

**Independent Evaluation of the Australia - Indonesia Partnership for Electoral Support 2010**  
**MANAGEMENT RESPONSE**

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 Date Approved:

**Aid Activity Objective**

The Australia-Indonesia Partnership for Electoral Support 2010 (the Program) focused on supporting activities related to the amendment of the electoral laws and strengthening the capacity of electoral management bodies. At the outset of the program, AusAID and implementation partners agreed on the following program outcomes:

- a. The process of amending election laws demonstrates inclusion of a broader base of evidence from technical experts and interest groups.
- b. Strengthened capacity of General Election Commission (Komisi Pemilihan Umum – KPU) and/or the National Election Supervisory Body (Badan Pengawas Pemilu – Bawaslu).
- c. Improved systems and processes for local elections.
- d. Gender equity outcomes in the electoral process.
- e. Capacity building or empowerment of local CSOs. This is particularly in regard to improved systems of management (e.g. financial management, project management etc).

**Aid Activity Summary**

Aid Activity Name	Australia - Indonesia Partnership for Electoral Support 2010		
AidWorks initiative number	INI231		
Commencement date	1 July 2009	Completion date	30 September 2011
Total Australian \$	\$4,999,619.80		
Total other \$	Nil		
Delivery organisation(s)	United Nations Development Program (UNDP) Australian Electoral Commission (AEC) The Asia Foundation (TAF) Partnership for Governance Reform (Kemitraan) International Foundation for Electoral Systems (IFES)		

Aid Activity Name	Australia - Indonesia Partnership for Electoral Support 2010
Implementing Partner(s)	People's Voter Education Network (Jaringan Pendidikan Pemilih untuk Rakyat - JPPR) Centre for Polical Research University of Indonesia (PUSKAPOL UI) Indonesian's Forum for Budget Transparency (Forum Indonesia untuk Transparansi Anggaran - FITRA) Association for Elections and Democracy (Perkumpulan untuk Pemilu dan Demokrasi – PERLUDEM) Centre for Electoral Reform (CETRO) Institute for Peace and Democracy Airlangga University General Elections Commission Ministry of Home Affairs
Country/Region	Indonesia
Primary Sector	Governance

## Independent Evaluation Summary

### Evaluation Objective:

The objective of the assignment was to conduct an Independent Completion Review (ICR) addressing:

- Accountability – in particular to ensure the program was delivered as expected, money was used effectively and the program contributed to the proposed outcomes.
- Knowledge development to identify and collect important lessons learned from the program in order to feed into the long term program.

**Evaluation Completion Date:** The ICR Team conducted the in-country mission from 9-18 May 2011 and submitted the Final Report on 29 July 2011.

**Evaluation Team:** Gary Ellem (international M&E adviser) and Sunny Tanuwidjaja (national elections adviser).

### Key Messages

Overall the ICR found that the Program addressed issues that were genuine priorities in the sector. It produced the required deliverables, and achieved a number of tangible and intangible results. It found that AusAID engaged effectively in the sector, established useful credibility, learnt a number of valuable lessons, and helped to maintain reform momentum at a critical period in the election cycle particularly for the activities on supporting the amendments to elections laws. As a result, the ICR found that AusAID will commence the new elections program in 2011 in a much better position than if the Program had not been implemented.

In terms of tangible results within the short timeframe of the Program, the ICR highlighted work on the voter registry and the development and distribution of local elections manuals:

- Stakeholders agreed that the election operation manuals produced jointly between the Australian Electoral Commission (AEC) and the General Election Commission (KPU) were essential for the proper and consistent management of elections at polling booths. 112,500 manuals were distributed across 118 electorates. Without them, elections officials would have had to rely on legislation, which is not drafted for the purposes of operational support, and is open to differing interpretations.
- The International Foundation for Electoral Systems (IFES) worked with sub-national election commissions to improve the quality of voters lists in 24 locations (cities and districts) using IFES's application, DP Tools, which is a software package designed to identify errors and duplication in voter lists. IFES reported that across these locations, approximately 9.4% of voter list entries were identified as incorrect, and removed.

- There were some positive indications about the usefulness of the program's work in gender. The analysis undertaken by the Centre for Political Research of the University of Indonesia on the 2009 elections is being used by the State Ministry for Women's Empowerment to lobby for regulatory change, and is also being discussed in the women's caucus in the national parliament.
- Feedback from partners indicates that had Program funding not been available, the research and advocacy tasks to support electoral legislative amendments would likely not have happened. Thus, it follows that the Program made a contribution to the base of evidence that was available to decision-makers.

## Management Response

The report was assessed against the AusAID Indonesia Country Program Standards for Monitoring and Evaluation and found it to be of good quality. The report's recommendations were found to be highly relevant to the new elections program. The key recommendations included the need for the new long-term program (2011-15) to identify a smaller number of key issues and to commit to those issues over the longer term, as well as to develop an appropriate monitoring and evaluation system that measures intangible intermediate results.

The ICR also recommends that the new program take a more pro-active stance in identifying and addressing key issues facing the KPU, and a more focused approach in supporting amendments to electoral legislation. This more pro-active approach could be misconstrued as interfering in Indonesian affairs. In response to the ICR, AusAID wishes to clarify that all Australian elections support has been and will be non-partisan and that all activities have been and will continue to be assessed for funding in consultation with the Indonesian Government. Support to the elections legislation amendment process seeks to strengthen informed debate by domestic actors.

The Democratic Governance Team has already commenced actions to address the recommendations in the ICR, in particular through discussions with the Australian Electoral Commission (which is the focus of Recommendations 2, 5, and 7). The remainder will be addressed by the managing contractor and monitoring and evaluation specialist engaged under the new program.

AusAID agrees with all the recommendations in the ICR with the exception of two, for reasons discussed below.

**Recommendation: *The Program should consider a more active involvement in selecting what issues ensure an effective balance between supporting a robust policy process, and contributing to specific reform objectives. Resources should then be committed for the long term.***

**Response:** Partially Agree

The new five-year elections program will enable long-term commitment to address key issues. Activities will be identified by the managing contractor on the basis of ongoing analysis and need, and submitted as part of a workplan for consideration by AusAID and the Indonesian Government. In addition to ensuring a focus on reform priorities, activities approved for funding will also be non-partisan and sensitive to the bilateral relationship between Indonesia and Australia.

**Recommendation: *The Program, including AEC, should work with the General Election Commission (KPU) to investigate the possibility of assisting it to develop an organisational development strategy that focuses on strengthening the organisation's management fundamentals.***

**Response:** Partially Agree.

AusAID supports the development of an organisational development strategy for the KPU as a priority. However, initial exploratory work with IFES suggests that this endeavour will be a long-term effort that will require strong commitment from senior KPU Secretariat staff and new election commissioners (expected to be appointed in 2012). The AEC has commenced an alternative approach, supporting a small pocket of enthusiastic reformers on learning and development reform within the KPU. This could be expanded to broader human resource reform and eventually wider organisational development if reform momentum increases. AusAID will consider those activities related to the KPU's organisational development under the new program's six-monthly workplans.