

The Australian National University
Indonesia Project Phase V
(July 2022–June 2026)

Final Evaluation Report

January 2026



STORYSCAPE

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Executive summary

This Evaluation Report presents the findings of an Independent Evaluation of the **Australian National University Indonesia Project** (the Project). The Project is delivered by ANU's Crawford School of Public Policy, and overseen by the Indonesia Development and Partnerships Section within DFAT. The goal of the Project is "to contribute to sustainable and inclusive social development and economic growth through education and research-based public policies in Indonesia". The Project aims to contribute to this goal by **producing high quality economic/development policy research, education and partnership links between Indonesia and Australia**. The Project does this by funding key ANU academic roles and knowledge dissemination activities designed to build the capacity of Indonesian researchers, share research results to target audiences including policymakers, develop institutional and people-to-people networks, and improve Indonesian literacy among Australians.

Initially established by ANU in 1965, the Indonesia Project is in its **fifth phase of DFAT funding** with matched funding provided by ANU through staffing, activity costs and in-kind support. Through Phase V of the Project, Australia has committed AUD5.2 million over four years (July 2022–June 2026), approximately AUD1.3 million per year. The purpose of this mid-term evaluation is to assess the current performance of the Project against its Phase V outcomes and its continued alignment with Australian Government strategic objectives. The evaluation is also being undertaken to inform DFAT's decision to fund a Phase VI of the Project, and to develop recommendations for a potential future design process.

The **mid-term evaluation** of the Indonesia Project was carried out by an external, three-person evaluation team between 27 October to 17 December 2025. The evaluation team conducted online interviews with 21 key stakeholders, including project alumni and partners from Indonesian academic and research institutes, managing contractors implementing DFAT initiatives in Indonesia, ANU project management staff and Board members, and DFAT staff in Canberra and at Post. The team also reviewed and analysed project monitoring data, and a wide range of program reports and Australian Government strategic documents made available to them.

Limitations

There are four identified limitations of the evaluation and the findings presented in this report. Firstly, the sample of interviewees, while diverse, cannot fully represent the breadth of the Project's network and alumni. Monitoring data analysed does not consistently track the Project's policy influence or longer-term network effects. Therefore the evaluation relies largely on qualitative evidence for this analysis. The evaluation team re-coded monitoring data collected by ANU against the Project Logic's EOPO, outputs and activities, and therefore data is analysed and presented differently to the manner of presentation in ANU's annual reports. Lastly, the evaluation was undertaken in a relatively short timeframe, with limited time for data collection and analysis. The limitations outlined above are common for short-term evaluations and research-focused investments and are mitigated, as much as possible, through data triangulation and the careful analysis and interpretation of findings.

Findings

Project effectiveness (KEQ1): The Project is on track to achieve all its stated End of Program Outcomes (EOPOs) for Phase V. The Project's research outputs are **internationally recognised** and of **high academic quality**, with the Indonesia Update and the Bulletin of Indonesian Economic Studies (BIES) considered *the place* for **independent expert knowledge and evidence-based discussion** on Indonesia's economic and social issues. Seminars and forums held in Indonesia are highly regarded and well attended by Indonesian academics, policymakers, and civil society. The Project's influence on policy is largely indirect with research and events informing debates on trade, fiscal policy and social protection, and helping to influence policy decision-making. The

Project has **built the capacity** of multiple generations of Indonesian researchers, many of whom now occupy senior roles in Indonesian government ministries, universities, research institutes and think tanks, and international organisations based in Indonesia.

Over time there has been a marked increase in Indonesian authorship within BIES, reflecting strengthened capacity and research quality. Strong **people-to-people connections** established through the Project continue long after formal study, creating enduring bilateral links. In addition, the extensive network held by the Project is an important **access point for Australian Government** and ANU officials, as well as other “Indonesianists”, when engaging with Indonesia. This network is highly trusted and respected due to the longstanding reputation of the Project, academics involved, and quality of research outputs.

Project inclusivity (KEQ2): During Phase V the Project has taken **meaningful steps to mainstream gender equality** and improve social inclusion. The Project hosted an Indonesia Update on the theme of gender in 2022; **increased the ratio of female academics, speakers and Board members** engaged by the project; and implemented a gender checklist and tools to ensure the **production of gender sensitive research**. The Project’s **collaboration with KONEKSI** has enhanced social inclusion and extended opportunities to researchers outside Java and into Eastern Indonesia, although these remain relatively small in scale compared with the Project’s overall reach.

While the Project has made efforts to ensure its activities are accessible to **researchers with disability**, there has been limited research focus and outputs on disability. This is largely the result of the missing “D” representing disability in the Project’s Gender, Equality and Social Inclusion (GESI) strategy, which was an intentional strategy to implement a staged approach to inclusivity. Given the progress made towards gender equality, at this stage ANU is encouraged to enhance inclusivity by further supporting the participation of researchers with disability and from diverse backgrounds in the Project, and ensuring GEDSI (including the “D”) is considered in research areas where appropriate and relevant to research topics, rather than treating it as a compliance requirement.

Project relevance (KEQ3): The Project remains **highly relevant to the Australian Government’s strategic objectives**, providing independent, long-term analysis of Indonesia’s economic and social policy landscape. It contributes to DFAT’s International Development Policy and Australia–Indonesia Development Partnership Plan by **strengthening knowledge sharing and policy dialogue** across research institutions, government and civil society, and through the creation of **enduring people-to-people links**. The Project produces and contributes to research on contemporary and relevant economic and social topics, which is driven by current issues rather than by political agendas. Importantly the Project provides **access to influential Indonesian leaders and thinkers** for DFAT and ANU, and creates a pipeline of researchers and future government officials for networking and engagement.

With the current political shifts taking place in Indonesia, the value of having an **independent Australian research partner** with deep knowledge of Indonesia’s economy and institutions is vital. The Project also supports **Indonesian studies in Australia** at a time of declining Indonesian language enrolments and shrinking numbers of “Indonesianist” economists, thereby preserving critical expertise that would be costly to rebuild. The Project is also an **important asset** within the broader DFAT portfolio. However, while there are connections and examples of collaboration with DFAT initiatives (e.g. with Prospera, SKALA and KONEKSI), engagement does not appear to be linked to clear partnership strategies. DFAT could more actively broker strategic engagement and collaboration to support a more joined up approach across its portfolio in Indonesia.

Project efficiency (KEQ4): The Project represents **good value for money** for DFAT, given its modest

budget relative to the breadth of outputs, networks and long-term outcomes it generates. Locating the Project within ANU provides cost-effective access to institutional infrastructure and intellectual capital. However, the Project operates with **tight resourcing** and expectations around collaboration, communications and inclusion have expanded more quickly than available staff time and budget, posing risks to quality and staff workload. The GESI and communications strategies have been sensibly streamlined into short “quick guides”, to accommodate gaps between original strategy ambitions and what could realistically be implemented. **Collaboration with DFAT initiatives** has delivered benefits, however this could be strengthened through coordination efforts from within DFAT, as the transaction costs of collaboration are not always fully recognised or resourced. There has been progress in **broadening access to research outputs** through social media, and online seminars and forums held in Indonesia. These are an efficient way to share knowledge and create dialogue on policy issues. However, the overall communications effort remains modest relative to the potential audience due to resource constraints, and engagement within Australia has been less substantial as a result.

Key strengths of the Project

Sixty years of continuous activity has created **deep trust, brand recognition and continuity of relationships**, making the Project a cornerstone of Indonesia-focused research in Australia. Generations of Indonesian researchers have been trained by the Project, building **sustained local capacity** in high quality applied research. Ultimately this increased knowledge and capacity supports evidence-based policy-making in Indonesia. The Project is seen as **politically independent and academically rigorous**, which is highly valued by Indonesian and Australian partners and alumni. Its **layered network** of students, alumni, academics, bureaucrats and policymakers is arguably the Project’s most important asset and a key channel through which influence is realised. Being based at **ANU** in Canberra yet focused on Indonesia allows the Project to connect Australian and Indonesian institutions, while remaining somewhat insulated from day-to-day political shifts. External reviews and DFAT priorities have prompted **genuine progress on gender equality** within staffing, governance and research areas. The Project Team has also shown great **flexibility and responsiveness** to contextual changes (e.g. COVID-19 Pandemic, political shifts, new DFAT priorities) within tight resource constraints.

Challenges and lessons learned

While overall the evaluation found the project to be high performing and successfully yielding positive outcomes, there are some areas for improvement. There is concern amongst key stakeholders consulted about declining numbers of “Indonesianists” in Australia, the ageing of some senior academics, and the need for **clearer succession planning** and **longer-term funding certainty**. The Project has successfully engaged Indonesian researchers and there is a vibrant academic and research community connected through the Project in Indonesia. However resource limitations and **declining Indonesian language studies in Australia pose a significant challenge** to the project. There is also a risk of **dilution of strategic focus** if the Project attempts to cover too many themes, audiences and functions (private sector outreach for example) which may be out of project scope, or not have sufficient resourcing. There is an evident lack of clarity of the role and value of the Project among some areas of DFAT, leading to **missed opportunities for structured collaboration**. At the same time, collaborative activities with DFAT initiatives can also impose **significant administrative costs** on a small team. While the Project coordinates and manages various events, seminars and forums, it does so on a **very limited budget**. Staffing constraints also limit communications and reduce the ability of the Project to engage with students, researchers, and policymakers, particularly in Australia. Despite significant progress in gender equality, progress towards **disability and broader social inclusion remains under-developed**. This is largely due to the staged approach to inclusivity applied in the Project’s GESI strategy. Furthermore, having the Project based within an academic institution comes with **fixed constraints of the university sector**. Designing the project and managing DFAT expectations within these limitations is pertinent.

Conclusion and recommendations

The evaluation finds that the ANU Indonesia Project Phase V is a high-performing, strategically significant investment that delivers strong value for money and remains highly relevant to both Australia and Indonesia. The evaluation team recommends DFAT funds a Phase VI of the Project and the following recommendations are proposed to guide a potential future design process:

Recommendation 1: Maintain the Project's **research focus on contemporary social and economic issues and policy making** so as not to dilute the niche benefit it provides to both the Australian Government and to policy dialogue in Indonesia.

Recommendation 2: DFAT should consider **developing structured engagement** between its **initiatives in Indonesia and the Project** to enable deeper understanding and purposeful collaboration where appropriate and mutually beneficial.

Recommendation 3: Ensure that **collaboration with DFAT initiatives is appropriately resourced** and there are clear, strategic incentives for all parties, so that the Project's core research and capacity-building functions are not undermined.

Recommendation 4: The Project should **strengthen its approach to inclusivity** by adopting a stronger, more considered approach to disability inclusion, ensuring disability inclusion analysis (and broader GEDSI analysis) is substantively connected to core economic and policy debates and applied where appropriate. The approach adopted should be commensurate to the resources available. Where possible DFAT could consider sharing internal resources to support this endeavour.

Recommendation 5: Further **resource investment in communications and knowledge translation** is required to translate research into accessible formats for policymakers and to better engage Australian students, researchers and government officials.

Recommendation 6: The Project should consider options for **generational renewal and succession planning**, including ANU going out to market to recruit scholars into key academic roles; while at the same time continuing to foster the development of early-career academics.

Recommendation 7: DFAT to consider **longer term funding phases** or a commitment to multiple phases to enable strategic staffing and planning. At the same time, DFAT and ANU are encouraged to consider increasing the investment commitment to: enable the engagement of a fulltime communications/events role and ensure sufficient funding for project activities and the engagement of Australian students and researchers.

Recommendation 8: Consider options to **broaden and deepen engagement and inclusion of Indonesian researchers/alumni**, such as strengthening outreach beyond Jakarta into Eastern Indonesia, as well as mechanisms to support Indonesian alumni to publish their research.

Recommendation 9: Consider options to **broaden and deepen engagement of Australian students** in the Project, such as expanding the number of travel grants for Australian honours/masters researchers, and the provision of a DFAT-funded PhD scholarship within the Project.

Abbreviations and acronyms

Acronym	Description
ANU	The Australian National University
AS INB	Assistant Secretary, Indonesia Branch
BIES	Bulletin of Indonesian Economic Studies
CSO	Civil Society Organisation
DFAT	Australian Government Department of Foreign Affairs and Trade
EoPO	End of Project Outcome
FAS SMD	First Assistant Secretary, Southeast Asia Maritime Division
FKP	Forum Kajian Pembangunan (Development Studies Forum)
GEDSI	Gender Equality, Disability and Social Inclusion
GESI	Gender Equality and Social Inclusion
ICR	Independent Completion Review
IMR	Investment Monitoring Report
IO	Intermediate Outcome
KEQ	Key Evaluation Question
KONEKSI	Australia-Indonesia Knowledge Partnership Platform
M&E	Monitoring and evaluation
Prospera	Program Kemitraan Indonesia Australia untuk Perekonomian (Australia Indonesia Partnership for Economic Development)
QISS	Quality Investment Support Services
SKALA	Sinergi dan Kolaborasi untuk Akselerasi Layanan Dasar (Synergies and Collaboration to Accelerate Service Delivery)

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1. Introduction

1.1 Project history and background

The Australian National University (ANU) established the ANU Indonesia Project (the Project) in 1965. It is managed by and housed within the Arndt-Corden Department of Economics, Crawford School of Public Policy, College of Asia and the Pacific. The Project was founded at the same time as the *Bulletin of Indonesian Economic Studies* (BIES) was established, and is designed to support economic and social partnership between Indonesia and Australia. While initially developed as a discrete project, it has evolved over the years into a leading Indonesian economic and social research and training centre. DFAT has funded the Project since 1980, with DFAT and ANU providing matched funding contributions. The Project is in its fifth phase of DFAT funding and received AUD 5.2 million between 2022–2026. ANU has provided equivalent funding through direct staffing and activity costs, as well as through the provision of in-kind support (i.e. offices, venues and administrative contributions).

Phase V of the Indonesia project

The overarching goal of the Phase V of the Project is “to contribute to sustainable and inclusive social development and economic growth through education and research-based public policies in Indonesia” (ANU-IP, Phase V Design, 2022). The Project aims to contribute to this goal by producing high quality economic/development policy research, education and partnership links that benefit both Indonesia and Australia. The Project does this by building the capacity of Indonesian researchers, disseminating research results to target audiences (through publications such as BIES and knowledge symposiums such as the Indonesia Update), developing institutional and people-to-people networks, and improving Indonesian literacy among Australians. The Project works with a range of institutional partners across Australia and Indonesia including government departments and ministries, universities, think-tanks and research institutes, civil society organisations (CSOs), and multilateral organisations (e.g. World Bank and Asian Development Bank).

Phase V of the project has four End of Program Outcomes (EOPOs):

1. ***Applied research and teaching (EOPO 1)***: High-quality, independent teaching and research produced and used to help strengthen inclusive social and economic policy-making
2. ***Capacity building (EOPO 2)***: Enhanced capacity and expanded cohort of current and future Indonesian and Australian researchers
3. ***Communication, outreach and networks (EOPO 3)***: Increased knowledge about Indonesia, particularly in Australia, and strong Australia–Indonesia networks
4. ***Equity and inclusion (EOPO 4)***: Increased gender equality and social inclusion.

In order to achieve these outcomes, the Project implements a suite of activities under three project components (see Appendix 1 for a list of key activities implemented):

- Component A: Knowledge Deepening and Capacity Building
- Component B: Policy Engagement and Dissemination of Research Findings
- Component C: Community and Business Outreach.

Component C is a new component not included in previous project phases which directly responds to findings and recommendations presented in the Phase IV Independent Completion Review (ICR) (2019). Notably, the ICR recommended that further strengthening of the Project was needed in the areas of strategic planning, gender equality, monitoring and evaluation (M&E), communications and public engagement, and linkages with other DFAT funded initiatives in Indonesia. In response, Phase V of the project developed a Theory of Change and Project Logic (see Appendix 1), a Gender Equality and Social Inclusion (GESI) strategy, communications strategy, and a M&E framework.

1.2 Evaluation methodology

The purpose of the evaluation is an accountability measure to assess the current performance of the Project and its alignment with Australian Government strategic objectives. The evaluation is also being undertaken to inform DFAT’s decision to fund a potential Phase VI of the Project, and to develop recommendations to guide the design process should this option be pursued.

The evaluation was guided by four Key Evaluation Questions (KEQs), used to define all data collection and analysis. The KEQs were developed based on the Terms of Reference provided by DFAT, and an initial inception meeting held with staff from the Indonesia Development and Partnerships Section. The questions also incorporate relevant OCED Development Assistance Committee (DAC) evaluation criteria in the assessment:

- **KEQ1 (effectiveness):** To what extent is the project on track to achieve its Phase V outcomes (EOPO 1–3), and what is the level of significance and satisfaction with outcomes generated?
- **KEQ2 (effectiveness/inclusivity):** What outcomes and progress on gender equality, disability, and social inclusion has the project achieved (EOPO 4)?
- **KEQ3 (relevance):** To what extent is the project aligned with the Australian and Indonesian governments’ strategic objectives and policy goals in Indonesia?
- **KEQ4 (efficiency):** To what extent has the project modality and its implementation operated efficiently to achieve the desired results?

The evaluation adopted a grounded theory methodology, applying mixed methods and triangulating data. Data collection included: interviews held with key project stakeholders, a document review of project reports and Australian Government strategic documents, and an analysis of existing project monitoring data (i.e. research and publication data, and participant and alumni survey results).

The evaluation was conducted between 27 October to 17 December 2025 and was undertaken by an independent evaluation team comprising Zoe Dawkins (Team Leader), Pip Chandler (Evaluation Specialist) and Michelle Besley (Evaluation Specialist/Quality Assurance). The evaluation team conducted online interviews with 21 key stakeholders, including project alumni and partners from Indonesian research institutes, managing contractors implementing DFAT initiatives in Indonesia, ANU project management staff and Board members, and DFAT staff in Canberra and at Post (see Table 1 for more detail).

Table 1: Number of key stakeholders consulted

Key Stakeholders by role or occupation

Key stakeholder	Total	Percentage	Male	Female
Project partners (DFAT and ANU, Project Board)	6	29%	2	4
DFAT Post (Indonesia)	4	19%	2	2
DFAT initiatives in Indonesia (Managing Contractors)	4	19%	2	2
Project partner/beneficiary institutions (universities/research institutes)	1	5%	1	0
Project alumni/primary stakeholders (former PhD students)	6	29%	1	5
Total	21	100%	8	13

The primary audience for the evaluation is the DFAT delegate responsible for decision making on potential future funding and policy directions of the Project. ANU and the Project itself, including its Project Board, are also a key audience for continuous learning and improvement purposes. Secondary stakeholders include the Project’s extensive alumni, partner institutions and the general public.

1.3 Limitations of the evaluation

There are four identified limitations of the evaluation and the findings presented in this report:

- The **sample of interviewees**, while diverse, cannot fully represent the breadth of the Project's network and alumni. In addition, the high profile of some key stakeholders meant that despite the evaluation team's best efforts for engagement, senior representatives from the Government of Indonesia were not consulted. To overcome this limitation to the extent possible, the evaluation team focussed on ensuring as broad a cross-section of key stakeholders, and the incorporation of data from a recently completed alumni survey undertaken by ANU.
- Monitoring data does not consistently track the Project's **policy influence or longer-term network effects**. Therefore the evaluation relies largely on qualitative evidence and illustrative cases to demonstrate the Project's impact on policy making.
- The evaluation team re-coded monitoring data collected by ANU against the Project Logic's EOPO, outputs and activities. Therefore **data is analysed and presented differently to the manner of presentation in ANU's annual reports**. The process of recoding also identified some data gaps (particularly in relation to events/attendance data). This is not a criticism of the Project Team or systems, and is not surprising given the breadth of events, the diverse way in which stakeholders attend, and the resources available to the Project. The result however is that activity numbers may not fully represent the reach and impact of the Project, and may not align between the Evaluation Report and ANU's annual reports.
- The evaluation was undertaken in a relatively **short timeframe**, with limited time for data collection and analysis. The result is a lack of sufficient time to consult broadly, conduct an in-country visit, and to explore all project outcomes in-depth. The evaluation also relies substantially on monitoring data and reports prepared by ANU.

The limitations outlined above are common for short-term evaluations and research-focused investments and are mitigated, as much as possible, through data triangulation and the careful analysis and interpretation of findings.

2. Findings and analysis

2.1 Project outcomes and effectiveness (KEQ1)

The Indonesia Project is on track to achieve all its stated EOPOs for Phase V. The Project continues to generate high-quality, independent research, plays a central role in building Indonesian and Australian research capacity, and maintains a highly valued network and suite of outreach platforms that support Australia–Indonesia collaboration.

2.1.1 EOPO 1: High quality research and teaching

Social and economic evidence-based research

During Phase V the Project produced approximately 500 applied research and training outputs, including 133 publications (see Table 2 and Appendix 2 for more detail). The Project's research outputs are internationally recognised and of high academic quality, with the Indonesia Update and the Bulletin of Indonesian Economic Studies (BIES) considered *the place* for independent expert knowledge and evidence-based discussion on Indonesia's economic and social issues. Stakeholders consulted commented on the high calibre of researchers engaged by the Project and research outputs produced and shared through publications, conferences and forums.

Based on monitoring data reviewed, research and teaching generated by the Project is still largely focused on social and economic policymaking, with 37% of research and teaching outputs addressing social policy and 27% trade and development (see Chart 1 for more detail). There were mixed responses from stakeholders regarding the thematic focus of the Project, with some suggesting it needed to broaden its research scope and others stating the Project had lost its way when it was less focused on economic and social policy under previous leaders. In general however most stakeholders considered the topics and themes of research covered by the project to be both contemporary and relevant. The Indonesia Update conference and BIES journal were repeatedly described as "pivotal" and "globally recognised", providing a focal point for new research and policy debate on the Indonesian economy and society. In addition, a review of BIES journal metrics between 2018 (Phase IV) and 2024 (Phase V) indicate that the journal maintains a good academic reputation and continues to be widely accessed and cited. For example, in 2018 article downloads were approximately 60,000 and in 2024 were 125,000 (see Appendix 3 for BIES journal metrics between 2018 and 2024).

Selected comments from key stakeholder interviews

Comment from a key stakeholder: *If you are working on Indonesia, on any aspect of Indonesia's economy, politics, government or policy making then the Indonesia Update is "the" conference. It's the pivotal event in the world.*

Comment from a project partner: *"BIES started off as a small in-house journal, and it's become a really highly cited and highly rated development journal... it's got this incredibly high impact factor. Much higher than all the other regional country journals."*

Comment from an alumni: *"So I always told my younger colleagues, if you want to do PhD about Indonesia, then probably ANU, the Indonesia Project, is the best place to do that. It's not about just Indonesians there, right? But the people who know Indonesia is very abundant."*

Applied research and teaching outputs (2023–2025)

Table 2: Publications

Publication type	Number of publications
BIES journals published	11
BIES articles	29

Publication type	Number of publications
Books	7
Book chapters	10
Journal articles	74
Working papers	2
Total	133

Table 3: Conferences

Conference Type	Number
Indonesia Update conferences	6
Conference presentations	14
Keynote speaking engagements	3
Total	24

Table 4: Presentations

Presentations and guest lectures	Number
presentations/guest lectures delivered	35
Total	35

Table 5: Seminars

Seminars and Forum Type	Number
Development Studies Forum	109
Global Seminars	11
Indonesia Study Group	33
Seminar	1
Total	155

Table 6: Teaching

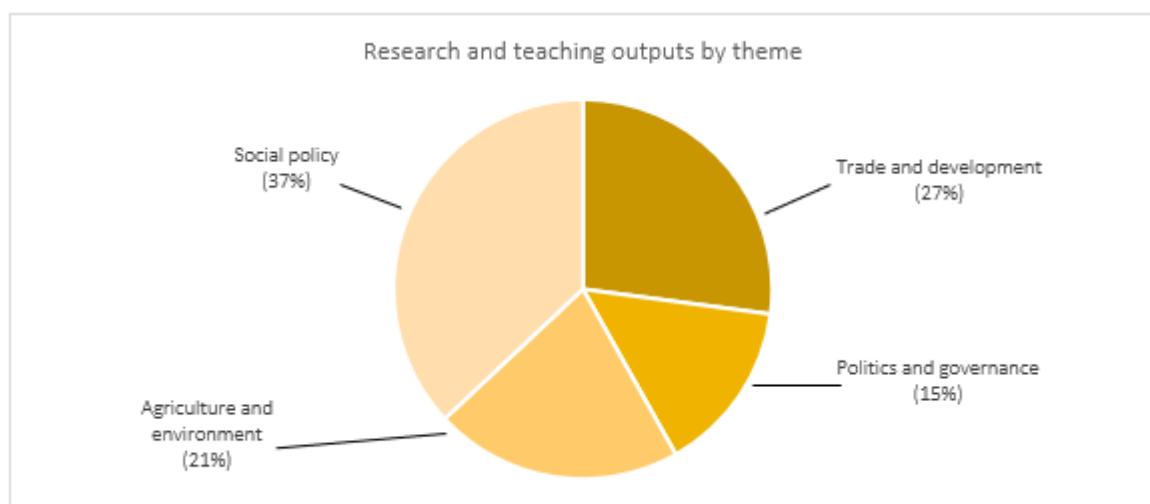
Teaching type	Number
Semester teaching	13
Supervision	140

Table 7: Training

Training type	Number
Policy bootcamp	4
Executive development	2
Total	6

Total number of applied research and teaching combined: 506

Chart 1: Indonesia Project themes covered in applied research and teaching outputs



Influence on policymaking

The Project's influence on policymaking is largely indirect with publications, seminars and forums informing debates on trade, fiscal policy and social protection, and helping to influence policy decision-making. For example, the Development Studies Forum or Forum Kajian Pembangunan (FKP) was repeatedly noted by key stakeholders as a key forum in Indonesia for sharing evidence-based research and informing policy decisions. This indirect influence on policymaking was highly regarded by most key stakeholders consulted, as it is regarded as being both academically credible and independent of political interference.

The increased knowledge and capacity of Indonesian researchers, as described below, also contributes to evidence-based policy-making in Indonesia. Many Indonesian researchers trained and supervised by Indonesia Project academics in the past now occupy senior roles in Indonesian government ministries, universities, research institutes and think tanks, as well as international organisations based in Indonesia. This increased capacity ultimately strengthens the Indonesian Government's ability to identify and solve its own economic and social policy priorities.

Several interviewees referenced direct engagement by the Indonesian Ministry of Finance and other agencies seeking policy advice, through mechanisms such as High Level Policy Dialogue, indicating Indonesian Government recognition of the Project as a trusted knowledge partner. However, as discussed further in Section 2.3 this trusted position of the Project has shifted with the changing political landscape in Indonesia.

Key stakeholder comment: *"The FKP ... in Indonesia is a forum that ... actually connects all institutions, universities ... in Papua, Sumatra, research centres in other provinces, Bank Indonesia, Statistics Indonesia, Ministry of Finance. We ... discuss policy, we discuss findings ... we discuss research. And ... this one is initiated by the Indonesia Project, and it's really shaped ... policy in Indonesia."*

Alumni comment: *"The most significant things is ... the network ... because I'm also a policy maker in Indonesia, and there are also many alumni like me in Indonesia, as policymakers and in other institutions... And we can communicate better ... when making policy in Indonesia. We have same language, understanding, so even though maybe we don't always agree with each other, I think we can communicate better."*

2.1.2 EOPO 2: Capacity building of Indonesian and Australian researchers

Supporting the capacity of generations of researchers

The Indonesia Project continues to expand and nurture a cohort of “Indonesianist” researchers from Australia and Indonesia. During Phase V of the Project, 69 PhD and Masters students were supervised by Indonesia Project academics, and grants and fellowships were awarded to 28 researchers. In total 22 Australian and 61 Indonesian early-career researchers were supported (see Table 3 and Table 4). This builds on six decades of effort developing the capacity of multiple generations of Indonesian and Australian researchers to the benefit of both countries. This finding was supported by key stakeholders with nine of the 21 consulted identifying increased capacity of “Indonesianists” as a key outcome achieved by the Project. Indonesian alumni consulted also acknowledged the important contribution the Project has played in their research capacity and broader knowledge of Indonesia.

Capacity building of researchers has been undertaken not only through postgraduate research supervision and university teaching, but also through collaboration with other DFAT initiatives in Indonesia such as the Australia-Indonesia Knowledge Partnership Platform, known as KONEKSI. Through this initiative the Project has contributed to capacity building of applied researchers in Eastern Indonesia through a series of training “bootcamps”. This collaboration has been intentional and has enabled increased access and support to researchers beyond Java. The collaboration with KONEKSI and other DFAT initiatives is discussed further in Section 2.3.

Comment from alumni: “Studying at ANU and being involved in the Indonesia Project, I just see [that is] the only place ... outside of Indonesia that has so many academics working passionately on Indonesia ... there is just a vast amount of knowledge there and on topics that never will be discussed in Indonesia... that just really helped me professionally... it just [helped] my understanding of my own country...”

Comment from project partner: “I think the most useful thing we do is probably to train Indonesian students to go back and make a useful contribution to their country.”

Comment from key stakeholder: “There’s a range of work they do on the next generation of scholars and ... that is important, because this is a long-term endeavour.”

*Table 3: Number and research focus of PhD and Masters students supervised**

Supervisions	Total	Female	Male	GESI theme	Climate theme	Disability theme	Australian	Indonesian
PhD and Masters students	69	31	38	22	4	1	10	45

Note: Of the total students 14 were from countries other than Australia or Indonesia, or their nationality has not been disclosed. In addition, not all students declare a research topic, and therefore alignment to DFAT themes (such as GESI and Climate Change) is not consistently recorded.

Table 4: Number and research focus of grant/fellowship recipients

Grant/Fellowship	Total Awards	Female grantees	Male grantees	GESI theme	Climate theme	Disability theme	Australian	Indonesian
Student Research Grants	10	6	4	5	3	0	10	0
Ruth Daroesman Grants	8	5	2	3	2	1	2	6
Collaborative Research Grants	5	2	3	3	2	2	0	5
Visiting Fellows	5	3	2	3	1	1	0	5
Total	28	16	11	14	8	4	12	16

Decline of Indonesian studies in Australia

A significant challenge facing the Project is the engagement of early career Australian economists and researchers. This is partly a broader contextual project challenge based on the general decline of Indonesian studies in Australia. The evaluation team notes this challenge was also identified in the Phase IV ICR, with the report stating that the “last Australian student to come through the Indonesia Project and complete a PhD on the Indonesian economy graduated in 1994”. A recommendation to establish a number of dedicated PhD scholarships for Australian students studying the Indonesian economy was included in the ICR, but does not appear to have been implemented. This lack of engagement with Australian students is reflected in the number of PhD and postgraduate researchers supported by the Project. Indonesian students represent 63% (61 out of 96) of all early career researchers supported and being supervised by Indonesia Project academics between 2023–2025, with Australian students comprising only 23% (22 out of 96). Research grants such as travel grants for honours and masters students, and Collaborative Research Grants have been a more effective way of engaging Australian students, however these are limited to a small number of grants per Phase. For example, in the last round of Collaborative Research Grants, the project received approximately 260 applications for a pool of five grants worth AUD8,000 each. This application response indicates that while the engagement of Australian students is a larger contextual issue, there are mechanisms and levers the Project can pull to engage students. However, such mechanisms and levers are dependent on funding, and increased funding for project activities which engage Australian students in particular.

Project partner comment: *"Our capacity for building the next gen of "Indonesianists" is much stronger with emerging Indonesian academics, whereas ... in Australia it's a really tough gig, and we see things like Bahasa Indonesia language disappearing at the school level."*

Key stakeholder comment: *"It's cheaper to do stuff in Indonesia than is to do stuff in Australia... And so you have to make a real decision if you're going to bring people here or engage more here, because that's more expensive to do it... But I would love to keep all the things that [the Project] has got in play in Indonesia and add some additional Australian [activities] to it. But particularly ... getting some [Australian] PhDs who focus on the Indonesian economy."*

2.1.3 EOPO 3: Communication, outreach and networks

An influential, layered network

The Indonesia Project has established a layered network of students, alumni, academics, bureaucrats and policymakers working on Indonesian economics and social policy. Strong people-to-people connections established through the Project continue long after formal study, creating enduring bilateral links. It is a key asset and channel through which influence is realised both for the Australian Government and ANU officials, as well as for other “Indonesianists” when engaging with Indonesia. Being based at ANU in Canberra yet focused on Indonesia allows the Project to connect Australian and Indonesian institutions, while remaining somewhat insulated from day-to-day political shifts. This network is highly trusted and respected due to the longstanding reputation of the Project, academics involved, and quality of research outputs. The value of this network to the Australian Government is addressed further in Section 2.3. Former PhD students from Indonesia consulted reported the value of the network created, both with ANU academics and other ANU graduates. In a recent survey undertaken by ANU with Project alumni, 88% of survey respondents (n=75) stated that engagement with the Project was either important (35%) or very important (53%) in building their professional network.

"In Indonesia, [the] ANU community is quite a big, a big community right? So just being tapped in into that community, and also the Indonesia Project in particular, everyone knows what that is in Indonesia. So it expands my network..."

Alumni

"It has been really important that there was a real pathway of people, particularly coming to ANU and doing their PhDs there and going back to Indonesia... And a lot of them, quite a few ended up migrating into government."

Project partner*Knowledge sharing forums and dialogue*

Conferences, research seminars and forums are an important channel for sharing and disseminating research. During Phase V the Project has facilitated 179 conferences, seminars and forums (see Appendix 2 for more detail). Of the 85 events which recorded attendance data, there was a total of 24,140 audience members (in person and online). The vast majority (49%) of attendees were from the university sector (academics and students) and 19% from government bodies (see Table 5). Seminars and forums held in Indonesia are highly regarded and well attended by Indonesian academics, policymakers, and civil society. Demographic data¹ collected from events indicate that on average 60% of event attendees per event are Indonesians (see Table 6). Stakeholders consulted note that events held in Indonesia are relatively cost-effective to run, and have become an important social science forum in Indonesia. For example, one alumni consulted who now works with the Indonesian Government noted that participating in FKP discussions had helped them gather evidence to try and shape local trade policy.

Alumni comment: *I am part of FKP... initiated by Indonesia Project... It is a routine seminar every month or webinar, but not only conducted by Indonesia Project. It is a collaboration with many institutions in Indonesia, from universities, research centres, government institutions. So the Indonesia Project creates and maintains this collaborative discussion and connects people through research and discussion about many things."*

Communications and engagement

In Phase V, the Project has increased online communications and engagement, particularly in Indonesia. This is partly in response to COVID-19 which greatly increased its online offerings. It is also in response to the 2019 ICR which included a recommendation for the Project to systematically reach out to a wider audience, and improve communication with key partners. In response the Project developed a Communications Strategy for Phase V, however the strategy was beyond the resource means of the Project which only employs a part-time staff member to work on events and communications. Consequently the Project developed a streamlined communications strategy as a guide. Since this time, the Project has seen a substantial increase in traffic to its website from 5,000 unique visitors in 2022 to almost 30,000 in 2024. The FKP website page views has also doubled, from 600,000 in 2022 to 1.2 million views in 2024. Again engagement with Indonesian stakeholders is much higher than Australians, who represent just 40% of event attendees on average (see Table 6). This may be the result of events and forums increasingly being held in Indonesia, which is potentially more cost-effective and impactful in terms of influencing local policy decision-making. However further engagement and communication with Australian students, researchers, and economists was an intention of Phase V which has not been fully realised. Key stakeholders consulted reported that the project needed to increase its reach within Australia and to ensure research is communicated in an accessible way to policymakers. However, it is unrealistic to expect more knowledge translation and dissemination within the current budget and without the allocation of additional resources.

Key stakeholder comment: *"I also feel there needs to be some more progression in understanding how policy makers want to have information presented to them... Because it's academic, everything has to be very serious and very detailed and very evidenced. Because this needs to be defensible from an academic perspective, right? But on the other hand, political leaders or policy makers ... need everything concise and sharp and clear. I feel in some areas the Indonesia Project needs to ... compromise a bit, to be able to present information*

quickly and in a manner that the user themselves prefer.”

Table 5: Online communications metrics 2022–2024

Communications metrics	2022	2023	2024
Website (unique visitors)	5,000	Unknown*	29,979
Blog (views)	9,000	Unknown	9,300
FKP website (visitors)	200,000	Unknown	200,000
FKP website (page views)	600,000	Unknown	1.2 million page views
Mailing list subscribers	6,874	Unknown	6,500
Social media followers (total)	Unknown	~36,308	41,385

Note: This data has been extracted from the Interim Phase (Jan 2021–Nov 2022) Completion Report and the Annual Report 2024

Table 6: Events and attendance numbers/breakdown 2023–2025

Demographic category	Percentage
Female attendees	49%
Male attendees	50%
Attendees aged 30 and under	26%
Attendees aged 30–39	32%
Attendees aged 40–49	20%
Attendees aged 50–59	12%
Attendees aged 60 and above	10%
Attendees from universities	49%
Attendees from government	19%
Attendees from research organisations or NGOs	16%
Attendees from the private sector	7%
Attendees from media	2%
Retired attendees	3%
Attendees who are students	31%
Attendees from Australia	~40%
Attendees from Indonesia	~60%

¹ Please note that demographic data for attendees is incomplete, and country of origin data was only collected from 5,312 attendees out an audience of over 20,000.

2.2 Project outcomes and inclusivity (KEQ2)

The evaluation found the Indonesia Project has taken meaningful steps to mainstream gender equality, although additional efforts are required to improve disability and social inclusion. The Project developed its first gender strategy in 2019, just prior to the previous ICR. The Phase V design included the development of comprehensive and detailed Gender Equality and Social Inclusion (GESI) strategy. The GESI strategy was sensibly streamlined into a quick guide by the project team. As a result, the Project has intentionally implemented a range of practical mechanisms to improve gender and social inclusion in Phase V which are commensurate to the project's scale and available resources.

2.2.1 Production of gender-sensitive research

In Phase V, half of the total grants and fellowships awarded by the Project had a GESI theme; 22 of the 69 PhD and Masters students' research included a GESI theme; and one in three travel grants was awarded to GESI research projects. A practical step taken by the Project was also to host a dedicated Indonesia Update on the theme of gender in 2022. In addition, the Project has implemented a gender checklist and interview process with academics to ensure production of gender sensitive research. Despite this progress, there were mixed views from those consulted on the benefit and relevance of gender-equality and other social inclusion measures within the Project, and in particular approaching Gender Equality, Disability and Social Inclusion (GEDSI) as a DFAT compliance requirement. While most respondents noted the relevance of GEDSI in economic and social research and policymaking, the value of checklists and ensuring equal participation was questioned by some stakeholders. It was noted that in some instances the research being undertaken by the Project does not have a GEDSI angle, such as the environmental impact of industrial waste. Therefore GEDSI should be considered in research areas where appropriate and relevant to research topics, including gender-disaggregated data, and obtaining the perspectives of women, people with disability and other disadvantaged groups where relevant, rather than being approached as a compliance requirement to meet DFAT reporting criteria.

Project partner comment: “So the project was born 1965 and it was a very male dominated discipline so part of the GESI strategy was explicit in saying the project needs to do better in its representation of women as core members of the team... last year one of the [male academics] retired on the team, which gave probably the first opportunity [in] about eight or nine years to bring a new academic team member on board... A female who focused on GEDSI in her research [was selected]. So that’s brought a nice balance to the team, but you can’t affect that change until someone leaves or there’s magically more funding for a new position to join the team.”

Alumni comment: “Leading up to 2022 they decided the Indonesia Update topic on gender. At that time my research focussed on the labour market, but I wasn’t really focusing much on gender disaggregated data. But when [one of the Project academics] was approached to write a chapter for the Indonesia Update book, they reached out to me to see if I could co-author the chapter, working on the data. So ... I’m very grateful [because] until now that was the beginning of me going deeper into the gender aspect of the labour market.”

Key stakeholder comment: “Research that looks at ... social programs ... there’s a gender dimension to that... [and] how do we design a policy that overcomes that, that’s really important... [that] is a really good way to support gender. But having every project has to have ... your gender balance in participation, or did it have an explicit title called ‘Women in something or other’. I think we’re missing the point.”

2.2.2 Increased opportunities for women and researchers with diverse backgrounds

Improving gender parity

During Phase V the project team undertook steps to improve gender parity across the Board, academics staff, and conference/forum speakers. The Board was reformed and currently has a majority of female members on the Board and the Project has a more equitable balance of academic staff. Of the five scholars currently employed in the core academic team, there are now three (3) male academics and two (2) female academics. In the context of the university sector there are also contextual factors which have impacted the pace in which change has occurred, as academics are long-tenured employees. Therefore without funding to recruit additional staff the Project must wait for an academic to retire to improve gender ratios. In this context, reforming the Board was a strategic way of quickly improving gender parity and influence within the Project.

While the Project has over recent years had a fairly equal representation of female (45% or n=31) and male (55% or n=38) PhD and Masters students (see Table 3 above), this is largely beyond the control of the project as student admittance is centrally controlled by ANU. However, for events held, there was an almost equal number of female (n=62) and male (n=61) speakers across the Project’s events in Phase V. This is a significant improvement from Phase IV, during which women represented between 33-40% of speakers. Female researchers consulted through this evaluation also reported largely positive experiences with the Project, and in particular with other female academics, again reiterating the importance of good gender representation amongst staff, the Board and the flow on effect this has.

Project partner comment: “So the project was born 1965 and it was a very male dominated discipline so part of the GESI strategy was explicit in saying the project needs to do better in its representation of women as core members of the team... last year one of the [male academics] retired on the team, which gave probably the first opportunity [in] about eight or nine years to bring a new academic team member on board... A female who focused on GEDSI in her research [was selected]. So that’s brought a nice balance to the team, but you can’t affect that change until someone leaves or there’s magically more funding for a new position to join the team.”

Improving social inclusion

The Project’s collaboration with KONEKSI has also enhanced social inclusion and extended opportunities to researchers outside Java and into eastern Indonesia, although these remain relatively small in scale compared with the Project’s overall reach. This collaboration has been mutually beneficial as KONEKSI has leveraged the Project’s networks and relationship to enhance its work, and the Indonesia Project has been able to engage with researchers directly in

eastern Indonesia, supporting a more diverse group of researchers than its base – which has traditionally been researchers from universities and institutes in Java. This collaboration has not been without its challenges, as some of the teaching methods used by Project academics are considered somewhat outdated and there are perhaps unrealistic expectations of a relatively small project team with limited resources. However there are evident synergies between the two projects and other DFAT initiatives which present mutual benefits. This is discussed further in Section 2.3.

Key stakeholder comment: *“With KONEKSI, they implemented a boot camp, which is like a research methodology training session for researchers in eastern Indonesia. Originally, they were sort of looking to us to support their activities that they had already planned, and we were looking to them to say we would like to do something new with you.”*

2.2.3 Areas for improvement

The missing “D” in the GESI strategy

While the Project has made efforts to ensure its activities are accessible to researchers with disability, there has been more limited research focus and output on disability. This has not been given priority or clear focus due to the missing “D” representing disability in the Project’s GESI strategy. This was reportedly an intentional strategy to implement a staged approach to inclusivity which is sensible given the small project team responsible for implementation. However as a result, disability disaggregated data has not been collected, and research outputs have not been systemically assessed for disability in monitoring data. Despite this there is evidence that some research grants, fellowships and PhD/Masters research projects have included a disability theme (see Tables 3 & 4).

Given the progress made towards gender equality, at this stage ANU could enhance inclusivity by further supporting the participation of researchers with disability and from diverse backgrounds in the Project, and ensuring GEDSI (including the “D”) is considered in research areas where appropriate and relevant to research topics. Furthermore, diversity and social inclusion more broadly needs to be considered by the Project – attracting researchers from different regions, socioeconomic, ethnic and religious backgrounds across Indonesia in activities where feasible. Given the very limited project resources available to implement GEDSI actions, this could include developing a streamlined and practical GEDSI strategy (replicating the approach to GESI undertaken by the project team) in a potential Phase VI design that extends existing tools and processes to include disability and other social inclusion measures. DFAT is also encouraged to consider how it can tailor its quality requirements to ensure they are commensurate to the project’s scale and budget. In addition, DFAT could share internal resources and provide technical advice to support the Project with any identified capacity gaps.

Project partner comment: *“I can say for us, disability, when it comes to engagement in our activities, is something I feel comfortable that we can support. Have our academics specifically developed research that focus on disability?... Not that I’m aware of.”*

2.3 Relevance and strategic alignment of the project (KEQ3)

2.3.1 Value of Project for the Australian Government and Indonesian stakeholders

Providing critical insights and access for government

The Project remains a highly valuable asset to the Australian Government. It provides access to a bank of knowledge on current and emerging social and economic issues in Indonesia. The research it produces is contemporary, relevant and independent which can be drawn on by government (both the Australian and Indonesian governments) to test ideas and inform policy decisions. A number of key stakeholders consulted also noted the Project’s role in undertaking independent research, not driven by political agendas, as one of its key strengths.

The Project is also an important access point for the Australian Government. It creates a pipeline of Indonesian researchers who go on to work in government departments and other key roles in Indonesia, supporting bilateral links and providing DFAT with access to government and influential thinkers in Indonesia.

Project partner comment: *"It's the access, but also the opportunity to understand Indonesian economic policy making decisions, and [this] is really critically important for Australia.... So it's an access thing, but it's also helping to build our understanding, not just from an academic perspective, but from a government perspective. There are insights that we have gained from engaging with some of these senior Indonesians that we would not have been able to get if it wasn't for this investment... So from a government perspective, it's a real gift to have that as part of our national capability."*

An important asset in DFAT's Indonesia portfolio

The Project is also an important asset within the broader DFAT portfolio. However, while there are connections and examples of collaboration with DFAT initiatives (e.g. with Prospera, SKALA and KONEKSI), engagement does not appear to be linked to clear partnership strategies. Some stakeholders consulted working on DFAT initiatives did not appear to understand the role and value of the Project in the broader context of DFAT's Indonesia portfolio. This lack of understanding may result in missed opportunities for more strategic linkages based on the role, value and unique contribution of each initiative. DFAT could more actively broker strategic engagement and collaboration to support a more joined up approach across its portfolio in Indonesia.

Key stakeholder comment: *"if we compare [the Project] with Prospera or with the World Bank, they are more like government arms, to do research for them. But the Indonesia Project, I think it's more independent from the Indonesian government ... [so] having someone telling that you shouldn't do this. You should do this instead. I think that's quite useful also."*

2.3.2 Responding to contextual changes in Indonesia and Australia

The importance of an independent voice

Over recent years, with the change in government in Indonesia, the High-Level Policy Dialogues are no longer being held with the Ministry of Finance, as the current government is more wary of international and foreign influence. Despite this, the Project is seen by many key stakeholders consulted as more relevant and important than ever. With the current political shifts taking place in Indonesia, the value of having an independent Australian research partner with deep knowledge of Indonesia's economy and institutions is vital. An independent voice is valuable not only to the Australian Government but also to research partners in Indonesia. In response to the political shifts taking place in Indonesia, the Project is increasingly leveraging its existing network at lower levels of government within the bureaucracy and trying to engage more effectively with provincial governments.

Importantly, the Project also supports Indonesian studies in Australia at a time of declining Indonesian language enrolments and shrinking numbers of "Indonesianist" economists, thereby preserving critical expertise that would be costly to rebuild.

Key stakeholder comment: *"A strong voice that has a very long track record and established track record on presenting conditions and updates on Indonesia, that's actually also very well respected, I think, becomes suddenly more important in this phase of Indonesia's history."*

Key stakeholder comment: *"You've got to have it sitting there, because unfortunately, politics is like that. ... Sometimes you just need constant bombardment with the good ideas and putting down the bad ideas, or at least saying to people that's not going to work for this reason, and to try and encourage them to do better policy options... "*

2.3.3 Alignment with key Australian Government strategic documents

Project is closely aligned to Australian Government objectives

The Project remains highly relevant to the Australian Government's strategic objectives, providing independent, long-term analysis of Indonesia's economic and social policy landscape. It contributes to the Australia–Indonesia Development Partnership Plan by strengthening knowledge sharing and policy dialogue across research institutions, government and civil society (Objective 3: Strong Institutions); and to DFAT's International Development Policy through the creation of enduring people-to-people links (Key commitment: "build more genuine and respectful partnerships"). The Project is also aligned with and supports the education sector analysis and strategies outlined in the Australia's Southeast Asia Economic Strategy to 2040; and is aligned with a pillars one ("enhancing our economic and development partnership") and two ("connecting people") of the Plan of Action for the Indonesia-Australia Comprehensive Strategic Partnership (2025–2029). A full analysis of the Project's alignment with each of these key strategic documents is presented in Appendix 4.

Key stakeholder comment: *At the Indonesia Update, getting that academic evaluation of research, it's useful for us in DFAT, because it would be ideal if we sat down and read all the latest research about Indonesia, but realistically, it doesn't happen. So it's much easier if someone puts us in a room and tells us what the research is. It keeps us current." Key stakeholder*

2.3 Efficiency of the project modality (KEQ4)

2.3.1 Value for Money

Good value for money

The Project represents good value for money for DFAT, given its modest investment of an average of AUD1.3 million per year, relative to the breadth of outputs, networks and long-term outcomes it generates. Locating the Project within ANU provides cost-effective access to institutional infrastructure and intellectual capital. For example, The Project contributes to the salaries and overheads of a core team of five academic staff members and a small project management team (~1.5 FTE). Yet it draws on and benefits from the research and willing contribution of a much larger pool of academics, researchers and postgraduate students participating in PhD and masters programs, undertaking and publishing academic research in BIES, and contributing knowledge and discussion through key conferences, seminars and forums.

However, the Project operates with tight resourcing and expectations around collaboration, communications and inclusion have expanded faster than available staff time and budget, posing risks to quality and staff workload. DFAT funds are primarily utilised for staff salaries and overheads, with approximately AUD1.2million allocated to salaries each year. The remaining AUD100,000 is allocated to activities including the Indonesia Update (~AUD45,000), research grants, annual survey, and the production of BIES (writing and proofreading). Operating with an incredibly tight budget means that any additional activities, outreach or communication requirements from DFAT and ANU, should be accompanied with additional funding commitments.

Key stakeholder comment: *"It's about trying to make sure there's a conduit for good economic policy advice, through to ... to decision makers. So in that regard... it's not a huge investment from a dollar point of view in terms of the overall Indonesia program, but it's certainly one that delivers a huge benefit for Australia and for policy... [it] certainly punches above its weight in terms of the access and the influence that it can help deliver, and also the outcomes."*

2.3.2 Project management and collaboration

Collaboration with DFAT initiatives

Collaboration with DFAT initiatives has delivered benefits as documented throughout this report. During Phase V, the Project has collaborated with KONEKSI, SKALA and Prospera through attendance at seminars, co-delivering training, invitations to publish papers in BIES, in high-level policy dialogues, and through the many people-to-people connections that exist between the Project and staff working on these initiatives. Collaboration with KONEKSI in particular, has enabled the Project to attract and connect with students from eastern Indonesian, and helped to build the capacity of a more diverse cohort of researchers to engage with in Indonesia. While this collaboration is positive, and contributes to the increased funding and reach of the project, it is viewed by some key stakeholders as a potential burden, creating an administrative burden for ANU which operates under tight resource constraints.

Collaboration with DFAT initiatives could be strengthened through enhanced coordination efforts from within DFAT, as the transaction costs of collaboration are not always fully recognised or resourced. Based on feedback from those consulted, on the ground DFAT initiatives appear quite siloed, and there is an identified need for more resources to support strategic engagement and a more joined up portfolio in Indonesia. DFAT is encouraged to facilitate engagement between the Project and other DFAT initiatives (such as Prospera, SKALA, KONEKSI and Australia Awards), through a planned program of briefings, horizon-scanning sessions, and joint events, in order to enable deeper understanding and structured collaboration.

Key stakeholder comment: *"That's been our engagement to date, sort of coming together over that joint*

interest in supporting Indonesia-Australia research collaboration and to find ways to leverage their networks and history and relationships to enhance our project."

Key stakeholder comment: *"I think from my experience [the DFAT initiatives] seem quite separate. Whether there's kind of strategic conversations happening much higher, I'm sure that we would say that there was, but how that looks on the ground, mostly, it seems quite separate. Except where working level staff know each other ... and have those conversations."*

3. Key strengths and challenges

Based on the analysis of evaluation data and key findings presented above, the evaluation team has identified a number of key project strengths and success factors, and key challenges and lessons learned.

Key strengths and success factors

- **Longevity and reputation:** 60 years of continuous activity has created deep trust, brand recognition and continuity of relationships, making the Project a cornerstone of Indonesia-focused research in Australia.
- **Sustained capacity building of Indonesian researchers:** generations of Indonesian researchers have been trained by the Project, building local capacity in high quality applied research. Ultimately this increased knowledge and capacity supports evidence-based policy-making in Indonesia, strengthening the Indonesian Government's ability to identify and solve its own economic and social policy priorities.
- **Quality, rigour and independence:** the Project is seen as intellectually rigorous, politically independent and academically credible, which is highly valued by Indonesian and Australian partners/alumni.
- **Networks and people-to-people links:** the layered network of students, alumni, academics, bureaucrats and policymakers is arguably the Project's most important asset and a key channel through which influence is realised.
- **Location within ANU:** being based in Canberra yet focused on Indonesia allows the Project to connect Australian and Indonesian institutions, while remaining somewhat insulated from day-to-day political shifts.
- **Evolving attention to GEDSI:** external reviews and DFAT priorities have prompted genuine progress on gender equality within staffing, governance and research areas.
- **Flexibility and responsiveness:** the project team has shown agility in responding to contextual change (e.g. COVID-19, political shifts, new DFAT priorities) within tight resource constraints.

Key challenges and lessons

The evaluation identified the following key challenges and lessons:

- Succession planning and sustainability: there is concern about declining numbers of “Indonesianists” in Australia, the ageing of some senior academics, and the need for clearer succession planning and longer-term funding certainty.
- Engagement with Australian students: the Project has successfully engaged Indonesian researchers and there is a vibrant academic and research community connected through the Project in Indonesia. However resource limitations and declining Indonesian language studies in Australia pose a significant challenge to the project.
- Strategic focus and scope: there is a risk of dilution if the Project attempts to cover too many themes, audiences and functions (private sector outreach for example) which may be out of project scope, or not have sufficient resourcing.
- Project activities and communications efforts are under-resourced: while the Project coordinates and manages various events, seminars and forums, it does so on a very limited budget. Staffing constraints also limit communications and reduce the ability of the Project to engage with students, researchers, and policymakers, particularly in Australia.
- Under-utilised potential within DFAT: there is a lack of clarity of the role and value of the project amongst some DFAT staff and initiatives, leading to missed opportunities for structured collaboration, briefings and joint agenda-setting.
- Depth and breadth of inclusivity: despite significant progress, disability and broader social inclusion remain under-developed. This is largely due to the staged approach to inclusivity applied in the Project’s GESI strategy, and a result of existing partnerships with prestigious universities and research institutes which are predominantly based in Jakarta. I
- Administrative and collaboration burden: collaborative activities with DFAT initiatives, while valuable, can impose significant administrative costs on a small team. In addition, DFAT quality requirements, such as GEDSI analysis and reporting, need to be commensurate to the size and administrative capacity of the investment.
- ANU/university sector constraints: while having the project based within an academic institution provides many benefits, it also comes with fixed constraints. Designing the project, and managing DFAT expectations, within these limitations is pertinent.

4. Conclusion

The evaluation finds that the ANU Indonesia Project Phase V is a high-performing, strategically significant investment that delivers strong value for money and remains highly relevant to both Australia and Indonesia. It has shaped generations of economists and policymakers, sustained a unique knowledge ecosystem, and provided the Australian Government with trusted analysis and networks.

At the same time, changing regional dynamics, domestic shifts in higher education, a decline in Indonesian studies in Australia, and advances in digital communication tools and expectations call for a refresh in engagement modalities across the Project. With a modest extension to Phase V and a well-designed Phase VI that implements the recommendations below, DFAT has an opportunity to secure and modernise a 60-year asset that underpins Australia's understanding of, and partnership with, Indonesia.

5. Recommendations

The evaluation team recommends DFAT funds a Phase VI of the Project. The following recommendations are proposed to guide a potential future design process:

Recommendation 1: Maintain the strategic focus of the Project in Phase VI

Maintain the Project's research focus on contemporary social and economic issues and policy making so as not to dilute the niche benefit it provides to both the Australian Government and to policy dialogue in Indonesia. Reconsider the focus on private sector outreach, which would be better served by AusTrade or another DFAT initiative.

Recommendation 2: Develop structured engagement between DFAT Initiatives and the Project

DFAT to facilitate engagement between the Project and other DFAT initiatives (such as Prospera, SKALA, KONEKSI and Australia Awards), through a planned program of briefings, horizon-scanning sessions, and joint events, in order to enable deeper understanding and structured collaboration.

Recommendation 3: Resource collaboration commensurate with expectations

When designing collaborations with DFAT initiatives (e.g. Prospera, SKALA, KONEKSI), ensure that additional activities are accompanied by appropriate resources and clear incentives for all parties, so that the Project's core research and capacity-building functions are not undermined.

Recommendation 4: Further strengthen the Project's approach to inclusivity

Build on current progress and success by developing a streamlined, practical GEDSI strategy commensurate to the scale of the project and resources available. With this in mind, the GEDSI strategy could: (i) adopt a stronger approach to disability inclusion consistent with internationally recognised standards relevant to the tertiary sector and project context; (ii) proactively supporting researchers with disability and diverse backgrounds to engage with the Project where feasible; and (iii) ensuring disability inclusion analysis (and broader GEDSI analysis) is substantively connected to core economic and policy debates (e.g. ensuring that people with disability are engaged as respondents in research, sharing their lived experience, perspective and voices where appropriate and relevant to specific research topics). Given resource limitations, DFAT is encouraged to consider internal resources and technical advice which can be shared with and utilised by the Project to support its GEDSI approach.

Recommendation 5: Invest in communications and knowledge translation

Allocate dedicated resources (e.g. a fulltime communications/events role) to: (i) translate research into accessible formats and communicate results in a way that enables policymakers to translate

evidence-based research into decision making; (ii) enhance the Project's digital presence; and (iii) better engage Australian students, researchers and government officials in events, seminars and policy dialogue.

Recommendation 6: Address succession planning and long-term sustainability

Consider options for generational renewal and succession planning. This could include going out to market to recruit scholars into key academic roles when positions become available; while at the same time continuing to foster the development of early-career academics through targeted scholarships and research opportunities to ensure a pipeline of Indonesia-focused scholars and researchers into the future.

Recommendation 7: Increase investment allocation and period of funding commitment

DFAT to consider longer term funding phases or a commitment to multiple phases to enable strategic staffing and planning. At the same time, DFAT and ANU are encourage to consider increasing the overall investment commitment to: (i) enable the engagement of a fulltime communications/events role; (ii) ensure sufficient funding for project activities (training, events and seminars); and (iii) to increase the number of travel grants and PhD scholarship opportunities for Australian students.

Recommendation 8: Broaden and deepen inclusion of Indonesian alumni

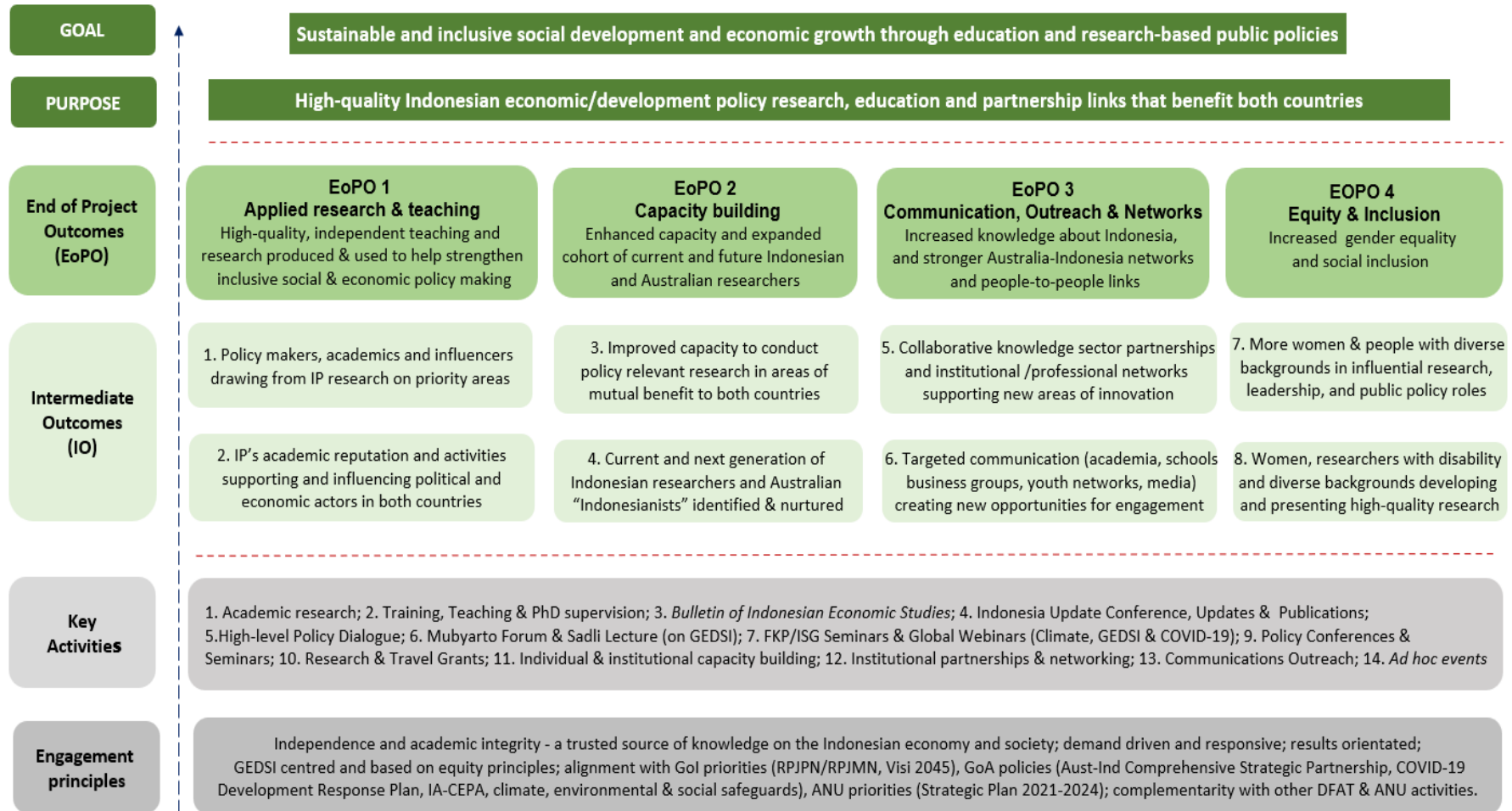
Strengthen outreach beyond Jakarta by expanding collaborative research, fellowships and training with institutions in Eastern Indonesia and other under-represented regions. Consider a scholarship or other mechanism to support Indonesian PhD students to publish their research before returning to Indonesia and/or work.

Recommendation 9: Broaden and deepen engagement with Australian students

Consider expanding the number of travel grants for Australian students undertaking research in Indonesia, and adopting other mechanisms for Australian student and research engagement such as the provision of a DFAT-funded PhD scholarship within the Project.

Appendix 1: Project logic

ANU Indonesia Project (IP) – Phase V Outcomes logic diagram



Appendix 2: Analysis of Phase V monitoring data (2023–2025)

Grant and fellowship recipients

Grant/Fellowship	Total Awards	Female grantees	Male grantees	GESI theme	Climate theme	Disability theme	Australian	Indonesian
Student research Grants	10	6	4	5	3	0	10	0
Ruth Daroesman Grants	8	5	2	3	2	0	2	6
Collaborative Research Grants	5	2	3	3	2	0	0	5
Visiting Fellows	5	3	2	3	1	0	0	5
Total	28	16	11	14	8	0	12	16

PhD and Masters students supervised*

Supervisions	Total	Female	Male	GEDSI theme	Climate theme	Disability theme	Australian	Indonesian
PhD and Masters students	69	31	38	22	4	0	10	45

* Of the total students 14 were from countries other than Australia or Indonesia, or their nationality has not been disclosed. In addition, not all students declare a research topic, and therefore alignment to DFAT themes (such as GESI and Climate Change) is not consistently recorded.

Activities delivered under each End of Program Outcome and summarised in Tables below

End of Program Outcome 1: Applied Teaching and Research

Output type	Number of outputs	Key activities	Main themes	DFAT priorities	Gender breakdown	Other demographics
Conferences	24	14 conference presentations; 3 keynote speaking engagements; 6 Indonesia Update conferences	Trade and development (6); politics and governance (6); agriculture and environment (6); social policy (7)	Climate change (8); GESI (7); disability (1)	81 speakers: 41 male, 40 female	Not recorded
Presentations	35	35 presentations and guest lectures	Trade and development (7); politics and governance (1); agriculture and environment (8); social policy (5)	Climate change (9); GESI (1); disability (0)	Not recorded	Not recorded
Seminars and forums	155	109 Development Studies Forum sessions; 11 global seminars; 33 Indonesia Study Group sessions; 1 seminar	Trade and development (46); politics and governance (42); agriculture and environment (64); social policy (95)	Climate change (55); GESI (83); disability (2)	411 speakers: 241 male, 171 female	Not recorded
Grants and awards	34	Student Research Grants (10); Ruth Daroesman Grants (8); Collaborative Research Grants (5); Visiting Fellows (5); other awards (8)	Trade and development (4); politics and governance (7); agriculture and environment (11); social policy (17)	Climate change (9); GESI (14); disability (4)	Awardees: 16 female, 11 male	Country of origin: 12 Australian, 16 Indonesian

Output type	Number of outputs	Key activities	Main themes	DFAT priorities	Gender breakdown	Other demographics
Teaching	153	Semester teaching (13); supervision (140) including PhD (69), Masters (10), Visiting Fellows (5)	Trade and development (50); politics and governance (17); agriculture and environment (19); social policy (69)	Climate change (10); GEDSI (51); disability (3)	PhD students: 31 male, 38 female	Country of origin: 10 Australian, 45 Indonesian
Publications	122	BIES editions (11); BIES articles (29); books (7); chapters (10); journal articles (74); working papers (2)	Trade and development (73); politics and governance (28); agriculture and environment (34); social policy (63)	Climate change (16); GEDSI (29); disability (0)	Not recorded	Not recorded
Total Outputs	523	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

End of Program Outcome 2: Capacity Building

Output type	Number of outputs	Key activities	Main themes	DFAT priorities	Gender breakdown	Other demographics
Training	6	Policy bootcamps (4); executive development programs (6)	Agriculture and environment (4); social policy (4)	Climate change (4); GEDSI (4); disability (4)	Not recorded	Not recorded
Teaching	153	Semester teaching (13); supervision (140) including PhD and Masters students (69) and Visiting Fellows (5)	Trade and development (50); politics and governance (17); agriculture and environment (19); social policy (69)	Climate change (10); GEDSI (51); disability (3)	PhD students: 31 male, 38 female	Country of origin: 10 Australian, 45 Indonesian
Total Outputs	159	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

End of Program Outcome 3: Communication, outreach and networks

Output type	Number of outputs	Key activities	Main themes	DFAT priorities	Gender breakdown	Other demographics
Engagement	6	Student engagement (5); alumni engagement (1)	Not recorded	Not recorded	Not recorded	Not recorded
Media	77	Mentions (47); interviews (4); op-eds (17); reporting (7)	Not recorded	Not recorded	Not recorded	Not recorded
Total Outputs	262	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

End of Program Outcome 4: Equity and inclusion

Output type	Number of outputs	Key activities and events	Main themes	DFAT priorities	Gender breakdown	Other demographics
GEDSI lectures	8	Sadil Lectures (4); Mubyarto Forums (4)	Trade and development (3); politics and governance (5); agriculture and environment (2); social policy (8)	Climate change (2); GEDSI (6); disability (0)	Speakers: 30 total (18 male, 12 female)	Not recorded
GEDSI lecture attendance	n/a	Average attendance per event: in person (158); Zoom (201); livestream (106); total average attendance (465)	Not applicable	Not applicable	Audience: 54% female, 46% male	Not recorded
GEDSI lecture feedback	n/a	Topic rated important by participants (average): 97%	Not applicable	Not applicable	Event rating (average): 51% excellent; 33% very good	Not recorded
Total Outputs	8	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Attendance data (unless otherwise indicated, data is the average across all events (per cent))

Event	Attendees (average # per session)	Gender (%)	Age (%)	Type of organisation (%)	Students (%)	Country (%)	Reason (%)	Rating (%)	Important topic (%)	How they heard about it (%)
Total 85	In person - 84 Zoom - 104 Livestream – 276 Total - 216	F - 49 M - 50	<30 - 26 30-39 - 32 40-49 - 20 50-59 - 12 60+ – 10	University - 49 Government - 19 Research/NGO - 16 Private sector - 7 Media - 2 Retiree - 3	31%	Australia – 41 Indonesia - 62	Knowledge - 88 Speakers - 21 Networking - 14 Work requirement - 9	Excellent - 44 Very good - 41	Yes - 94	Mailing list - 47 Facebook - 4 Twitter - 8 Instagram - 11 Website - 5 WhatsApp - 22 Word of mouth - 10
Indonesia Study Group 34	In person - 48 Zoom - 71 Livestream - 393 Total - 131	F - 47 M - 50	<30 - 24 30-39 - 31 40-49 - 21 50-59 - 12 60+ - 12	University - 55 Government - 15 Research/NGO - 13 Private sector - 8 Media - 2	26%	Australia - 49 Indonesia - 46 Rest of world - 15	Knowledge - 88 Speakers - 18 Networking - 11 Work requirement - 9	Excellent – 40 Very good - 44	Yes - 93	Mailing list - 52 Facebook - 6 Twitter - 9 Instagram - 12 Website - 7 WhatsApp - 21 Word of mouth - 12
Global Seminar 10	Zoom - 122 Livestream – 14 Total - 123	F – 44 M - 55	<30 - 22 30-39 - 34 40-49 - 22 50-59 – 12 60+ - 10	University - 41 Government - 24 Research/NGO - 19 Private sector - 7 Media – 1 Retiree - 7	25%	Australia - 23 Indonesia – 7 Rest of world - 11	Knowledge - 92 Speakers - 21 Networking – 12 Work requirement - 8	Excellent - 40 Very good - 47	Yes - 95	Mailing list - 47 Facebook - 4 Twitter - 13 Instagram - 6 Website - 2 WhatsApp - 22 Word of mouth - 5
Indonesia Update 5	In person - 244 Zoom - 266 Livestream – 561 Total - 846	F - 50 M - 49	<30 - 23 30-39 - 30 40-49 - 22 50-59 – 14 60+ – 12	University - 44 Government - 16 Research/NGO - 20 Private sector - 11 Media - 1	27%	Australia - 18 Indonesia – 75 Rest of world - 8	Knowledge - 83 Speakers - 24 Networking – 14 Work requirement – 15	Excellent – 55 Very good - 45	Yes - 95	Mailing list - 36 Facebook - 2 Twitter - 6 Instagram - 9 Website - 5 WhatsApp - 20 Word of mouth - 12
GEDSI lectures 6	In person - 158 Zoom - 201 Livestream – 106	F – 54 M – 46	<30 - 31 30-39 - 34	University - 46 Government - 25 Research/NGO - 18 Private sector - 5	30%	Australia - 10 Indonesia – 84	Knowledge - 85 Speakers - 27 Networking – 117	Excellent - 51 Very good - 33	Yes - 97	Mailing list - 42 Facebook - 2 Twitter - 4 Instagram - 18

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Event	Attendees (average # per session)	Gender (%)	Age (%)	Type of organisation (%)	Students (%)	Country (%)	Reason (%)	Rating (%)	Important topic (%)	How they heard about it (%)
	Total - 465		40-49 - 19 50-59 - 10 60+ - 7	Media – 3 Retiree - 2		Rest of world - 6	Work requirement - 12			Website - 3 WhatsApp – 21 Word of mouth - 8

Appendix 3: Journal and communications metrics

BIES journal metrics 2018–2024

Journal metric	2018	2019	2020	2021	2022	2023	2024
Article download	60,738	N/A	N/A	N/A	N/A	112,239	125,000
Subscriptions	N/A	N/A	2,991	3,121	N/A	N/A	N/A
Cite Score	2	N/A	N/A	3.2	4.6	N/A	5.7
Total Cites	105	N/A	N/A	N/A	N/A	N/A	170
Citable documents	49	43	42	41	39	36	39
Cites per document	2.043	2.000	2.033	3.923	6.240	2.793	3.385
Impact factor	1.540	N/A	N/A	1.552	4.1	2	2.3
SNIP	1.161	N/A	N/A	N/A	N/A	N/A	1.914
SJR	0.733	0.885	0.924	0.922	0.918	1.482	0.758
% International collaboration	43.75	42.86	33.33	30.77	54.55	26.67	50.00
% female authorship of articles	17.24	26.47	23.81	26.92	36.00	29.17	31.03

Communications metrics 2022–2024

Communications metric	2022	2023	2024
Media interactions	Unknown	Unknown	30
Website (unique visitors)	5,000	Unknown	29,979
Blog (views)	9,000	Unknown	9,300
FKP website (visitors)	200,000	Unknown	200,000
FKP website (page views)	600,000	Unknown	1.2 million
Mailing list subscribers	6,874	Unknown	6,500
Social media followers (total)	Unknown	~36,308	41,385
Instagram followers – IP	Unknown	1,607	2,554
Instagram followers – FKP	Unknown	1,753	2,413
Facebook followers – IP	6,879	6,950	7,065
Facebook followers – FKP	Unknown	2,545	2,545
Facebook followers – BIES	Unknown	2,000	2,000
X followers – IP	9,800	10,682	11,104
X followers – FKP	3,500	4,120	4,620
X followers – BIES	Unknown	~3,328	3,328
YouTube subscribers – IP	2,870	3,323	3,938
LinkedIn followers – IP	N/A	N/A	1,818

Appendix 4: Assessment against key strategic documents

Strategic Document	Areas of alignment
Australia-Indonesia Development Partnership Plan (2024–2028)	<p>The Project is aligned with and supports two objectives of DFAT’s Australia-Indonesia Development Partnership Plan. The Project directly responds to Objective 3, which has a focus on policy dialogue and knowledge sharing. The Project is also strategically aligned with Objective 1 through the production of Indonesia focussed research.</p> <p><i>Objective 3: Strong institutions</i> Outcome 3.2: Indonesia’s democracy is supported, including through constructive engagement, policy dialogue and knowledge sharing across government, communities, civil society, research organisations and media Focus area: research, innovation and scholarships</p> <p><i>Objective 1: Equitable and sustainable economic transformation</i> Outcome 1.1: Sustainable and equitable economic growth is supported, including in trade, investment and innovation Focus area: research and innovation.</p>
Australia’s International Development Policy (2023)	<p>The Indonesia Project is aligned with Australia’s International Development Policy (2023) through the creation of people-to-people links, and intuitional links with a key regional neighbour. This creation of people-to-people links supports one of the Policy’s key commitments which is to “build more genuine and respectful partnerships”. Given the aim/goal of the project is to improve social and economic policy making in Indonesia, it also supports the Australian Government’s approach of supporting partners to “build effective, accountable states that drive their own development”.</p>
Invested: Australia’s Southeast Asia Economic Strategy to 2040	<p>The higher education sector is identified in this report as a national asset for Australia’s engagement with Southeast Asia, and Indonesia in particular which the report states plans to add 57 million skilled workers to its economy by 2030. The report notes the important role of international alumni networks in providing longstanding benefits for people-to-people links with the region. The report also recommends the Australian Government to seek opportunities for co-financing scholarships for Southeast Asian students; and to engage more effectively with international alumni to establish links between Australian and Southeast Asian businesses. The Indonesia Project significantly contributes to people-to-people links through its extensive network of economists, researchers and policymakers in Indonesia; provides scholarships for Indonesian PhD students through the Ruth Daroesman Grant; and connects student alumni with Australian academics, institutions and businesses through conferences, seminars and forums which are important networking events.</p>
Plan of Action for the Indonesia-Australia Comprehensive Strategic Partnership (2025–2029)	<p>The Project is aligned with a number of pillars in the Plan of Action for the Indonesia-Australia Comprehensive Strategic Partnership (2025–2029):</p> <p><i>Pillar One: Enhancing Our Economic and Development Partnership</i> Under the ‘economic cooperation’ action, the Plan notes that both countries will hold meetings to “enhance dialogue and deepen engagement on bilateral and international trade, investment, and economic policy”. It also aims to enhance information and knowledge exchange and to strengthen capacity in the economic sector through conferences, workshops and joint research. Both these actions are directly aligned with the Indonesia Project.</p> <p><i>Pillar Two: Connecting People</i> Under the ‘education, research and science cooperation’ action, the Plan also specifically refers to providing opportunities for Australian students to visit Indonesia. This pillar also emphasises academic collaboration, networking events, seminars and conferences, as well as joint research programs and engagement between academics. It also replicates the Indonesia Project HLPD in the fields of higher education, science and research.</p>

Appendix 5: List of key documents reviewed

- ANU Indonesia Project (2024), *ANU Indonesia Project: Annual Report 2024*, ANU.
- ANU Indonesia Project (2024), *ANU Indonesia Project: Quick Reference Communication Strategy & Action Plan (February 2024)*, ANU.
- ANU Indonesia Project (2022), *Indonesia Project: Gender Equality and Social Inclusion Strategy (February 2022)*, ANU.
- ANU Indonesia Project (2022), *Indonesia Project: Interim Phase (Jan 2021–Nov 2022) Completion Report*, ANU.
- DFAT (2023), *Australia-Indonesia Development Partnership Plan (2024–2028)*. Online available: <https://www.dfat.gov.au/publications/development/australia-indonesia-development-partnership-plan-2024-2028>. Accessed Dec 2025.
- DFAT (2023), *Australia's International Development Policy*. Online available: <https://www.dfat.gov.au/publications/development/australias-international-development-policy>. Accessed Dec 2025.
- DFAT (2022), *The ANU Indonesia Project, Phase V Design (July 2022–June 2026): Design Document*, DFAT.
- DFAT (2022), *The ANU Indonesia Project, Phase V Design (July 2022–June 2026): Part B – Annexes*, DFAT.
- DFAT (2024), *Indonesia Project – Phase 5, Annual Investment Monitoring Report 2024*, DFAT.
- DFAT (2025), *Indonesia Project – Phase 5, Annual Investment Monitoring Report 2025*, DFAT.
- DFAT (2024), *Plan of Action for the Indonesia-Australia Comprehensive Strategic Partnership (2025–2029)*. Online available: <https://www.dfat.gov.au/geo/indonesia/plan-of-action-for-the-indonesia-australia-comprehensive-strategic-partnership-2025-2029>. Accessed Dec 2025.
- Moore, N. (2023), *Invested: Australia's Southeast Asia Economic Strategy to 2040*. Online available: <https://www.dfat.gov.au/southeastasiaeconomicstrategy>. Accessed Dec 2025.
- Ninti One Limited (2019), *Independent Completion Review of the Indonesia Project, Phase IV*. DFAT.

Annex 1: Written explanation of Project Logic

Logic diagram titled 'ANU Indonesia Project (IP) – Phase V Outcomes logic diagram'.

The diagram is structured in horizontal layers from top to bottom.

At the top, the Goal is: 'Sustainable and inclusive social development and economic growth through education and research-based public policies.'

Below the goal, the Purpose is: 'High-quality Indonesian economic and development policy research, education, and partnership links that benefit both countries.'

Below a divider, four End of Project Outcomes (EoPo) are shown:

EoPo 1: Applied research and teaching producing high-quality, independent research to strengthen inclusive social and economic policy making.

EoPo 2: Capacity building to enhance the capability and expanded cohort of Indonesian and Australian researchers.

EoPo 3: Communication, outreach and networks to increase knowledge about Indonesia and strengthen Australia–Indonesia networks and people-to-people links.

EoPo 4: Equity and inclusion, increasing gender equality and social inclusion.

Each End of Project Outcome links to multiple Intermediate Outcomes (IOs). These include policymakers and academics drawing on IP research; improved academic reputation; improved research capacity; nurturing Indonesian and Australian researchers; collaborative partnerships and

targeted communication; and increased participation of women and people with diverse backgrounds in research, leadership, and policy roles.

Below this, a single row lists Key Activities, including academic research, training and PhD supervision, publications, conferences, seminars, policy dialogue, grants, capacity building, partnerships, communications and outreach.

At the bottom, Engagement principles are listed, including independent academic integrity, gender, disability and social inclusion, alignment with Government of Indonesia priorities, Australian policy alignment, climate and safeguarding considerations, and complementarity with DFAT and ANU priorities.”