It builds on the steps already achieved, including the National Strategy on Corruption Prevention and its Action Plan 2022–2024. This element is independent of, but can also cover, OECD accession processes in regard to anti-corruption.
 - Support for structural engagement. This aims to tackle corruption by focusing on the budgetary processes most vulnerable to abuse and aims for addressing those vulnerabilities. During the program's inception AIPJ3 will further explore the possibility of supporting the BPK in relation to its role in addressing corruption.

- Support for enforcement. This aims to tackle corruption by supporting enforcement agencies, such as the KPK, AGO, the Police, PPATK and the Courts, as appropriate.
- Support for prevention. This includes addressing corruption through transparency measures, such as the wealth reports.

IO 2 GOI agencies adopt integrated criminal justice reforms that reduce prison overcrowding

The program will continue work to reduce overcrowding in correctional facilities, with a goal of achieving measurable reductions in the prison population. While this is a goal in its own right from a human rights perspective, it has the additional value of supporting assistance on mental health and PVE by increasing prison oversight of extremists and reducing recruitment and radicalisation opportunities in correctional facilities.

While the strategy to achieve this goal will be necessarily multi-pronged, the program will articulate how each area of its engagement is expected to contribute to the ultimate goal of a reduced prison population. This would include the development and greater use of data and information systems; statutory change (criminal law); reduction of inflow through changes to the narcotics law and use of restorative justice where appropriate; and strengthening rehabilitation and reintegration to shorten prison terms and reduce recidivism, respectively. While engagements around the revised criminal code and potential changes to the narcotics law will be “bounded” by their contribution to reduction of the prison population, this may be reviewed in future should additional priorities emerge.

IO 3 GOI institutions reform policies and regulations to reduce legal constraints to the investment climate

Work in this area will focus on ensuring the transparency, efficiency and predictability of the commercial framework and its implementation. It will commence with exploratory work that will identify proposed priorities, based on a clear understanding of challenges and their impact on investment or broader economic growth. This IO will be subsequently sharpened, focusing on one or two areas of reform that are tightly targeted and ideally well-supported by data that can demonstrate ultimate impact. Priority will be given to reforms that also advance the possibility of Indonesia securing OECD membership.

IO 4 GOI and non-government partners identify and promote climate change in legal reform

The program will explore opportunities to support climate change. There at least three areas of support which will be considered:

- › **Support within judicial institutions.** Working through the JRTO of the MA and with non-government organisations, to provide capacity and analytical support for actors in the judicial sector to ensure they have the knowledge, resources, and ability to identify, charge and prosecute climate-related crimes.
- › **Regulatory reform, particularly related to OECD accession.** 30 per cent of OECD accession measures relate to climate change and the environment. While Australia is committed to supporting Indonesia in the process of admission, it will be important to consult further with the new GOI administration about their priorities in this area. AIPJ3 will draw on Prospera’s current work mapping out the needs for OECD accession to identify opportunities for further support and/or advocacy regarding regulatory change.
- › **Building the capacity of partners to consider climate change within their work areas:** as this is a new area of work, AIPJ3 will support partners to build their knowledge and understanding of how to consider climate change risks and opportunities and link this to the design of activities.

The program will bring in a climate change expert to help the program scope and develop the focus for climate change work which will be documented in a Climate Change Strategy and Action Plan.

IO 5 GOI, CSO and community stakeholder capacity and collaboration for preventing violent extremism is strengthened

This IO will continue and focus previous work on PVE in the three areas noted below, at the national level as well as in select sub-national locations. This builds on previous work in AIPJ2, particularly as adopted through the National Action Plan on Preventing Extremism. In the first year of the program, it will also undertake an assessment to determine whether similar work should be expanded to West Java to meet increasing threats in the region. The IO will focus on:

- › **Policy implementation:** The program will continue to facilitate multi-stakeholder collaboration around the implementation of the National Action Plan on Preventing Extremism, and in the development and implementation of regional action plans on preventing extremism (RAD PE), especially in provinces and districts that have large concentrations of terrorist convicts, foreign extremist deportees and returnees. CSOs can continue to complement government work by understanding factors and actors that previously enabled certain communities to independently resist the presence of extremist networks. They can also continue to promote and support extremist assessment instruments and other tools for use by correctional staff and other implementing agencies, complementing them as necessary with technical support and practice.
- › **Knowledge and sharing.** AIPJ2 work on the PVE knowledge hub will be continued but with a tighter focus on understanding how information is (or is not) used by CSO partners and working to ensure collaborations and materials are working most effectively for all.
- › **Continued CSO engagement in targeted schools.** Incidents of radicalisation at schools and mosque-based classes happened through individual alumni, mentors, and extracurricular activities. CSOs and community leaders are best positioned to identify vulnerable schools and build social resilience in key sites. Efforts under AIPJ2 to support work in schools will be continued.
- › **Support around high-risk inmates and their reintegration.** AIPJ2 has supported work to ensure effective handling of high-risk prisoners as well as that which supports their effective reintegration into Indonesian society. Both are aimed at reducing violent extremism and preventing conditions and opportunities for re-radicalisation or expanded recruitment.

IO 6 GOI and GOA institutions cooperate to address transnational crime in the region

AIPJ3 will support demand-driven government-to-government partnerships enabling Australian Government agencies to build and expand work with counterparts that have been delivered under AIPJ2. The focus for this IO is to:

- › **Improve frontline border operations and management of border risks** by enhancing leadership capability, including women's leadership, building knowledge and skills of frontline border officers, and strengthening inter-agency partnerships.
- › **Enhance the security of Indonesia's critical transport networks** with a focus on strengthening two-way knowledge exchange and capability development within aviation and maritime transport networks.
- › **Enhance the capacity of the Indonesian National Police** to investigate and prosecute transnational crimes.

AIPJ3 will support Australian Government agencies to develop an Engagement Strategy for Preventing Violent Extremism and Transnational Crime that brings together Agency and AIPJ3 program resources and activities to define the issues to be worked on and the outcomes to be targeted.

IO 7 GOI justice institutions respond to systemic challenges facing women, children, and people with disabilities

The program will continue to work through court partnerships and engagement with CSOs to further enhance evidence-based engagement on access to justice for women, including divorce and alimony, underage marriage, and sexual violence. It will also cover broader support for BAPPENAS to finalise and use

the Access to Justice Index. Drawing heavily on the work undertaken in AIPJ2, it will explore opportunities to scale up reform from promising pilot activities in Makassar and work with the Religious and General Courts in Surabaya. In many cases, work in this area will not pursue new policies but will use evidence for reform or refinement of existing practices. The program will consider the diverse lived experiences and intersectional discrimination of women and persons with disabilities, such as women with disabilities and persons with cognitive or psychosocial disabilities with regard to accessibility barriers.

It will also undertake two areas of review and exploration at the subnational level, with the goal of feeding back to national-level reforms or practices:

- › Review of implementation of the legal aid law (UU 16 / 2011), to determine remaining gaps, particularly as they apply to equal access to justice for women, children, and those with disabilities.
- › Better understanding of policies and institutional arrangements to address human trafficking, particularly as they impact women and girls. This work will be concentrated in NTT (or an alternative location if agreed by Australian government partners) and may link to regional partners and programs, as necessary.

IO 8 Women in justice institutions have more opportunities for leadership and agency in policy and decision making

The program will engage with justice institutions, in particular the MA and Indonesian National Police to increase opportunities for women to take on leadership roles. This work will require a transformative approach that increases awareness and shifts attitudes and behaviours that promote gender equality. Engaging with men in justice institutions to change attitudes and biases about women's roles and capabilities to occupy leadership roles will be important. In collaboration with CSOs, the program will engage with justice institutions to strengthen institutional policies and practices to ensure they support the establishment of inclusive and respectful workplaces. Women's leadership initiatives will be informed by identified strategies effective in increasing women in leadership roles across the justice sector. The program will also identify the barriers and opportunities for women with disabilities in accessing leadership opportunities and their role in the administration of justice.

The program will support the Indonesian Women's Judges Association through initiatives that develop capabilities and strengthen leadership potential. The program will explore opportunities for Australian Government agencies and relevant CSOs to support this work.

IO 9 GOI, GOA and non-government organisations work collaboratively on agreed justice reform priorities

This IO focuses on ensuring and capturing the ways of working and coalition building that the program has put in place. These serve not only to strengthen and sharpen the outcome focus within the other IOs but also to serve as spaces that support collaboration, joint learning and, ultimately, partnership to reach shared goals. A specific focus and reporting requirement under this IO pushes the program to not only continue its strong practices of reflection, but to use the processes less to verify outputs and more to support strategic learning and adaptation among partners.

Ways of working

The ways of working, taken together, provide a framework for an adaptive approach that aims to effectively drive the program toward outcomes through processes that allow partners (and partnerships) to strengthen purposeful relationships, build capacity and remain focused on incorporating key crosscutting themes of GEDSI and climate into their work. While Engagement Strategies will be developed in partnership, the remaining ways of working are designed to provide a framework that can be used to screen partner proposals, as well as serving to mainstream approaches and perspectives across the program.

1. **Strategy development & adaptation.** GOI, GOA and non-government partners identify, articulate, and adapt key reform goals, strategies and progress markers. Central to AIPJ's adaptive delivery approach is

the identification of high-level issues partners seek to address, linked to IOs. This will be followed by a more detailed examination of the dimensions of the problem itself, opportunities for progress or influence, and an articulation of how progress and achievements will be measured.

This information is captured in the Engagement Strategy for each IO. These Engagement Strategies will be incorporated into a structured learning process, forming the basis for six-monthly reflection processes during which they may decide to adapt their approaches or change course. IO 9 will assess the learning process itself, especially as it pertains to the development and strengthening of partnerships.

2. **Knowledge & evidence.** GOI, GOA and non-government partners use evidence to understand problems and inform solutions and strategies. Across the justice sector, challenges remain in both clearly defining challenges and in understanding the impacts of existing policy or legal decisions. In addition to supporting quality analysis of national government systems and policies, AIPJ3 will look for opportunities to collect and share evidence from subnational experiences with national decision-makers. Finally, where relevant, the program may seek international evidence on certain issues to provide options and perspective. The primary focus of this IO is to ensure that all partners are gathering and using available information to shape decision-making and / or public advocacy.
3. **Partnerships, coalitions & networks.** GOI, GOA and non-government partners work effectively together in partnerships, coalitions, and networks to develop and implement improved policies and plans. Challenges in the justice sector are complex and multi-faceted. Addressing them benefits from multiple perspectives. Working together to address a common problem allows partners to leverage a variety of skills and points of view that can assist reform progress. By fostering government engagement with CSOs and continuing to look for opportunities to provide citizen input, this IO articulates a commitment to a tenant of democratic governance that is an important part of any reform process.
4. **Systems and skills.** GOI and non-government partners enhance their institutional capacity in terms of systems and skills to support policy and plan development, implementation, and monitoring. The program will continue to support partners to enhance their capacities on a range of issues and approaches that help improve policy development, advocacy, and development. In support of that work, the program and its partners will support the considered expansion and strengthening of systems that can assist partners. These include data and knowledge management systems in support of improved evidence and analysis as well as structures and systems for policy implementation.
5. **Policy dialogue.** GOI, GOA and non-government partners engage in policy dialogue to negotiate, agree and advance reforms of mutual interest. Addressing complex and sensitive challenges requires space for discussion amongst partners. Opportunities to share experiences and consider challenges with peers are important avenues for development and change and will continue to be supported by the program.
6. **GEDSI lens.** GOI, GOA and non-government partners promote the rights of women, children, and people with disabilities. Gender equality, disability and social inclusion are priorities for the Australian government. This way of working focuses on demonstrating the commitment of the program and its partners to integrating these concerns and approaches across the range of their justice and legal reforms and / or advocacy approaches.
7. **Climate lens.** GOI and non-government partners promote climate change in legal reform. Climate change is also a priority for the Australian government. This focus means that the program will scrutinise partner proposals for opportunities to expand work on climate change or to mainstream it within existing areas of work.

Annex 4 Managing Contractor Team and Implementation

The managing contractor will be required to provide an experienced and predominantly Indonesian team. Table 4 below summarises key roles for the implementing team, together with the capabilities required for these roles. The managing contractor and DFAT should develop an organisational chart during inception and review the team composition within the first 6-months of implementation to determine whether the staffing profile requires alteration.

Table 4 Management capabilities

Position	Capabilities required
Team Leader	Senior-level law and justice program leadership experience, partnership leadership, relationship building/partnership brokering, team management, problem-solving, creativity, strategy development, generating collaboration across policy priorities, climate change and GEDSI mainstreaming, risk management and mitigation including PSEAH and child protection risks, strong oral and written communication.
Justice and Security Equity Lead	Gender equality and disability inclusion within the law and justice sector, technical specialist, partnership brokering and consensus building, stakeholder management, creativity, event and training facilitation, women, peace and security, Indonesia GEDSI experience. The Lead will be supported by a team of both gender equality and disability specialists.
Operations and Performance Lead	Finance management, program management, procurement, logistical and administrative management, client service minded, relationship management, problem solver, security management. This lead will be supported by operations, MEL, and communications team members.
Justice and Security Lead	Indonesian, justice and security experience, understanding of Australian Government agencies and institutions, partnership brokering, maintenance and consensus building, problem solver, logistical and administrative management and client service minded.
Monitoring, Evaluation and Learning Manager	MEL methodology and approaches, policy and practice measurement, problem solver, report writing, mentoring, training, relationship management, translation of complex concepts, written communication, and risk management.
Strategy Managers	Understanding of Indonesia's law, security and justice government systems, including policy and service delivery systems, relationship management/partnership brokering, consensus building, project management, risk management and mitigation, development policy, event facilitation and GEDSI understanding. Managers will have small teams to support work in each policy priority.
Strategic Communications Manager	Senior communications experience, strong written content for print and online media channels, press releases, whitepapers and by-lined articles to advance AIPJ3 brand.
Short-term Advisers	Climate change Adviser: climate approaches, policy and practice in Indonesia's justice sector, relationships with law and justice institutions, training facilitation and broker of partnerships. Commercial law Adviser: understanding of investor constraints and business operating environment, use of evidence and data to inform approaches, ability to broker partnerships. Both positions are initially short-term advisory positions that may evolve into full time positions

Services provided by the managing contractor

The AIPJ3 managing contractor team will undertake a range of functions spanning strategy, planning, governance, risk and budget management and operations. These include:

Strategy, planning, and risk management

- › Support DFAT and BAPPENAS develop program strategy and direction.
- › Support DFAT with day-to-day relationship management with Australian Government agencies.
- › Track status of Australian Government agency partnerships.
- › Undertake risk management and reporting in accordance with DFAT's guidelines. Ensure grant partners are mandating risks in accordance with DFAT's guidelines.

- › Manage program governance secretariat functions.
- › Support connections and synergies with other programs.
- › Support Australian Government agencies and non-government partners to participate in, and co-lead where possible, annual planning processes and activity proposal drafting.
- › Schedule a Ways of Working Workshop and source a workshop facilitator and document outcomes.

Monitoring, public diplomacy and communications

- › Coordinate and facilitate the Reflection Workshops, source workshop facilitator and document outcomes.
- › Provide a management information system or build on the existing MIS system housed within BAPPENAS that includes a platform for management and oversight of activities.
- › Provide quality assurance advice to DFAT on partner annual plans and annual reports.
- › Deliver learning fora, training, and other events.
- › Support delivery of public diplomacy and strategic communication products.
- › Develop and implement the MEL system, data gathering and analysis, and program-wide reporting on progress against program outcomes.
- › Support Australian Government agencies monitoring, and evaluation and public diplomacy activities.

GEDSI and Climate Change

- › Undertake GEDSI analysis for each activity to identify key GEDSI areas to be addressed relevant to activity priority.
- › Develop GEDSI and climate change tools and products to support all partners to integrate GEDSI and climate change in activities.
- › Develop and support integration of GEDSI and climate change considerations across program and activity levels.
- › Develop program strategies and action plans on GEDSI and Climate Change.

Operations

- › Manage an AIPJ3 office in Indonesia (including any possible sub-offices in provincial locations).
- › Support implementation of Australian Government agency and other partner activities, including logistics and administration support for activities.
- › Support BAPPENAS to ensure that AIPJ3 complies with the Government of Indonesia's requirements for managing donor funding.
- › Provide procurement and logistics services for Australian Government agencies and other partners, including:
 - Small-scale procurement of goods and services, such as sourcing and procurement of individual consultants and other third-party service providers.
 - Support for travel arrangements for Australian Government agency and counterpart officials, including booking and managing travel as needed, support to counterpart officials on itineraries, and pre-departure and in-country briefings for Australian Government agency officials.
 - Event management including, sourcing and procuring hotels and conference venues, payment of per diems, and communications with attendees.
 - Support DFAT with RoU / MoU negotiations and development of activity schedules if required.
- › Lead budget management and reporting.

DFAT may identify other needs, and the managing contractor will have in place mechanisms to respond to ad-hoc requests where it is in line with AIPJ3 priorities. If non-ODA funding becomes available, the managing contractor will establish mechanisms to deliver and report on non-ODA funded activities.

Annex 5 Indicative First Year Work Plan

Inception phase: January – June 2025

Implementation phase: July – December 2025

Operations

Activities	Timeline
Managing contractor handover documents and assets	January – February 2025
Establish office & mobilise team	January – February 2025
Operations manual, inception plan, MIS system, risk processes	January – February 2025

Strategic Planning:

Activities	Timeline
DFAT – Contractor Ways of Working Workshop	February 2025
Bridging grants and budget agreed and allocated to partners	January – February 2025
Engagement Strategies: develop methodologies, process & timeline for convening partners/stakeholders to develop engagement strategies for each policy priority	March 2025
Communications Strategy and Action Plan; GEDSI Strategy and Action Plan; MERL Plan; Sustainability & Localisation Plan	June 2025
Climate Change Action Plan	July 2025

Implementation:

Activities	Timeline
AIPJ3 Launch Event	March 2025

Grants – Selection and Funding allocation:

Activities	Timeline
Call for proposals for non-government partners and grant allocation	April – July 2025
Scoping and research grant allocation in priority areas (e.g.	April – May 2025

Activities	Timeline
climate change & commercial law)	
Engagement Strategies: Development Workshops informed by PEA, an overarching policy engagement strategy with issues analysis, theory of action and theory of change to be developed collaboratively	May – October 2025
Engagement Strategies finalised	September – October 2025

Workplan:

Activities	Timeline
Three-year rolling workplan linked to policy engagement strategies with standalone costed Annual Plan	November 2025

Governance Arrangements:

Activities	Timeline
Partnership Management Committee meeting	June and November 2025
Partnership Board meeting	December 2025
Coordination meetings between the Program, DFAT, and Australian Government partners	February, May, August, and November 2025

Reporting:

Activities	Timeline
Six-month report	June 2025
Annual Report	December 2025

Annex 6 Monitoring, Evaluation and Learning

Goal: Strong and accessible justice and security institutions that uphold the rule of law and contribute to stability and prosperity in Indonesia and the region

Objective: Work in partnership with Indonesia to support effective realisation of justice reforms

End of Program Outcome (EPO)	Desired result	Key evaluation questions	Indicative indicators	Assumptions / risks for data collection	Data sources	Who will use information/ for what?
EPO 1	Justice institutions develop and implement policies, plans, budgets and practices that advance the rule of law and economic development in the priority areas of accountability and transparency, criminal and commercial law reform	<ul style="list-style-type: none"> - To what extent and in what ways have partner GOI justice institutions improved and strengthened policies, plans and budgets and practices that partners have identified as contributing to the rule of law, stability, and/or prosperity? - To what extent are the policies, plans, budgets supported by AIPJ3 significant in supporting the rule of law, stability, and prosperity in Indonesia? - To what extent are the policies, plans, budgets supported by AIPJ3 also progressed GEDSI and climate-related goals? 	<ul style="list-style-type: none"> - Number of new or improved national policies, plans, budgets, and practices developed with the support of AIPJ3 and its partners - Number of new or improved national policies supported by AIPJ3 that are disability inclusive - Assessments of downstream impacts of policy changes where possible - Assessments of GEDSI support/climate resilience of relevant plans and policies 	<ul style="list-style-type: none"> - Political changes related to new government - Potential difficulties in obtaining data from various institutions 	<ul style="list-style-type: none"> - Government data, including Access to Justice Index - Policy monitoring and analysis by partners - Contribution analysis 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue
EPO 2	Justice institutions and partners implement and adapt policies, plans, budgets and practices that contribute to preventing violent extremism and addressing transnational crime.	<ul style="list-style-type: none"> - To what extent and in what ways have partner GOI justice institutions improved and strengthened policies, plans and budgets and practices that partners have identified as supporting the prevention of violent extremism? - To what extent and in what ways have partner GOI justice institutions improved and strengthened policies, plans and 	<ul style="list-style-type: none"> - Assessment of development and implementation of regional PVE strategies in program locations, including GEDSI and climate elements - Assessment of changes in responses to transnational crime identified by partners, including GEDSI and climate elements where relevant 	<ul style="list-style-type: none"> - Political changes related to new government - Potential difficulties in obtaining data from various institutions - Emerging threats 	<ul style="list-style-type: none"> - Government data, particularly monitoring of RAN PE using government sources where possible - Policy monitoring and analysis by partners - Contribution analysis 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue

End of Program Outcome (EPO)	Desired result	Key evaluation questions	Indicative indicators	Assumptions / risks for data collection	Data sources	Who will use information/ for what?
		budgets and practices that partners have identified as addressing transnational crime? - To what extent are the policies, plans, budgets supported by AIPJ3 progressed GEDSI and climate-related goals? - To what extent and in what ways has DFAT or GOA agencies been able to influence policy in line with agreed goals? -	- Assessments of downstream impacts of policy changes where possible			
EPO 3	Justice institutions develop and implement reforms that advance equal access to justice for women, children, and people with disabilities	- To what extent and in what ways have partner GOI justice institutions improved and strengthened policies, plans, budgets, and practices that partners have identified as advancing equal access to justice for women, children, and people with disabilities?	- Number of GOI and GOA agencies, CSOs and DPOs involved in partnerships by policy priority. - Assessments of extent to which individual partnerships have met objectives set out in Engagement Strategies. - Examples of partnerships successfully adapting to new conditions or priorities. - Examples and analysis of cooperation among agencies	- Changing political dynamics (in GOI or GOA) may impact partnerships	- Documentation from routine reflection sessions - Case studies/ Significant change stories	- Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Committee. - G2G policy dialogue
EPO 4	GOI, GOA and non-government organisations deepen partnerships for mutual benefit	- To what extent and in what ways have GOI, GOA and non-government organisations deepened partnerships for mutual benefit?	- Number of GOI and GOA agencies, CSOs and DPOs involved in partnerships by policy priority. - Assessments of extent to which individual partnerships have met objectives set out in Engagement Strategies. - Examples of partnerships successfully adapting to new conditions or priorities.	- Changing political dynamics (in GOI or GOA) may impact partnerships	- Documentation from routine reflection sessions - Case studies/ Significant change stories	- Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Committee. - G2G policy dialogue

Intermediate Outcome (IO)	Desired result	Key evaluation questions	Indicative indicators	Assumptions / risks for data collection	Data sources	Who will use information/ for what?
IO 1	Justice institutions demonstrate improved accountability and transparency	<ul style="list-style-type: none"> - KMQ To what extent and in what ways have justice institutions demonstrated improved accountability and transparency in areas supported by AIPJ3 and its partners? - KMQ To what extent has the GOI progressed against its anti-corruption framework? 	<p>Number of publicly available:</p> <ul style="list-style-type: none"> - laws/regulations - court decisions <p>Number of new or improved national policies, plans, budgets, and practices developed with the support of AIPJ3 and its partners</p>	<ul style="list-style-type: none"> - Political changes related to new government - Potential difficulties in obtaining data from various institutions - Commitment to reform 	<ul style="list-style-type: none"> - Monitoring and analysis by partners - Publicly available information on laws/ court decisions - GoI indicators on corruption reported under anti-corruption framework, Access to Justice Index 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue
IO 2	GOI agencies adopt integrated criminal justice reforms that reduce prison overcrowding	<ul style="list-style-type: none"> - KMQ To what extent and in what ways have justice institutions demonstrated improved accountability and transparency in areas supported by AIPJ3 and its partners? - KMQ To what extent has the GOI progressed against its anti-corruption framework? 	<p>Number of publicly available:</p> <ul style="list-style-type: none"> - laws/regulations - court decisions <p>Number of new or improved national policies, plans, budgets, and practices developed with the support of AIPJ3 and its partners</p>	<ul style="list-style-type: none"> - Political changes related to new government - Potential difficulties in obtaining data from various institutions - Commitment to reform 	<ul style="list-style-type: none"> - Monitoring and analysis by partners - Publicly available information on laws/ court decisions - GoI indicators on corruption reported under anti-corruption framework, Access to Justice Index 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue
IO 3	GOI agencies reform policies and regulations to reduce legal constraints to	<ul style="list-style-type: none"> - KMQ To what extent and in what ways has GOI progressed reform in identified areas? 	<ul style="list-style-type: none"> - Following scoping 	<ul style="list-style-type: none"> - Commitment to chosen areas 	<ul style="list-style-type: none"> - Monitoring and analysis by partners - Market data 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs.

Intermediate Outcome (IO)	Desired result	Key evaluation questions	Indicative indicators	Assumptions / risks for data collection	Data sources	Who will use information/ for what?
	the investment climate					<ul style="list-style-type: none"> - Partnership Board and Partnership Management Committee. - G2G policy dialogue
IO 4	GOI and CSO partners enhance their understanding of how to identify and promote climate change in legal reform	<ul style="list-style-type: none"> - KMQ To what extent and in what ways have justice institutions demonstrated improved their capacity to understand and prosecute climate-related cases? - KMQ To what extent and in what ways have partner GOI justice institutions undertaken reforms to meet OECD climate and environment requirements? 	<ul style="list-style-type: none"> - Number of judges with improved capacity to understand and decide on climate cases - Progress against OECD requirements related to climate 	<ul style="list-style-type: none"> - Political changes related to new government - -Commitment for reform 	<ul style="list-style-type: none"> - Monitoring and analysis by partners - Government data - Case studies/ Significant change stories 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue
IO 5	GOI, CSO and community stakeholder capacity and collaboration for preventing violent extremism is strengthened	<ul style="list-style-type: none"> - KMQ To what extent and in what ways have GOI, CSO and communities strengthened capacities and collaboration to prevent violent extremism? Is the knowledge hub meeting GOI and CSO needs? Are products being used to inform decision making? 	<ul style="list-style-type: none"> - Number of individuals reached by partner interventions (by category e.g. community, religious leaders etc) - Instances of use of knowledge products 	<ul style="list-style-type: none"> - Sensitivity of issues, challenges in assessing effectiveness of prevention 	<ul style="list-style-type: none"> - Monitoring and analysis by partners - Independent review - Case studies/ Significant change stories 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue
IO 6	GOI and GOA agencies cooperate to address transnational crime in the region	<ul style="list-style-type: none"> - KMQ To what extent are GOI and GOA agencies cooperating to address transnational crime in the region? - KMQ To what extent are supported data systems assisting GOI to respond to transnational crime? 	<ul style="list-style-type: none"> - Number of joint activities - Number of instances of knowledge exchange - Number of capacity building activities 	<ul style="list-style-type: none"> - Ability of partners to provide information 	<ul style="list-style-type: none"> - BNPT analytical products 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue
IO 7	GOI justice institutions respond to systemic	<ul style="list-style-type: none"> - KMQ To what extent and in what ways have GOI justice institutions expanded access to justice for 	<ul style="list-style-type: none"> - Percent of divorced women receiving alimony (data 	<ul style="list-style-type: none"> - Political changes related to new government 	<ul style="list-style-type: none"> - Monitoring and analysis by partners 	<ul style="list-style-type: none"> - Six-monthly progress reporting. DFAT IMRs.

Intermediate Outcome (IO)	Desired result	Key evaluation questions	Indicative indicators	Assumptions / risks for data collection	Data sources	Who will use information/ for what?
	challenges facing women, children, and people with disabilities	women, children, and people with disabilities in areas of AIPJ3 focus? - KMQ To what extent and in what ways have GOI justice institutions improved coordination and response to human trafficking challenges?	disaggregated by disability if possible) - Improved data on child marriage to include disability - Assessments of impact of policy/ practice changes regarding paralegals - Assessments of utility and effectiveness of “toolboxes” for judges on issues related to women and children	- Potential difficulties in obtaining data from various institutions	- Government data - Case studies/ Significant change stories	- Partnership Board and Partnership Management Committee. - G2G policy dialogue
IO 8	Women in justice institutions have more opportunities for leadership and agency in policy and decision making	- KMQ To what extent do women in justice institutions have more opportunities for leadership and agency in policy and decision making?	- Number of women in leadership positions in judicial institutions (data disaggregated by disability if possible) - Assessment of opportunities and agency within institutions	- Political changes related to new government - Potential difficulties in obtaining data from various institutions	- Monitoring and analysis by partners - Government data - Case studies/ Significant change stories	- Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue
IO 9	GOI, GOA, and non-government organisations work collaboratively on agreed reform priorities	- KMQ To what extent and in what ways have GOI, GOA and non-government organisations work collaboratively on agreed reform priorities?	- Assessments of extent to which individual partnerships have met objectives set out in Engagement Strategies	- Time and availability of all partners to fully participate	- Monitoring and analysis by partners/ Participatory Action Research - Case studies/ Significant change stories	- Six-monthly progress reporting. DFAT IMRs. - Partnership Board and Partnership Management Committee. - G2G policy dialogue

Output	Desired result	Indicative indicators	Data sources	Who will use information/ for what?
01	Engagement strategies and associated MEL frameworks developed	- Engagement strategies and associated MEL frameworks	- Program	- Six-monthly progress reporting. - Program management
02	Annual workplans and budgets developed, implemented, and reported upon	- Final workplans - On time reporting against workplans	- Program	- Six-monthly progress reporting. - Program management

Output	Desired result	Indicative indicators	Data sources	Who will use information/ for what?
03	Knowledge products developed and shared between partners	- Number of knowledge products	- Monitoring and analysis by partners	- Six-monthly progress reporting. - Program management
04	Capacity and systems strengthening for key partners undertaken	- Number of people trained (data disaggregated by gender and disability) - Systems change against baseline	- Monitoring and analysis by partners	- Six-monthly progress reporting. - Program management
05	Partnerships, coalitions, and networks reflect on joint work	- Number reflection sessions	- Monitoring and analysis by partners - Program	- Six-monthly progress reporting. - Program management
06	Policy dialogue advanced on key issues	- Number of areas of policy dialogue	- Monitoring and analysis by partners - Case studies/ significant change stories	- Six-monthly progress reporting

Australia's International Development Performance and Delivery framework²³ specifies indicators for Tier 1 – Indo-Pacific development context, Tier 2 – Australia's contribution to development and Tier 3 – How we work. The indicators that may be relevant to AIPJ3 are collated below. The Framework will specify indicators and data sources.

Indicator	Performance area	Indicator	Data source
DFAT Tier 2 indicators	Improved governance	Number of organisations Australia has supported in the reporting period to strengthen accountability and/or inclusion, including examples of assistance provided and significant policy change achieved, at the following levels: a. Government institutions, organisations, or systems (by type and level) b. Civil society organisations or systems (by type and level) c. Private sector organisations (by type and level).	MEL Framework
DFAT Tier 2 indicators	Gender equality	ODA funding channelled to Women's Equality Organisations and Institutions. Number of services provided to victim/survivors of sexual and gender-based violence	Program budgets Case study(ies)
DFAT Tier 2 indicators	Climate change	Number and value of investments that are contributing to low-emissions development pathways or are supporting mitigation activities and improving climate change adaptation and disaster resilience.	Case study(ies)
DFAT Tier 2 indicators	Strengthening leadership	Number of people who successfully complete a tertiary or technical/vocational course or work-related training	MEL Framework
DFAT Tier 2 indicators	Trade participation	Increased capacity of our partner countries to participate effectively in rules-based trade and economic architecture	AIPJ3 MEL framework

23 <https://www.dfat.gov.au/publications/development/australias-development-policy-performance-and-delivery-framework>

Indicator	Performance area	Indicator	Data source
DFAT's Tier 3 indicators	Addressing Climate Change is central to our development cooperation	From 2024–25, at least half of all new bilateral and regional investments that are valued at more than \$3 million will have a climate change objective, with a goal of this rising to 80 per cent in 2028–29.	AIPJ3 MEL framework
DFAT's Tier 3 indicators	Partnerships underpin our development cooperation	Regular dialogues, in Australia and at Posts, to share emerging practices, exchange ideas and facilitate learning. Development Partnerships Plans in place by 2024 DFAT Perceptions Survey (every two years).	MEL Framework
DFAT's Tier 3 indicators	Our development cooperation uses local actors in design, delivery, and evaluation	Number of local personnel, sub-contractors and staff engaged (employment created) – Managing Contractors. Number and dollar value of local contracts and grants (local supply chains) – Managing Contractors. By 2026, 80 per cent of bilateral investment designs and evaluations include local participation.	AIPJ3 MEL framework
DFAT's Tier 3 indicators	Our development cooperation uses local actors in design, delivery, and evaluation	First Nations perspectives embedded in programming and policy	Localisation strategy, AIPJ3 MEL Framework