Prospera Knowledge, Performance, and Learning Framework

Component 1: Core Framework

December 2018

Contents

Executive Summary

Prospera builds on two decades of successful Australian support for improved economic governance in Indonesia. Prospera has many activities and partners. A strong focus on knowledge, performance and learning is central to achieving Prospera's aim of contributing to strong, sustainable and inclusive economic growth in Indonesia.

Prospera's Knowledge, Performance and Learning Framework is structured with three components:

1. **Core Framework** (this document): This component outlines why Prospera needs to manage knowledge and performance, and what will be collected and measured to support learning for improvement. This component explains Prospera's context, performance requirements and key users of the information, the process to develop breakthrough outcomes and how activities fit within these outcomes, ways of working, performance questions, evaluation pipeline, capturing key cross-cutting factors (gender and social inclusion, public sector, partnerships), and approach to learning and reporting.

   The principal users of this component are DFAT, facility management team, the Knowledge and Performance team, advisory and Australian agency teams.

2. **Activity Design and Reporting Guide:** This component sets out the design and decision-making processes for Prospera activities and reporting expectations. This component elaborates on activity governance and how budget is applied each year and between cycles to deliver flexibility. The component describes the Prospera investment criteria and how they will be applied to enhance the quality of activities rather than hard rules. The component also contains templates for activity design and reporting.

   The principal users of this component are advisory and Australian agency teams designing and delivering activities, and the Knowledge and Performance team who will implement facility-level monitoring and evaluation, and support activity-level monitoring and evaluation.

3. **Toolkit:** This component explains monitoring and evaluation methods, including data collection. This component includes guidance and templates for various design approaches, measurement (including capability development, policy change, partnerships, gender and social inclusion) and learning initiatives. It also contains indicative data collection plans to draw upon for activity-level monitoring and evaluation.

   The principal users of this component are the Knowledge and Performance team and focal points assisting advisory and Australian agency teams in designing and delivering activities.

Over 100 people participated in the development of the Framework with stakeholders from the Indonesian government, DFAT, Australian agencies and advisers.

At the core of the Framework are three breakthrough outcomes:

- **Expanding markets, creating jobs:** Better regulation for private-sector growth, more open trade and investment, and safe and efficient transport to move goods and people.

- **Safeguarding economic and financial stability:** Better framework to deliver macroeconomic and financial stability, increased supervision and regulation of the financial sector, and combatting financial crime.

- **Improving public finances and government performance:** More revenue through better tax administration and policy, more effective public spending with better budget systems, and greater transparency and accountability of government.

Prospera's breakthrough outcomes are supported by **cross-cutting** contributions including: increasingly capable government institutions, high-quality economic and social statistics, gender equality and social inclusion, and governments of Indonesia and Australia partnership.

The Framework recognises that Prospera has many moving parts and pathways for activities vary. Some activities are structured with established milestones and deliverables. Others require more 'navigation by judgement' where work cannot be planned too rigidly because there are low levels of certainty. This Framework accommodates multiple approaches.

The Framework proposes a series of learning initiatives, including seminars, communities of practice and annual review workshops. A digital system will transfer knowledge and insight and manage activity flows to generate evidence for monitoring and evaluation. The Framework pays special attention to 'partnership capital' which is of particular interest to Australian agencies and advisory teams.

Prospera is the first facility of its kind to have Australian agencies and advisory support under one umbrella to deliver a common set of outcomes. While this adds complexity, it also introduces great opportunities to create better ways of working in partnership with the Indonesian government. This Framework is designed to help Prospera seize those opportunities.

About Prospera

Prospera is a A$145 million facility which builds on Australia's long history of support for strong, sustainable and inclusive economic growth in Indonesia. Prospera brings together more than 120 advisers and 16 Australian government agencies, working with more than 30 Indonesian partners.

Prospera's strength comes from combining advisers who have a strong knowledge of Indonesia with those who have experience in the Australian public service and also emerging markets.

Partnerships between Australian and Indonesian government agencies provide a unique opportunity to build institutional capacities, share experiences of policy and institutional development and learn from each other. Prospera's advisers support Indonesian government officials, providing them with economic research and analysis, and helping them to improve spending and revenue, markets, the financial sector, transport, and public-sector institutions.

In addition, Prospera seeks to advise the government through Tim Asistensi, a group of senior Indonesian policy experts based at the Coordinating Ministry for the Economy, and by working with private-sector companies through the Indonesia Services Dialogue, an industry group focused on creating a more competitive services economy.

The program is expected to run for five years, from March 2018 until February 2023.

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1   Navigating this framework

Prospera's Knowledge, Performance and Learning Framework consists of three components and covers a range of functions. To help readers navigate the Framework, this section contains a 'quick reference' guide on what to find in each component. The section also contains a 'system snapshot' showing how the parts are designed to fit together to form an effective performance framework. Each part is explained in more detail throughout the three components.

1.1   Quick reference

Component 1: The Core Framework

- **What**: This component outlines why Prospera needs to manage knowledge and performance, and what Prospera will collect and measure to support learning for improvement.

- **Who:** The principal users of this component are DFAT, facility management team, the Knowledge and Performance team, advisory and Australian agency teams.

LOOK HERE FOR:

- Prospera background
- Why we need to do knowledge, performance and learning, and information users and their uses
- Facility logic – What does success look like? Breakthrough (end of facility) outcomes, intermediate outcomes, how change is achieved and assumptions, links to activity logic
- The Prospera context for monitoring and evaluation
- How Prospera will measure performance: key performance questions; development of baselines, a pipeline of evaluations, outcome performance and facility performance.
- Cross cutting factors – Gender equality and social inclusion, Public sector capability development – individuals and organisations
- Partnerships – Building an evidence base
- Prospera ways of working charter
- Data collection plans for facility performance and partnerships

Component 2: Activity Design and Reporting Guide

- **What**: This component sets out the design and decision-making processes for Prospera activities and reporting expectations. This component explains Prospera investment criteria and how they will be applied. It also provides templates for activity design and reporting.

- **Who:** The principal users of this component are advisory and Australian agency teams designing and delivering activities, and the Knowledge and Performance team who will be implementing facility-level monitoring and evaluation and supporting activity-level monitoring and evaluation.

LOOK HERE FOR:

- Facility logic – Breakthrough and intermediate outcomes
- Guidance for activity design and the annual activity planning cycle
- Governance arrangements
- Investment criteria to be applied to activity designs
- Reporting schedule
- Templates for: activity design; and reports.

Component 3: The Knowledge Performance and Learning Toolkit
• **What:** This component explains monitoring and evaluation methods and contains indicative data collection plans for activities and cross-cutting enabling factors.   • **Who:** The principal users of this component are the Knowledge and Performance team and focal points assisting advisory and Australian agency teams in designing and delivering activities.
LOOK HERE FOR: • Tools and methods for design, monitoring and evaluation (including capability development, policy change, partnerships, gender and social inclusion) and learning initiatives.   • Indicative data collection plans for activity-level monitoring and evaluation.

1.2   System snapshot

Prospera's Knowledge, Performance and Learning Framework is premised on good quality activity design and governance against a set of clearly defined outcomes ('breakthrough outcomes'). In terms of performance management, two aspects are designed to be captured under this Framework: 1) contribution of activities to outcomes; and 2) overall performance of the facility in terms of partnership, sustainability, value for money and other areas.

Indicative measures of success for facility-level performance are offered in this framework. At the outcome-level, aspirational performance targets or indicators will be developed over 2019. Prospera transitioned with a significant set of activities under previous initiatives and the move to common outcomes will be paced to ensure good collaboration.

In addition, throughout the life of the facility, knowledge-transfer, communication and reporting are designed to enhance collaboration, transfer insights and improve effectiveness.

Figure 1 is a visual snapshot of the system. Each of these elements is explained throughout the Framework.

Figure 1. Prospera Knowledge Performance and Learning (KPL) System
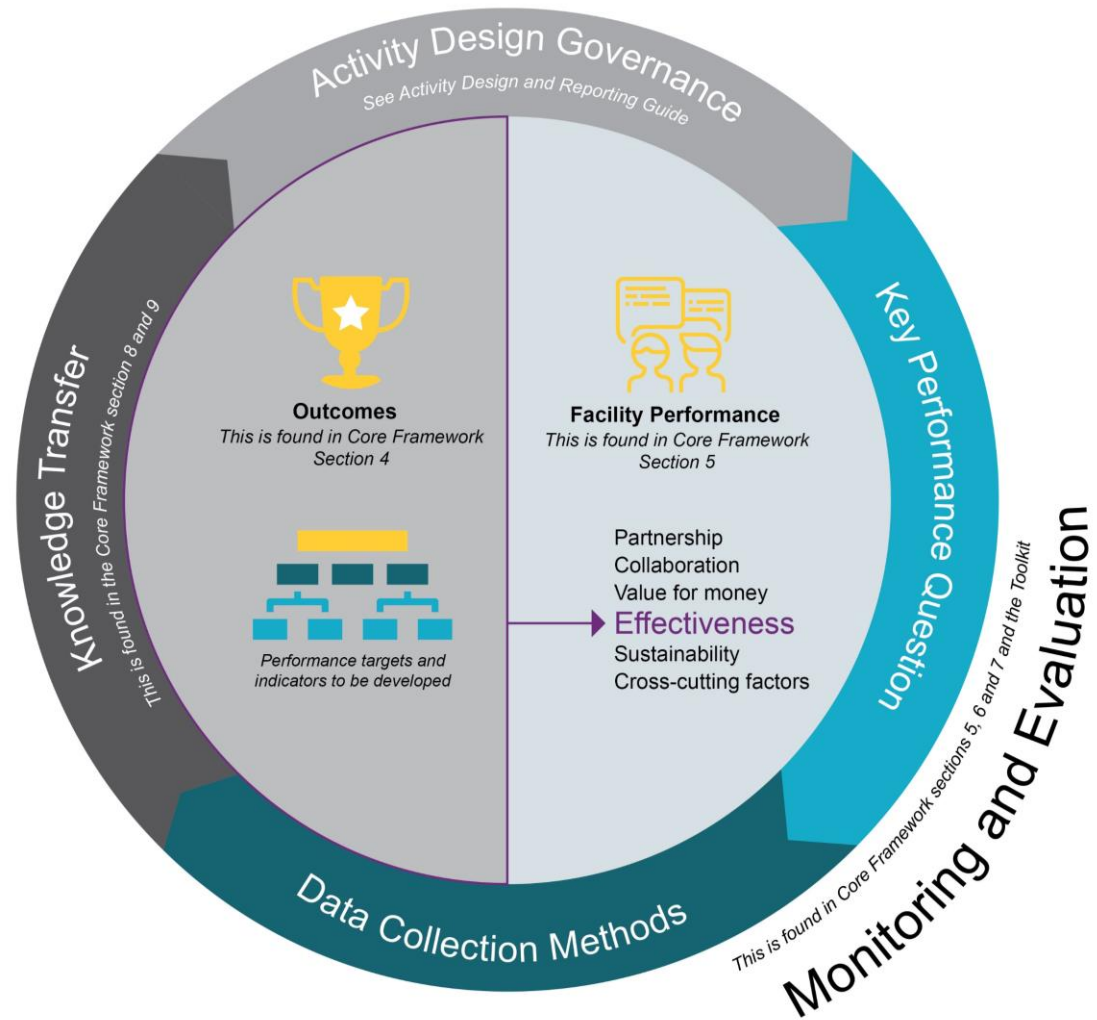
2   Introduction

2.1   Why is knowledge, performance and learning central to Prospera?

Prospera builds on a strong track record of successful Australian support for Indonesia's leadership in economic governance. Prospera is a very large and complex facility. In some ways, the complexity of the undertaking underscores the trust and goodwill built in Australia's endeavour to contribute to improved economic governance in Indonesia over the past two decades.

As a facility, Prospera has many activities, partners and funding flows, making it significantly more complicated than other investment types. While Prospera has developed 'breakthrough' outcomes, specific activities and reform pathways will be developed and refined over Prospera's lifetime.

A strong focus on knowledge, performance and learning is therefore central to the success of Prospera.

> This Knowledge, Performance and Learning Framework sets out the approach that the Prospera team will take to: undertaking performance monitoring, evaluation and reporting; managing and transforming knowledge into insights; and using learning to improve effectiveness.

2.2   What have we learnt about success?

This Framework draws on the existing body of evidence accumulated over two decades of support. Several reviews have tested and evaluated the key ingredients of success by looking at what worked, why, and in what context. Those lessons are the foundations for this Framework.

Three important elements emerge as critically important to preserve:

- **Trusted adviser:** Prospera is a trusted adviser to the Indonesian government. Prospera operates 'behind the scenes' advising the government on reforms when it is ready to act.
- **Fast, flexible response:** Prospera responds rapidly to government requests for assistance across a wide range of areas contributing to economic development while keeping a lens on emerging policy challenges.
- **Long-term institutional linkages:** Prospera supports strong linkages between Australian and Indonesian agencies. These linkages not only help build capacity, but strengthen connections between people and institutions which can outlast the facility cycle.

2.3   Prospera's context

Prospera operates within an intricate economic and political system in Indonesia – a nation rebuilding public institutions and economic policy frameworks after a devastating financial crisis 20 years ago. A policy of 'big bang' decentralisation has also changed the policy landscape. Yet the civil service structure is largely the same. Central to Indonesia's growth and development is a public service that can deliver policies and services in this new context.

Over the past two decades Indonesia has made impressive strides in delivering prosperity for its people. The poverty rate is at single digits (9.8%) and economic growth has averaged 5.3% a year. But Indonesia's economy is below potential. Economic growth remains below what is needed to absorb new entrants to the labour markets and sustain prosperity. Competitiveness lags across many dimensions from basic requirements such as infrastructure, institutions, health and primary education through to efficiency enablers including financial sector development, goods and labour market efficiency.

Prospera seeks to match Indonesia's competitiveness gaps with Australia's comparative advantage. One that advances the *Comprehensive Strategic Partnership* between Australia and Indonesia[1] by delivering a deeper economic partnership for stability and prosperity in the Indo-Pacific region.

Amid these important goals, Prospera is a small but potentially significant slice of an overall system. At A$145 million over five years, Prospera accounts for 9% of Australia's 2018-19 development budget to Indonesia but only 0.01% of Indonesian's annual budget at the national level.

Prospera can make a valuable contribution by catalysing change, providing expert support for Indonesia's reform efforts, modelling good practice as well as hands-on capability building with fellow practitioners through Australian agency partnerships. On occasions, Australia's support may be pivotal to a change; more often the role will be to accelerate the timing or quality of a change. In all cases, reforms are led by Indonesia with Australia as a contributing partner. Figure 2 sets out where Prospera fits in its contribution to the broader Australia-Indonesia partnership.

Figure 2. What we need this Framework to do
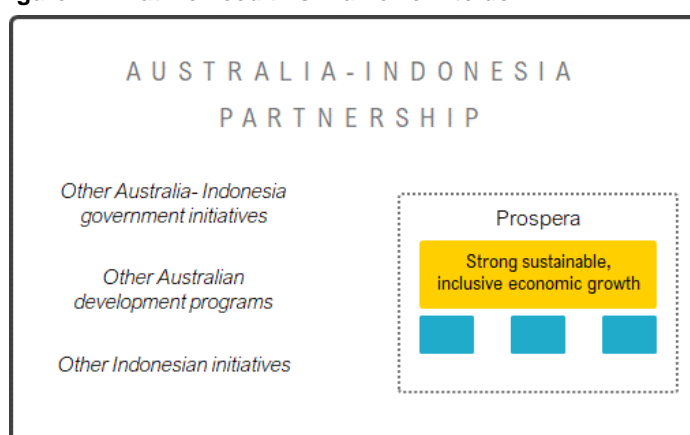
Figure 2 centres Prospera within a broader whole-of-government partnership. The object of this Knowledge, Performance and Learning Framework is to articulate the contribution of Prospera to this partnership and to be clear about the breakthrough outcomes to guide selection of activities and investments.

3 Approach

This section describes in more detail the purpose of the Framework, users and uses, requirements, components, and consultation to build the Framework.

3.1   Vision for knowledge, performance and learning

Prospera's vision for knowledge, performance and learning is that Prospera truly becomes a learning organisation:

"An organisation that is skilled at creating, acquiring and transferring knowledge and at modifying behaviour to reflect new knowledge and insights."[2]

Prospera aims to curate knowledge, monitoring and evaluation assets that generate strategic value for Prospera partners. This process can be summarised by three objectives:

1. **Collect and share:** Engaging across Prospera to source findings, store in an easy-to-use system and distribute effectively.

2. **Apply and evaluate:** Monitoring and tracking results, evaluating what works, and scaling up or down.

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[1] https://dfat.gov.au/geo/indonesia/Pages/joint-declaration-comprehensive-strategic-partnership-between-the-commonwealth-of-australia-and-republic-of-indonesia.aspx
[2] Andrew DuBrin (2005). Fundamentals of Organisational Behavior

3. **Transform and influence:** Written and visual communication that transforms technical knowledge into useful insights for decision-makers.

This Framework is mainly focused on the second element (apply and evaluate) but also incorporating other elements to create a learning organisation.

This Framework is designed to help:

- Deliver high-quality, timely monitoring and evaluation to make important program decisions.
- Foster coherence and consistency across facility.
- Demonstrate performance.
- Improve accountability.
- Transform Prospera into a learning organisation through effective performance monitoring and evaluation and knowledge sharing.
- Inform preparation of evidence-based facility reports.
- Deliver a more effective and efficient investment for Australia and Indonesia.

The Framework will not set out to measure everything, everywhere. It will enable targeted use of evidence to foster confidence in investment decisions, progress solid contributions to desired outcomes and, ultimately, contribute to impacts.

In other organisations, a research component can also form part of a knowledge and performance function. In Prospera, research is embedded across Prospera teams and in ways of working. Prospera's Economic and Inclusion team also contributes in-depth analysis for evidence-based decision making.

Important contextual considerations for performance management across Prospera and taken into account in the development of this Framework are elaborated in Annex 2.

3.2   Users and uses

The primary users of the evidence derived through this Framework are set out in Table 1. Building on consultation undertaken throughout development of the Framework, it is Prospera's intention that this document, its supporting components, and reporting and evaluation products, will be driven by the intended use of information derived.

Table 1. Prospera performance information users and their uses

Users: Who will use the information and analysis derived through this Framework	Their Uses: For what will it be used?
Australian Government Department of Foreign Affairs and Trade - Jakarta	- Investment decision making - Partnership building - Aid Quality Check preparation - Indonesia Performance Assessment Framework preparation - Demonstration of impact - Evidence-based communication products
Australian Government Department of Foreign Affairs - Canberra	- Investment decision making - Demonstration of impact - Partnership building - Evidence-based communication products

Users: Who will use the information and analysis derived through this Framework	Their Uses: For what will it be used?
Prospera Advisory Board	• Investment decision making • Effective Governance
Prospera Senior Management Team	• Day-to-day management decision making • Investment decision making • Evidence-based communication products • Facility Improvement • Demonstration of performance
Australian agency home offices	• Partnership building • Demonstration of performance • Effective governance • Evidence based communication products
Indonesian central government and participating line ministries and agencies	• Partnership building • Development Budget Reporting (BAST) • Understanding of changes achieved • Reporting needs
Prospera teams and their Indonesian government partners	• Demonstration of performance • Learning and improvement • New designs • Understanding contribution to outcomes

3.3   Requirements for the framework

The Prospera contract between DFAT and Cardno (Contractor) sets out the following elements:

"**PROSPERA Knowledge, Performance and Learning Framework**: describes the monitoring and evaluation that will report on PROSPERA outcomes, progress of each activity, activity level results, operational performance assessment, and knowledge management processes."

"The Contractor must develop a **Knowledge, Performance and Learning Framework** (KPLF) which will deliver lessons, meet DFAT and APS agencies reporting requirements (including the Aid Quality Check and Performance Assessment Framework), facilitate collaboration and organise information to respond to urgent requests. The KPLF will incorporate the M&E Plan and will build upon the draft M&E Framework. In designing the KPLF, the Contractor must undertake an assessment of the M&E, knowledge management, Management Information Systems and other databases in use on AIPEG and GPF. Working with Government of Indonesia counterparts, DFAT and APS agencies they will develop an understanding of the performance, reporting and knowledge requirements of each constituency.

PROSPERA must be assessed for overall performance, at the thematic and activity levels. M&E activities will inform and enable reflections on the program and the identification of lessons to inform the annual planning process. As part of this process, the Contractor must assist APS agencies in developing their performance reporting and will use that information to inform PROSPERA reporting. PROSPERA will not manage the performance of APS agency personnel.

The KPLF must include a process to assess and track **capacity development** of Government of Indonesia partners (individuals and institutions).

Into the KPLF, the Contractor must incorporate the existing body of evidence accumulated since 1999, as well as draw from the AIPEG Mid-Term and End-of-Program reviews. These reviews have tested and evaluated the key ingredients of success through a case-study approach looking at what has worked, why and in what context.

This Framework, and its components and supporting systems, have also been designed to meet DFAT Monitoring and Evaluation Standards: Standard 2 Investment Monitoring and Evaluation Systems and Standard 3 Investment Progress Reporting; DFAT's Aid Programming Guide, including the Explanatory Note on Program Logic March 2018."

3.4   Consultation to build the framework

Prospera has consulted widely with primary stakeholders and users in the development of this Framework. A summary of the consultation process is provided in Table 2.

Table 2. Consultation process

Dates	How	Who / Where
13 July	Face-to-face meeting	DFAT Senior Performance and Quality adviser: Canberra.
17 July to 26 July	Framework scoping meetings: Australian agencies	Prospera Australian agency implementers 14 agencies in Canberra and Sydney (8 meetings).
8,9,13 August	Framework scoping meetings: Indonesian partners and Advisory teams	Prospera advisers and Indonesian government officials from 7 partner agencies in Jakarta (3 mini-workshops).
15 August, 6 September	Outcomes mapping workshops, Australian agencies, Advisory teams, DFAT and Indonesian Co-chair	DFAT officials, Prospera management team, Prospera advisers, Australian agency officials, Indonesian government officials from Coordinating Economic Ministry in Jakarta and Canberra (2 whole-day workshops).
July to November	Direct conversations	DFAT officials, Prospera management team, Prospera advisers, Indonesian government officials, Australian agency officials, in Jakarta, Canberra and Sydney (in person or by phone).

Over 100 people participated in the development of the Framework as summarised in Table 3. A full list of people consulted is included in Annex 9.

Table 3. Number of people consulted

Group	Number of People Consulted		
	Male	Female	Total
Indonesian government	15	5	20
Department of Foreign Affairs and Trade	5	6	11
Australian agency	22	26	48
Prospera advisory	13	9	22
Other programs/consultants	3	2	5
TOTAL	**58**	**48**	**106**

4 Facility logic

This section describes the logic of the facility investment, the changes in the Indonesian economic system to which Prospera intends to contribute (the facility breakthrough outcomes), and the ways through which a contribution to outcomes will be made (the facility theory of change).

4.1 Goal

The goal of Prospera is:

> *"To foster more effective Indonesian economic institutions and policies that contribute to strong, sustainable and inclusive economic growth."*

In support of this goal, the facility has four high-level objectives:

(a) Strengthened economic institutions and improved economic policy outcomes.

(b) A more transparent and accountable public sector.

(c) Strengthened linkages between Indonesian and Australian government agencies.

(d) Reducing inequality and addressing gender and disability.

Prospera has two new high-level objectives compared to the predecessor programs:

- A more transparent and accountable public sector.
- Reducing inequality and addressing gender and disability.

These objectives will be taken into account in Prospera as cross-cutting factors and embedded in Knowledge, Performance and Learning as outlined in the sections below. This Framework draws on two overarching strategies to integrate these areas across teams: Prospera Public Sector Strategy (December 2018), and Prospera Gender and Social Inclusion Strategy (December 2018), including working with other development partners to achieve greater impact.

4.2   Breakthrough outcomes

Following on from Prospera's goal, and integrating Prospera's objectives, Prospera's effort will be focused toward contributing to three 'breakthrough' (or end of facility) outcomes. These are each further explained by three sub-outcomes. It is anticipated that the three breakthrough outcomes will remain throughout Prospera, while there will likely be more change at the next level down in the facility logic of intermediate outcomes (or pathways to change).

The breakthrough outcomes provide a framework for the Prospera reporting narrative. Breakthrough outcomes are described in Table 4. A 'Quick glance' facility logic is illustrated in Figure 3, while a fully detailed logic along with 2018-19 intermediate outcomes is explained at Annex 3.

Table 4. Explanation of Prospera Breakthrough Outcomes

Breakthrough Outcomes		Brief Explanation
1. Expanding markets creating jobs	1.1 Better regulation for private sector growth	Fit-for-purpose regulations that promote ease of business entry and exit and protect consumers whilst promoting innovation.
	1.2 More open trade and investment	More open markets through trade agreements and domestic reform, financial-sector deepening and opportunities for private investment.
	1.3 Safe and efficient transport to move people and goods	Indonesia leads the region in maritime and air safety regulation in line with global standards and has increased transport safety capability.
2. Safeguarding economic and financial stability	2.1 Better framework to deliver macro and financial stability	Macroeconomic policy framework drives stability and growth, and strong coordination on financial stability is underpinned by a clear legal framework.
	2.2 Increased supervision and regulation of financial sector	Financial regulators move towards a unified approach to conducting supervision and adopt fit for purpose risk-based practices.
	2.3 Combatting financial crime	Enhanced capability to combat money laundering and terrorist financing in line with international standards.
3. Improving public finances and government performance	3.1 More revenue through better tax administration and policy	A new core tax system for the tax administration with business processes to support voluntary compliance and improved tax policy.
	3.2 More effective public spending with better budget systems	An integrated planning and budget system and national-regional accounts for better spending decisions and service delivery.
	3.3 Greater transparency and accountability of government	High quality audits, public sector complaints handling and capability of public administration agencies.
Cross-cutting contributing factors		
Increasingly capable government institutions		
Better policy development and coordination across government, particularly economic and financial institutions		
Increased capability to deliver high-quality economic, social statistics and national census		
Gender equality and inclusion outcomes are described and being achieved across Prospera		
Effective government of Indonesia and Australia partnership		

Figure 3. Quick Glance Facility Logic

GOAL

**INDONESIA HAS STRONG
SUSTAINABLE INCLUSIVE ECONOMIC GROWTH**

OUTCOMES

1	2	3
Expanding markets creating jobs	Safeguarding economic & financial stability	Improving public finances & government performance

BREAKTHROUGH

1.1 Better regulation for private sector growth

1.2 More open trade and investment

1.3 Safe and efficient transport to move people and goods

2.1 Better framework to deliver macro and financial stability

2.2 Increased supervision and regulation of financial sector

2.3 Combatting financial crime

3.1 More revenue through better tax administration and policy

3.2 More effective public spending with better budget systems

3.3 Greater transparency and accountability of government

CROSS-CUTTING

Increasingly capable government institutions
Better policy coordination across government, particularly economic and financial institutions
Increased capability to deliver high-quality economic and social statistics
Gender equality and inclusion outcomes are described and being achieved

4.3   Descriptive theory of change

Prospera's Theory of Change is simply described as follows:

IF:

- Prospera's advisers and Australian agency officers are able to work with, mentor, support, build knowledge and skills, and influence the practices of Indonesian government officials in targeted ministries and branches;
- Prospera is able to provide flexible and responsible just in time, economic policy advice and analysis to the Indonesian government;
- Prospera is able to provide institutional system building and strengthening support with a long-term view;
- Prospera is able to influence thinking and practice around gender equality and social inclusion;
- Prospera is able to influence the political and bureaucratic economic actors through trusted and valued advisers; and
- Prospera is able to work through others including services sector and tax policy dialogues to motivate change.

THEN:

- The capability of targeted areas of Indonesian government institutions will be increased;
- The quality of economic analysis and data will be enhanced;
- The quality of economic policies will be improved;
- The functionality of systems will be enhanced; and
- There will be more robust decision making.

AND FINALLY:

- Indonesia's markets will grow, creating jobs;
- Indonesia will have stronger revenue streams;
- Indonesia will have better public financial management;
- Indonesia will be better prepared for financial crises; and
- Indonesia's growth will be more robust, and more inclusive.

4.4   Linking facility logic to activity level logic

Prospera commenced in 2018 with A$30 million of activities for 2018-19 transitioned across from the predecessor Government Partnerships Fund (GPF) and Australia Indonesia Partnership for Economic Governance (AIPEG). A breakdown of investment for 2018-19 by advisory activities and Australian agency work plans is provided at Annex 4.

Through this Framework ultimately the majority of Prospera activities will have a design process that describes the activity logic with a clear line of sight to intermediate, then breakthrough outcomes (see Figure 4).

An 'activity logic' describes the outcomes that are intended to be achieved within the timeframe of an advisory activity proposal or an Australian agency workplan. For Australian agencies, this may also be referred to as 'partnership logic'. In essence it is a map that demonstrates the links between various sub-activities in a workplan to intended outcomes.
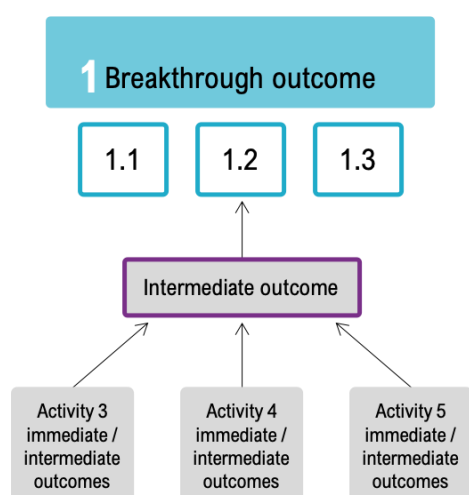
Figure 4 Cascading logics

This Knowledge, Performance and Learning Framework sets out a new activity cycle to be in place by 2019, which will foster greater collaboration and alignment under the new breakthrough outcomes. This is described in more detail in Component 2 Activity Design and Reporting Guide. Going forward, all new activities will have an activity logic, which link to intermediate outcomes.

4.5   High-level assumptions

The Facility is underpinned by the following high-level assumptions. For this facility to be successful it is assumed that:

- There will be a continued demand for Australian-funded support in the areas covered by Prospera.
- A strong degree of trust endures between Prospera and the Indonesian government, which is able to withstand any periods of change in the bilateral relationship.
- Prospera will have strong leadership able to maintain clear strategic direction for the program.
- The benefits of Prospera for both the Australian and Indonesian governments will outweigh the opportunity cost of participating.
- Local advisers with extensive Indonesia-specific experience and local networks will continue to be available to Prospera.
- The Australian development budget will remain relatively stable.
- The economic partnership remains a key focus for both governments.
- Participating Australian agencies remain equally interested in international work.

Further assumptions against each intermediate outcome are documented in Annex 3. Assumptions will be regularly reviewed and refined to explore whether adjustments should be made to the facility logic. Assumptions will also be elicited when building activity logics.

4.6   Ways of working

Prospera envisages a high degree of collaboration with Australian agencies and advisers working together with Indonesian partners on common outcomes. This presents a great opportunity to leverage multiple ways Australia delivers assistance under one facility. To realise the gains, there will be change and this will take time and care.

This Knowledge, Performance and Learning Framework is one vehicle for bringing about change as teams join up under new outcomes. Fostering teamwork and goodwill is key. Moving to common outcomes will be paced to ensure teams progressively buy-in to the changes. A 'ways of working' charter is set out in Annex 1 to guide Prospera teams to work together to achieve more. The Prospera management team will support the principles set out in this charter, commit to leading by example, and promote the charter throughout 2019 and beyond.

5   Performance measurement

Prospera's approach to performance measurement is designed to align with DFAT's Aid Programming Guide and support DFAT's Aid Quality Checks. Consultation with Indonesian government and Australian agency partners indicate that the same evidence-base is also useful for their needs.

A series of key performance questions are posed to guide performance measurement at the facility level. The questions have been developed with reference to the Prospera Investment Design (then AIECO), stakeholder consultation, and good monitoring and evaluation practice.

To support consistency and flexibility in the design of activities, conduct monitoring and evaluation and facilitate learning, the Prospera Knowledge and Performance team will develop a 'Knowledge Performance and Learning Toolkit' (Component 3 of this Framework). This toolkit will set out recommended methodologies, good-practice examples, data collection tools, and where to go for additional support. The toolkit will be made available to Prospera advisers and Australian agencies ahead of the 2019 activity planning cycle. The toolkit will be updated through consultation and use and contain good practice from Australian agencies, advisory teams and other programs

5.1   Key performance questions – facility level

(i)   **(Impact)** What significant economic policy or institutional changes have occurred as a result of Prospera's contribution?

- o   To what extent did targeted economic policy or institutional change occur, and what changes were unexpected?

- o   What was the contribution of Prospera to these changes, and what other factors contributed to these?

(ii)   **(Effectiveness)** To what extent did the facility as a whole achieve its expected outcomes and outputs?

- o   To what extent have economic policies and reforms been formulated and implemented based on evidence?

- o   To what extent did Prospera contribute to the capability of Indonesian government agencies?

- o   To what extent did Prospera contribute to an effective government-to-government partnership between Australia and Indonesia?

(iii)   **(Learning)** What were the key enabling factors where activities were highly effective, what were the hindering factors where things failed to take hold?

(iv)   **(Sustainability)** To what extent are the changes likely to be sustainable and leave a lasting legacy after completion?

(v)   **(Gender and inclusion)** To what extent did Prospera work in ways that contributed to priority outcomes including gender equality and disability inclusion?

(vi)   **(Operations and management)** To what extent did Prospera work in ways that were efficient, maximising outcomes from available time and resources?

5.2   Baseline narratives

Baselines, or the starting point for Prospera interventions, will be applied judiciously to support understanding of facility influence. This is because Prospera is a strategic and flexible facility - change can follow multiple pathways (and starting points), rather than steady progressive increments in many cases.

During 2019 Prospera will develop baseline narratives for each of the three breakthrough outcomes, to sub-outcome level, supported by brief strategies for how it is anticipated that progress towards each of those outcomes could be achieved. These narrative baselines will complement the Prospera Gender and Social Inclusion Strategy and Public Sector Strategy.

Over the planning cycle with both advisory teams and Australian agencies in 2019, Prospera will look to develop a small set of performance targets across the three breakthrough outcomes, to be reviewed and updated annually. Discussion around progress towards each target will be as important as than the target itself. In addition, proven 'backward looking' monitoring and evaluation techniques will be applied to collect evidence of contribution to outcomes across the breakthrough areas where the pathways are not pre-planned (see Annex 5).

5.3   DFAT Indonesia Performance Assessment Framework

The DFAT Indonesia Performance Assessment Framework collects data to inform progress against the Indonesia Aid Investment Plan. Two high-level policy indicators (Version 3.1, December 2018) are:

(i)   Amount of additional financing co-invested in development.

(ii)   Number of districts with improved service delivery practices and policies

The first indicator is most relevant to Prospera's effort. Prospera will establish methods to collect evidence against this indicator through activity-level data collection plans.

Annual Program Performance Report Milestones

Prospera has two milestones for 2018-19 under the Performance Assessment Framework and reported in the DFAT Indonesia Annual Program Performance Report (Table 5). Evidence will be collected by the Prospera Knowledge and Performance team conducting case study analysis with activity teams. Further milestones will be developed by Prospera through the annual planning process.

Table 5. DFAT aid program milestones

Outcome	Milestone	Measure / Evidence Base
1. Stronger economic institutions	More public resources are available to infrastructure and socio-economic outcomes through a year-on-year decrease in money spent on administration.	% of Indonesian Government spent on administration vs % spent on direct investment in infrastructure or socio-economic outcomes / Annual analysis of budget books and budget reviews.
3. More jobs and higher incomes, especially for poor households	Improved policy settings in at least one area (financial services, vocational training, digital economy or value-added-tax status) in the services sector through targeted advocacy with the private sector.	One improved policy setting in financial services / digital economy or value-added-tax / Significant Instances of Policy or System Improvement.

5.4   Methods for monitoring and evaluating performance

Prospera builds on a history of outcome focussed effort through its predecessor programs and will continue to have a significant focus on collecting evidence of outcomes. This evidence will be synthesised to build an understanding of Prospera's contribution to the three breakthrough areas.

Methods for monitoring and evaluating performance will always be selected to answer specific performance questions asked by key stakeholders. A prospective sample of methods is included in Annex 5 with more detail on what methods are appropriate in what circumstances to be outlined in the toolkit and supported by the Knowledge and Performance team.

The toolkit will also contain data collection plans to guide monitoring and evaluation at an activity level. These data collection plans provide a menu of activity-level performance questions, draft indicators and methods to collect the data. The Knowledge and Performance team will support teams to draw on these data collection plans in designing M&E plans for activities.

The role of the Knowledge and Performance team is to work with DFAT, Australian agency leaders and Prospera management to synthesise these activity-level results each year and evaluate performance across the facility, using the narrative baselines as a reference point. Specific evaluations to collect further evidence are outlined in Section 6.

Performance of the facility

Effective performance of the facility is vital for enabling contribution to intended outcomes. Draft facility performance outcomes are documented in a Facility Performance data collection plan (provided in Annex 6). The Knowledge and Performance team will use this plan to target collection of data to enable assessment of facility performance and to inform the annual Partner Performance Assessment.

Illustrative facility performance outcomes and indicative targets, to be agreed in consultation with DFAT in 2019, are also provided in Table 6.

Table 6. Facility performance – Indicative outcomes and progress markers

Facility performance outcome	Possible progress markers
The Facility is practicing good governance, transparently and effectively prioritising and allocating investment to activities; through application of agreed investment criteria and transparent decision making models.	100% of advisory activities and APS workplans are considered 'good' to 'high' quality as evidenced by adherence to investment criteria.
Australian agencies and advisers are collaborating effectively and applying interdisciplinary approaches to design and implement better activities: across themes and within portfolios.	# of examples of Australian agencies and advisers collaborating on activity design and implementation; increasing through the life of Prospera.
Advisers are adding interdisciplinary value to peer exchanges between Indonesian and Australian government officials.	# of instances of advisers supporting Australian agency effectiveness; increasing through the life of Prospera.
Australian agencies are enabling advisers to work more effectively in bureaucracies.	# of instances of Australian agencies supporting advisers in public sector work; increasing through the life of Prospera.
Knowledge is being effectively managed, shared and used across Prospera.	Uptake of knowledge system; increasing through the life of Prospera.

Facility performance outcome	Possible progress markers
Gender and social inclusion is effectively integrated into Prospera activities.	% of activities with authentic gender and social inclusion programming delivering outcomes as planned.
Value for money is delivered across Prospera.	Value for money rating of Prospera improves over the life of the facility (Value for money framework to be developed in 2019-20).
Prospera supports positive practice change for Indonesian government officials.	% of participants in sustained learning and development programs implemented under Prospera who are applying what they have learned in an ongoing way.
Prospera remains a trusted partner of the Indonesian government.	# of examples of positive partnership moments.
Prospera uses learning, monitoring and evaluation to improve effectiveness.	# of Prospera learning events evaluated as useful by participants.
Evaluative thinking and high-quality facilitation is routinely applied to test and refine strategies.	# of instances where learning and review sessions (strategy testing) leads to improved or changed direction.

6   Evaluation

This section proposes a pipeline of evaluations to be implemented through the life of Prospera, some of which will be designed to answer the high-level evaluation questions set out in the previous section. This pipeline of evaluations (Table 7) will be reviewed with DFAT, in line with available resources and understanding that specific evaluation needs may arise along the way.

In order to increase ownership of Prospera and build mutual accountability for outcomes, a partnership approach to evaluations will be systematically considered early in the design of each evaluation.

Table 7. A proposed pipeline of evaluations

No	Key Evaluation Question (s)	Year | Proposed Evaluations
1	*To what extent is Prospera on track?* *What is working and why? In what context and for whom?*	**Mid 2019 | Formative Review:** A DFAT-led Formative Review after twelve months to evaluate Prospera in terms of relevance, efficiency and effectiveness in delivering services as well as the relationship with Australian partner agencies.
2	*In what circumstances are Prospera's various ways of working best suited?* *What significant economic policy or institutional changes occurred as a result of Prospera's contribution?* *To what extent did the facility as a whole achieve its expected outcomes and outputs?* *To what extent are the changes likely to be sustainable and leave a lasting legacy after completion?* *What has worked and why?*	**Mid 2020 | Mid Term Review** Independent evaluation of the impact of the Partnership, and its results throughout its entire operation. The evaluation will be used at the sole discretion of DFAT. NB: Review funded by partnership but an independent consultant with the approval of DFAT to undertake the evaluation. This evaluation would seek to more deeply understand where particular ways of working are best suited to help inform good activity designs.
3	*What significant economic policy or institutional changes occurred as a result of Prospera's contribution?* *To what extent did the facility as a whole achieve its expected outcomes and outputs?* *To what extent are the changes likely to be sustainable and leave a lasting legacy after completion?* *What has worked and why?*	**2019-23 | Developing a set of case studies across Prospera – Learning and evaluating along the way, while informing an end-of-facility evaluation** Three per year sampled across the Breakthrough outcomes by investment scale / duration and other factors. Annually we will do a best evidence synthesis. By the final year of Prospera we will have 12-15 case studies. Early case studies could be updated with new evidence along the way. This set will provide an evidence base for the end-of-Prospera impact and effectiveness evaluation. In preparation of these case studies we would also look for evidence about particular ways of working.
4	*To what extent is Prospera delivering value for money?* *To what extent does this value deliver a social dividend and an expanded economy (leverage)?*	**2020-21 | Value for Money and leverage** Independent analysis of value for money applying a framework that effectively describes value, along with analysing return on investment.

No	Key Evaluation Question (s)	Year | Proposed Evaluations
5	*To what extent has Prospera contributed to gender equality, disability, social inclusion and women's economic empowerment?*	**2021-22** | **Promoting gender and social outcomes** An independent economic (possibly distributional) analysis will be conducted of Prospera's contribution to gender equality, social inclusion and women's economic empowerment.
6	*To what extent has Prospera contributed to outcomes?* *To what extent have economic policies and reforms been formulated and implemented based on evidence and research?* *To what extent did Prospera contribute to an effective government to government partnership between Australia and Indonesia?*	**2022-23** | **End of Prospera evaluation** This evaluation will use an evidence base provided by case studies and targeted additional evidence to answer the evaluation questions. The evaluation will inform the Prospera completion report.

Designing and managing evaluations

Prospera's Knowledge and Performance team is experienced at designing and conducting evaluations. Prospera will ensure that evaluation terms of reference, plans and reports are prepared in accordance with DFAT standards[3].

Prospera will ensure that evaluation teams, whether internal or external, adhere to the following evaluation principles:

- **Evaluation is primarily for learning and improvement.** This will be achieved wherever possible through appropriate and authentic participation from the design stage through to completion for each evaluation.
- **Evaluations should be driven by meaningful questions and clear intended use.** For any evaluation Prospera will ensure that evaluation questions will support collection of useful data and formation of judgements that are needed and will be used for improvement.
- **Evaluation must be culturally competent, gender and socially inclusive, and ethically appropriate.** Prospera will ensure that all evaluations practice a high level of cultural competency, are conducted with gender-balanced and inclusive teams and have a clear expression of ethical practice.

7   Cross-cutting effort for facility results

7.1   Gender equality and social inclusion

Prospera's *Gender Equality and Social Inclusion Strategy* sets out how about Prospera will help to shift norms, policies and frameworks towards equality and inclusion wherever opportunities arise, as a trusted adviser to Indonesian partners. To this end, Prospera will be realistic about what can be

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[3] Monitoring and Evaluation Standard 4) Terms of Reference for Independent Evaluations; 5) Independent Evaluation Plans; and 6) Independent Evaluation Reports.

achieved and where value can be added. Prospera's comparative advantage lies in addressing gender and social inclusion in economic participation. In terms of social inclusion, a particular focus is disability inclusion as one of Prospera's high-level objectives.

Prospera's strategy centres on the following:

- **Leading by example through Prospera's own culture of inclusion**. Prospera's management and gender team support all teams to reflect the role of gender and social inclusion in achieving their defined outcomes, and does not adopt a separable siloed approach to gender and social inclusion.
- **Addressing barriers to economic participation** through activities embedded in all work streams and designed to support greater access to markets, employment, finance, and services, where gender and social inclusion can be an essential element of success.
- **Adoption of a new inclusive growth framework** that places gender and inclusion at the centre of economic policy and decision-making. The framework includes tools that measure distributional impacts of policy, including on women and disabled people, and injects the goal of inclusion into policy choices along with strong and sustainable growth.

Overall, Prospera's performance will be measured by progress markers to answer the following evaluative questions:

- **(Prospera as an organisation and its people)** Is Prospera gender aware and becoming more so over time with management leadership, targeted training and learning by doing? Are all participants in Prospera gender and socially aware?
- **(Prospera's partner government agencies)** Are Prospera's Indonesian government partners becoming more gender aware? Are officials prioritising gender in their work? Has Prospera contributed to this?
- **(Activities and results)** Is Prospera contributing to change that is meaningful for women and girls and people living with a disability across its three breakthrough outcomes?

Markers to indicate progress over time include: the percentage of men and women in decision-making roles at Prospera; all new activities applying gender and social inclusion analytical tools; opportunities taken to partner with other programs on gender and social inclusion initiatives; and inclusive growth tools are being used to deliver policy (see Annex 7).

Gender and social inclusion activities will also be evaluated through a range of approaches including case studies, independent reviews, and partner feedback. Specific data collection methods will be included in Component 3 (Toolkit).

7.2   Capability development

This section describes Prospera's approach to describing and measuring capability development with Indonesian government partners (individuals and institutions).

> The term 'capability development' is preferred over 'capacity development' in the context Prospera works: "In order to deliver the outcomes set by their government, agencies draw on a combination of their people, processes, systems, structures, and culture. These, together, define organisational capability for both the public sector as a whole and for individual agencies."[4] In many activities Prospera contributes to developing a range of these elements, but particularly people, processes and systems.

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[4] https://www.apsc.gov.au/organisational-capability

It is important to understand that many, but not all, Prospera activities have a capability-development component. Prospera's overall approach to institutional capability will be elaborated in the *Public Sector Strategy*, but is described in brief below.

Figure 5. Institutional effectiveness

Prospera potentially provides support for capability development against any of these four pillars. This support is typically to facilitate particular desired reforms that are the responsibility of a unit or branch in an institution, but rarely across an entire institution.
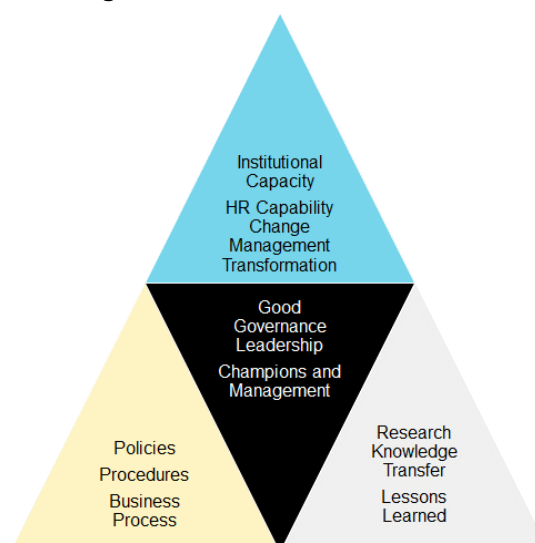
The pillars of institutional effectiveness are:

- **Leadership and management:** At the centre of any institution is the leadership team, a governance framework and champions who actually deliver the activities with institutional resources.
- **Policies and procedures:** Management teams are guided by the policies and procedures, legislative frameworks and well-established business process to enable the delivery of the services and monitor performance.
- **Human resources and change management:** The capability of the institution is driven by the human resources. Change management and communication is also key.
- **Knowledge-transfer:** Institutions are continuously evolving and changing. These changes are brought about by research and evidence, lessons learned, political imperatives, societal pressures.

Building individual capability - How adults learn

Adult learning can be described simply in the 70:20:10 approach. The 70:20:10 Learning Strategy[5], which is applied by governments and institutions internationally, views learning and development as occurring through three basic types of activity: experience, exposure and education. See Figure 6.

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[5] Accessed 31 August 2018 https://www.702010live.com/about-the-framework?r_done=1

Figure 6. 70:20:10 adult learning approach
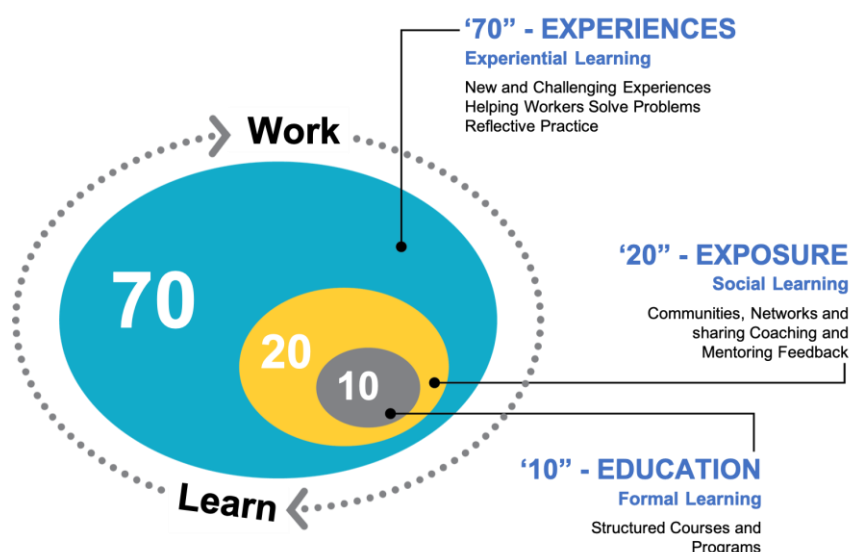
Table 8 highlights examples of some of the ways that Prospera contributes to each of these learning experiences. In crafting skills-building activities for individuals, Prospera will consider the extent to which the activity design adopts experiential learning at the core with targeted training and other learning a complementary stream of work.

Table 8. Learning approaches under Prospera

70:20:10 Learning approaches	Prospera's approach
70 | Experiential Learning – learning and development through day-to-day tasks, challenges and practices Critical for the success of the learning approach, experiential learning will be provided through opportunities identified in the workplace, through new and challenging work and opportunities to practice in a supportive environment.	• **Long-term advisers and Australian agency deployees** working closely with Indonesian government partners on real day-to-day tasks, such as developing a policy. Advisers are available most of the time over an extended period of time. • **Short-term advisers and Australian agency deployees with consistent inputs** over an extended period of time, working on real day-to-day tasks, such as system implementation. • **Twinning arrangements** where Indonesian government partners, as individuals or small teams (2-3 people) visit Australian agencies for a medium-term period, e.g. six months, to learn on the job doing real day-to-day tasks.

70:20:10 Learning approaches	Prospera's approach
20 | Social Learning - learning and development with and through others Work is rarely performed alone, so social learning has an increasing role to play as a catalyst for effective development. Learning through others – coaches, mentors, colleagues and experts – is a fundamental part of the model.	• **Long-term advisers and Australian agency deployees** working closely with Indonesian government partners, supporting them to operate collaboratively as a routine way of working. • **Short-term advisers and Australian agency deployees with consistent inputs** over an extended period of time supporting them to operate collaboratively as a routine way of working. • **Fly in, fly out Australian officials** who are consistent over time. • **Twinning arrangements** where Indonesian government partners, as individuals or small teams or tactically selected work groups, visit Australian agencies for short term, e.g. one – two weeks, to observe and be exposed to Australian systems. • **Communities of practice and brown-bag lunches:** Prospera could welcome participation of Indonesian government officials in communities of practice, such as monitoring & evaluation, gender equality & social inclusion, and regular lunchtime seminars.
10 | Formal learning – learning and developing through structured modules, courses and programs Effective and efficient structured courses and programs are critical to support the development of high-level concepts that are needed and relevant.	• **Australian agency deployees and long- and short-term advisers** deliver structured training for specific skills, knowledge sets and systems. • These can range from single topic learning experiences to extended learning experiences delivered over a number of modules, such as Diploma of Government or Leadership Development. • **Postgraduate study** where Indonesian government employees are funded to undertake studies in Australia. Often this is aligned with the Australia Awards program.

Capability development - measurement approach

Prospera will measure capability development of individuals and work units in the context of their institutional roles and responsibilities as outlined in Table 9. Prospera will not measure everywhere we are working, rather will focus our measurement on those areas where we have a more significant focus of effort.

Table 9. Individual and work unit capability measurement

Individual and work unit capability outcomes and description	Potential measurement approaches
Practice change Indonesian officials and their work units are leading and driving continuous improvement across their division of the institution with the support of skilled and effective executive teams. Work units operate effectively and are implementing strategies that deliver corporate plan objectives. Indonesian officials take full responsibility for effectively delivering their required duties.	• Semi-structured interviews with managers. • Observation by advisers and evaluation teams. • Participatory self-assessment with advisers and Australian agency officers. • Post-workshop follow up interviews – Most Significant Change Stories or more specific semi-structured interviews. • Individual Tracer Survey – longitudinal study of career pathways. • Purposeful sample of case study reports prepared across agencies where Prospera has a significant focus on capability development; include Indonesian official stories of significant change as key evidence source.
Attitude and confidence change Indonesian officials and work units see and understand their institution from a range of perspectives; from within as well as from a sector-wide and broader perspective. Indonesian officials have increased confidence to undertake their required roles in an effective manner. Indonesian officials want to perform their duties.	
Knowledge and skills change Indonesian officials and work units have an increased understanding of the role and function of their institution within the sector, from a national perspective and from an international perspective. Indonesian officials and work groups are bringing new knowledge back to their agencies with new perspectives – increased knowledge sharing. Indonesian officials (and their work groups) have increased technical and process knowledge and ability related to their position (s) and core business of their work unit and organisation.	

Examples of potential approaches for measuring improvements in institutional capability are detailed in Table 10. In practice, monitoring and evaluation for institutional capability will require a specific plan in the activity design.

Table 10. Institutional capability measurement

Example institutional capability outcomes and description	Suitable measurement approaches
Leadership and Management Indonesian institutional leaders are making good decisions and demonstrating good leadership practice; Indonesian government managers are demonstrating good management practice.	• Indonesian government institutional surveys (own data). • Work unit surveys. • Collation and analysis of documents. • Instances of Significant Policy and System Change. • Set of Prospera case studies evaluating: *to what extent is Prospera contributing to intended outcomes? What's working and why?* • Semi-structured interviews with Indonesian government senior officials.
Policies and Procedures Indonesian institutions are generating best-fit policies based on evidence and implementing them effectively.	
System Implementation Indonesian institutions are adopting new systems and upgrading or integrating others.	
Organisational Transformation Change-management processes are successfully applied.	

7.3   Partnerships

For the Australian agencies working in Prospera, the partnership between the government of Australia and the government of Indonesia is of high importance, and by some agencies is considered equal to the institutional development outcomes to which the Australian agencies are contributing through Prospera.

Further, Prospera has been designed to contribute to outcomes through many of the important relationships and partnerships between advisers and the Indonesian institutions, established under the predecessor facility, and which will hopefully be expanded through the ongoing existence of Prospera and the continuity that it represents.

A specific data-collection plan for partnerships has been developed (Annex 6) and tools such as 'Partnership and Collaboration Analysis' (See Component 3 - Toolkit) can be used to guide development and measure the strength of a partnership, so that partners across all forms of partnership can be transparent and pro-active about the way they are agreeing to work together and how their partnership is performing.

8   Learning and improvement

This section details the Prospera approach to learning within the Prospera team, and how learning is applied to program improvement.

8.1   Why does Prospera need learning?

Learning is essential to effective program delivery and continuous improvement. Prospera needs to have a learning culture, so that:

- Implementers know what is happening across the facility and can contribute their own knowledge to other areas of work as well as their own.
- Coherence, consistency and collaboration are enabled.
- Implementers can access relevant new ideas and knowledge and test and apply them in their work with their partners and each other.

- There is a culture of reflection that provides a safe environment for testing new and different ideas and approaches, and thinking outside the box for dealing with a complex operating context.
- There is a practice of continuous improvement.

8.2   Supporting a learning culture in a new facility with dispersed teams

As a new facility, Prospera combines Australian agency officers with advisory support to implement activities that contribute to an overarching, consistent set of breakthrough outcomes. This is a unique and new way of working for a DFAT-funded program of work.

This new way of working, however, presents the challenge of building consistency, coherence and common ways of working, while enabling the particular advantages of both Australian agencies and advisers operating in the space. Further, dispersed teams with some only visiting Indonesia occasionally (or vice-versa) presents a geographical challenge for facilitating face-to-face meetings and workshops.

Figure 7. Prospera's learning initiatives

Various learning and improvement initiatives that will be applied by Prospera are described in Table 11. Where possible, several of the internal learning initiatives will engage Indonesian government partners. The initiatives will also be supported by a digital system described in Section 8.3.

Table 11. Prospera's learning initiatives

Learning tools	What happens when and who would be involved
Website	Prospera's website will be the first place many people visit to find out more about the program. The website is designed to provide easily accessible information about Prospera, demonstrate a modern economic partnership, and share select success stories with contacts on where to go for more information.
Monthly newsletter	Prospera's monthly newsletter will be distributed via email to around 200 recipients, mostly Prospera staff, Australian agencies and DFAT. The objective is to share snapshots of Prospera work and increase collaboration. A searchable archive of newsletter articles will be hosted on its own microsite.
'Brown bag' seminars	Monthly (or opportunistic when a specialist presenter is in town) brown bag lunches will bring together Prospera team members and partners in Jakarta to participate in a presentation or facilitated discussion about a topical issue. The schedule and presentations will be published on the Prospera knowledge system.

Learning tools	What happens when and who would be involved
Strategic review workshops	Each year as part of the activity planning cycle, Prospera will hold two whole-day strategic review workshops Jakarta and Canberra. These workshops will bring together Prospera advisers, Australian agencies and DFAT to examine the whole portfolio of proposed activities. These workshops will dive more deeply into what efforts will yield the best results on a risk-reward basis, and aim to ensure the best possible alignment with Prospera's breakthrough outcomes.
Communities of practice	
Australian agencies & public sector community of practice	Working specifically in the areas of government-to-government partnership the Australian agencies have particular areas of work where they can share good practice examples and approaches and learn from each other. This can be done in the broader context of Public Sector development with the Indonesian government. Performance monitoring and evaluation, and gender equality and social inclusion are likely to be ongoing topics for discussion and support at these events. This Community of Practice is proposed to be supported by Prospera to convene quarterly in Canberra to examine topics of mutual interest and to keep this group current with Prospera in Jakarta. Virtual communication methods will also be supported.
Breakthrough outcomes community of practice	Integration of activity design, implementation and strategy testing will be supported by Prospera for each breakthrough area and between breakthrough areas. This will be achieved through the: • Co-design of new activities with targeted interdisciplinary teams. • Application of methods such as Strategy Testing or Outcomes Mapping/Harvesting (see Annex 5) as tactical and routine processes to check that activities are on track. These processes will routinely analyse assumptions for relevance and priority as part of the strategy testing process.
Performance monitoring and evaluation community of practice	Each breakthrough area will have several performance focal points. These advisers, Australian agency officers and interested Indonesian partners will be brought together by the Knowledge & Performance team regularly to transform this Framework into a working system and to share challenges and good practice.
Gender equality and social inclusion community of practice	Each breakthrough area will have several gender and social inclusion focal points. These advisers, Australian agency officers and interested Indonesian partners will be brought together by the Prospera Gender & Social Inclusion team regularly to help integrate Prospera's Gender and Social Inclusion Strategy into work areas, and to share challenges and good practice.

8.3   Digital system

To enhance learning and effectively 'do more, together' Prospera will invest in a digital, common space as the backbone for where Prospera teams can store, access and share information. The strategic objectives are:

▪ Thought leadership on economic policy and institutions, and planning that finds pathways to change.
▪ Building and developing trusted relationships with government partners and delivering well-crafted proposals.
▪ Managing activities towards successful outcomes and directing investment effectively.

The system can be described in two layers:

Knowledge-share: A system to transfer knowledge and insights between teams and to encourage collaboration.

Run & manage: A system to manage activity-flow processes, collate and generate the evidence for monitoring and evaluation.

Various technology solutions are under investigation with a view to having both layers functional ahead of the 2019 cycle of activity planning.

9 Performance reporting

Requirements for reporting to DFAT are defined in the Prospera contract and will align with Australian financial years. The Indonesian government requires development budget activity reporting (BAST) on a calendar-year basis. Component 2 of this Framework (Activity Design and Reporting Guide) contains more detail on reporting, including templates. A summary of facility-level reporting is provided in Table 12.

Table 12. Facility-level reports required by DFAT and Indonesian government

Report	Description
Six-month Report January/February	A report reviewing overall progress on activities, operations, financial and risk management. Will include case studies (where available) and data for DFAT Performance Assessment Framework. Full report submitted to DFAT; activity updates provided to Coordinating Economic Ministry.
Annual Report and Workplan July	Highlights Prospera achievements and areas that are less progressed. Focuses on outcome reporting against breakthrough outcomes. Will include forward-looking analysis of the Indonesian context and work plans for the financial year ahead. The report will also update information on operations, finances and risk management. Full report submitted to DFAT; activity sections to Coordinating Economic Ministry.
BAST Report Periodic	Mainly expenditure data allocated to each Indonesian government agency so they can account for development spending recorded in Indonesia's national budget. Submitted to Indonesian government agencies by DFAT with support from the Prospera operations team.
Completion report End of Prospera	An analysis of facility effectiveness and operational and financial management efficiency over the life of the facility. Usually examined in accordance with OECD Development Assistance Committee criteria.

Further detail on Prospera's approach to communicating results is set out in the Prospera Communication and Public Affairs Strategy (2018).

10   Resources

Prospera's Knowledge and Performance unit reports to the Deputy Director of Policy Partnerships and Performance. The unit will be led by an international M&E Adviser (under recruitment) and with three inter-related streams of support shown in Figure 8. They are:

- **Knowledge and Design:** Includes a Design & Facilitation Adviser and In-Australia Support for Australian Public Service (APS) agencies.
- **Monitoring and Evaluation:** Includes an International M&E Adviser (also head of the Knowledge and Performance team), National M&E Adviser, and M&E Specialists for expert input to deliver the Prospera Knowledge, Performance & Learning Framework, and to undertake evaluations as required.
- **Communications:** Includes an Economic Communications Specialist, Information Communication Technology (ICT) Designer, and Information Designer.

A major initiative in 2018-19 is building Prospera's digital knowledge system (both for knowledge-sharing and to manage activity workflow for M&E). The Design & Facilitation Adviser will project manage this build.

At around A$1.8 million in the first year (2018-19), the budget for Knowledge and Performance is 6% of the expected annual spend of the facility (A$29 million per year). This is consistent with conventional benchmarks of 5% for monitoring & evaluation (M&E) and up to 10% if design resources are included.

Figure 8. Core resources for knowledge performance and learning
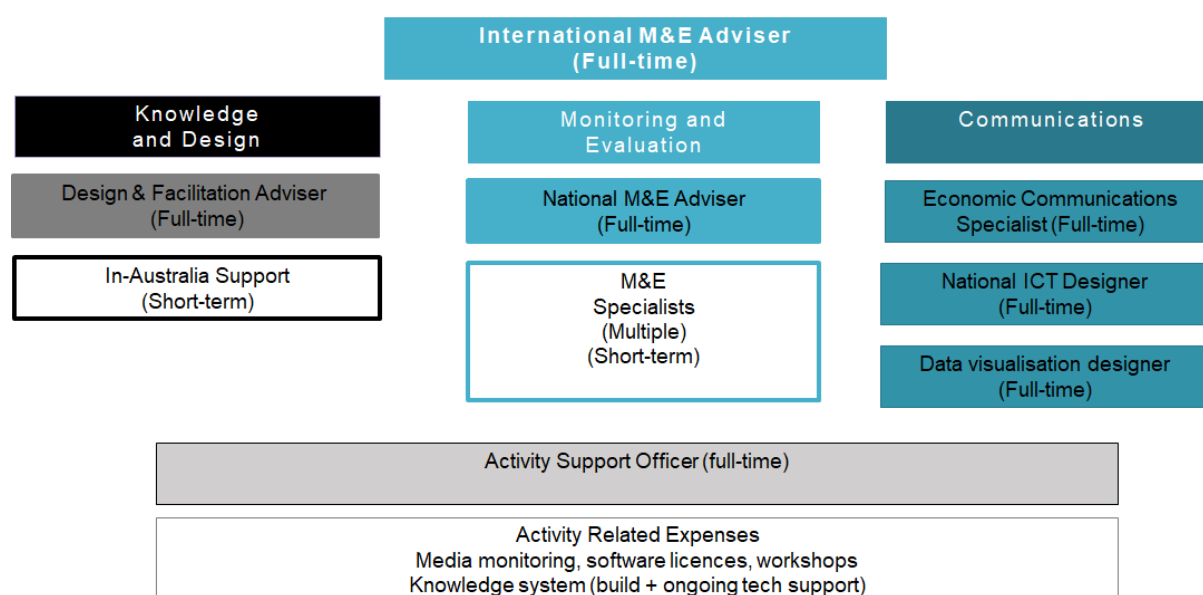
Focal Points: In addition to resources at management level, personnel across the three breakthrough outcomes, will be assigned the role of Monitoring & Evaluation (M&E) Focal Point to contribute to real-time learning in their teams, and participate in a community of practice to transform this Framework into a working system.

11   Quality standards

The main purpose of Knowledge, Performance and Learning is to enhance the quality of facility implementation. In turn it is essential that this is achieved while meeting relevant quality standards. Prospera will ensure that its Knowledge, Performance and Learning work applies and meets:

- DFAT's Monitoring and Evaluation Standards.
- All additional guidance provided in the form of Practice Notes under DFAT's Aid Programming Guide, not all of which are in the public domain.

Further Prospera will aim to go beyond DFAT standards and where practical and appropriate apply the OECD Development Assistance Committee (DAC) Quality Standards for Development Evaluation[6].

12   Ethics

This section sets out Prospera's approach to applying ethical approaches in the collection of data for performance monitoring and evaluation.

Basically, ethics refers to right and wrong in conduct. While all academic researchers who might be engaged by Prospera to undertake research or evaluation will be required to apply their host university's codes of ethics, the Australasian Evaluation Society has developed guidelines[7] for ethical behaviour and decision-making in evaluation. These are intended to foster continuous improvement in the theory, practice and use of evaluation by stimulating awareness and discussion of ethical issues.

Five ethical issues in evaluation

There are five sets of ethical issues of particular importance in the international evaluation context:

1. **Respect for multiculturalism and diversity.** This is closely linked to cultural competence and most important in programs promoting gender equity; people with disabilities and other targeted marginalised groups.

2. **Protecting the legitimate concerns of both clients and stakeholders**. This is about balancing the concerns of the evaluation commissioner with the sometimes-conflicting interests of a wide variety of stakeholders.

3. **Ensuring the cultural appropriateness of the evaluation approach.** Again, linked to cultural competence this is about tailoring methods to suit the cultural situation.

4. **Dissemination of information on evaluation methods, findings and proposed actions**. In short this is about gaining permission from communities and making sure they are well briefed and there are no surprises in the implementation of the evaluation. This can take a significant amount of effort and planning.

5. **Meeting the needs of different stakeholders and the general public.** While meeting the needs of the donor or evaluation commissioner, it is an ethical challenge to develop national evaluation capability and ensure that the evaluation is also useful for the nation.

All Prospera evaluators, and researchers, will be expected to demonstrate their particular approaches to ethical conduct.

Prospera makes the following commitments to ethical practice:

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[6] Accessed 3 September 2018 at https://www.oecd.org/development/evaluation/qualitystandards.pdf OECD 2010
[7] Guidelines for the Ethical Conduct of Evaluations, Australasian Evaluation Society, 2013. Accessed 19 March 2018 at https://www.aes.asn.au/images/stories/files/membership/AES_Guidelines_web_v2.pdf

- When undertaking performance monitoring and evaluation, the Prospera team, and any individual or team engaged to support evaluative processes, will abide by relevant professional and ethical guidelines, and codes of conduct for evaluators.
- Evaluation will be undertaken with integrity and honesty.
- Commissioners, evaluation managers and evaluators will respect human rights and differences in culture, customs, religious beliefs and practices of all stakeholders.
- Evaluation designers and evaluators will be mindful of gender roles, ethnicity, ability, age, sexual orientation, language and other differences when designing and carrying out evaluations

Annex 1   Ways of working charter

This Charter is a guide for all Prospera teams to work together to achieve more.

GOAL	Indonesia has strong, sustainable, inclusive economic growth		

BREAKTHROUGH OUTCOMES

1 EXPANDING MARKETS CREATING JOBS

1.1 Better regulation for private sector growth

1.2 More open trade and investment

1.3 Safe and efficient transport to move people and goods

2 SAFEGUARDING ECONOMIC AND FINANCIAL STABILITY

2.1 Better framework to deliver macro and financial stability

2.2 Increased supervision and regulation of financial sectors

2.3 Combatting financial crime

3 IMPROVING PUBLIC FINANCES AND GOVERNMENT PERFORMANCE

3.1 More revenue through better tax administration and policy

3.2 More effective public spending with better budget systems

3.3 Greater transparency and accountability of government

GOOD INTENT

RESULT

Values and principles

COMMUNICATE

INNOVATE

We will:

Adopt these values and principles

Work to the highest ethical standards, with integrity.

Commit to transparency.

Contribute to each other's strong reputation; respect each other's roles and responsibilities.

Build an environment of mutual trust and cooperation.

Be predictable and reliable.

Enable mutual accountability for success and challenge.

Do no harm.

Communicate effectively

Be culturally competent and gender sensitive.

Be clear about intent.

Be consistent, responsive and document formal decisions.

Plan together for good communication.

Be open to frank communication; allow for differing views and disagreement.

Promote and support diversity.

Be able to explain Prospera to a range of audiences.

Share information.

Receive and give constructive criticism.

Work with good intent

Express appreciation and be supportive.

Believe in the possibility of success, while being conscious of risk.

Avoid blame; take responsibility.

Be committed to improvement and constructive challenge.

Focus on results

Deliver excellent activities, while focused on the bigger picture.

Commit to continuous improvement, learning and evidence-based practice.

Use resources wisely with a commitment to value for money.

Strive for innovation

Commit to learning and exploring new and better ways of working.

Be prepared to take risks to innovate and improve rewards.

Maintain a forward focus and be ready for new opportunities.

Annex 2   Contextual considerations

There are a range of contextual matters considered in the design of this Framework. They will need to be continually re-examined throughout Prospera's delivery. Key approaches are discussed in this section.

Prospera is delivered through a facility

DFAT guidance on facilities[8] states the following:

> "There are several common elements of a facility:
>
> While they should have clear end-of-program outcomes defined, facilities do not specify at the outset the activities and the outputs required to achieve them. These are developed during implementation.
>
> Reform pathways and strategies to achieve outcomes are not defined upfront and are developed during implementation.
>
> There is usually a large pool of unallocated funds which is designed/ programmed during implementation.   Investments may be planned from year to year to respond to changing needs.
>
> Facilities have many activities, partners, and funding flows to manage, making them significantly more complex than other investment types…..
>
> ….there is an ongoing 'design load' during its life. Facility managers are active participants with DFAT in defining the programs direction and in managing policy dialogue."

This guidance acknowledges the challenge that exists in designing appropriate approaches for performance monitoring and evaluation in what can be a dynamic and fluid programming environment.

Prospera will work with an adaptive facility logic, with stable breakthrough outcomes (end-of-facility outcomes) and flexible intermediate outcomes.

Monitoring and evaluation for facilities has particular challenges

Facilities can be hard to monitor and evaluate, in part due to a lack of cohesion across activities. Good practice guidance for monitoring and evaluation (M&E) of facilities has been developed by DFAT in Indonesia[9]:

> "Develop a cascading M&E framework: Have a framework at the facility level PLUS linked M&E plans for each of the key activities.
>
> Embed a culture of learning at both the facility and activity levels. Facilities should use M&E to learn what works, to refine selection criteria and to constantly adapt to the context.
>
> Have a healthy budget for M&E. Facilities need sufficient M&E capability to be able to test and refine their emerging ideas, and to decide what to drop and what to keep."

This Framework describes cascading logics, with 'facility logic' for Prospera as a whole, and 'activity logic' for designing activities. Prospera will apply good practice monitoring and evaluation principles for facilities, and procure and expand capability within the Prospera team, which supports co-design, collaboration and participation in reviewing change.

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[8] DFAT May 2018 Guidance Note: Facility Investments
[9] DFAT Indonesia Practice Note 4: Program logic and M&E for facilities and emergent programs, March 2014 (Draft)

Prospera is operating in a very large, emerging market system

There is nothing linear and simple about the context in which Prospera operates. It is important that this Framework takes complexity into account. Figure 9 illustrates the four quadrants that are described in complex systems thinking[10]. Prospera delivers activities that fit in each quadrant.

Figure 9. Domains in Prospera
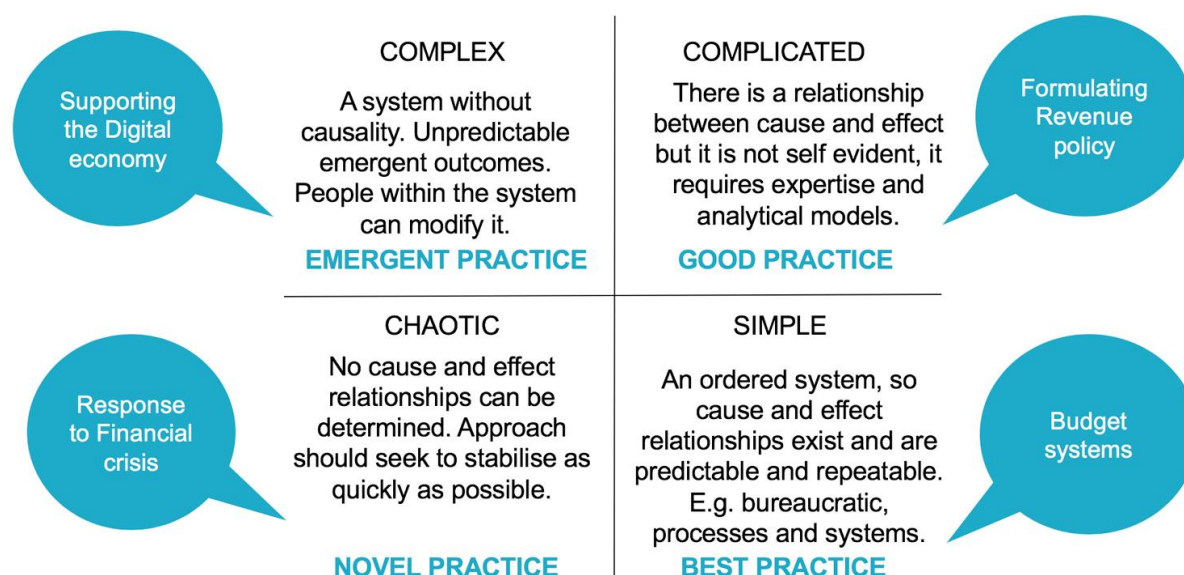
> Prospera will apply monitoring tools that can capture emergent impacts at activity and facility level to inform decision-making. The tools include Strategy Testing, Outcome Harvesting, Significant Instances of Policy and Systems Improvement and Contribution Analysis (see Annex 5).

Pathways for activities are different

In some cases, Prospera activities are 'simple'. For example, although planning and budgeting in Indonesia is complicated because of the multiple agencies involved, there is a formula for preparing good budgets with comparable data. The process is linear. This type of structured activity lends itself to more investment in multi-year activity design with clearly defined progress markers or 'steps along the way' towards an outcome.

In more complex cases, activities cannot always be tightly designed and a 'navigation by judgement'[11] approach is more appropriate. This is a form of problem driven iterative adaptation[12] when the operating context is unpredictable and where performance is difficult to measure. Judgement refers to the scope that advisers have to make their own decisions within the broad parameters set by the facility design. Navigation by judgement is most helpful where the operating environment is unpredictable and the lack of pre-set targets opens up skills, local knowledge and creativity to solve problems. Both approaches are compared in Figure 10.

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[10] Accessed 30 August 2018 http://cognitive-edge.com/videos/cynefin-framework-introduction/ ; http://cognitive-edge.com/

[11] Honig, D. (2018), Navigation by Judgment. Why and When Top Down Management of Foreign Aid Doesn't Work, Oxford University Press. Reviewed: Devpolicy devpolicy@anu.edu.au, 21 August 2018.

[12] Andrews, M., Pritchett, L. and Woolcock, M. (2017) Building State Capability. Evidence, Action, Analysis. Oxford University Press, Oxford, United Kingdom

Figure 10. Different pathways for activities

Prospera structured project

STRUCTURED

STEP ALONG THE WAY

Evaluations to understand **impact**

INTER-MEDIATE OUTCOME

Long-term goal

Activity monitoring to **stay on track**

Project monitoring to **keep the course**

Other contributors

Prospera 'navigation by judgement' engagements

FLUID

STEP ALONG THE WAY

Activity monitoring to **stay on track**

Evaluation to **check our course**

INTER-MEDIATE OUTCOME

Long-term goal

Other contributors

Evaluations to understand our **impact**

Structured: Many of the Australian agencies and some advisory teams have sets of activities with established milestones and deliverables. The steps to achieve change are known, often set in advance and there are reasonable levels of certainty for what the activity will be doing in the coming week and coming quarter. There remains flexibility in the activity to adapt to partner needs and changes in the political economy.

Navigation by judgement: Prospera's markets team for example has agreed outcomes but pursues change to achieve those outcomes through relationships and opportunities to apply expertise. The work cannot be programmed out because there are low levels of certainty, but potential of significant reward. By aligning Indonesia's goals and long-term outcomes with evidence-based policy advice the work follows a discipline and control.

In designing activities, Prospera will consider the pathway to change and develop a monitoring and evaluation plan using different tools depending on the intervention approach ('structured project' or 'navigation by judgement').

Scale of investment is small compared to the challenges

Prospera's historical success has been realised through demonstrating the approaches of other countries such as Australia targeting effort at points where change is a high priority, and where there is political will to make change. Tracking of the Indonesian economic system, in a global context, is undertaken by collection, collation, analysis and synthesis of system-level data by the Prospera Economics and Inclusion team.

Prospera has a reasonable level of control over the quality of the activity delivered, but can only hope to influence and contribute to desired changes beyond the activity through the quality of the activity and any ongoing relationships. It has very limited control over what happens beyond the activity.

Prospera will routinely apply contribution and influence analysis techniques to measure performance. It will not presume to be accountable for achieving entire outcomes. And, it will avoid claiming attribution, unless it is obvious. In a complex system many factors influence change, and the ability to achieve change.

> Prospera will focus measurement of its facility contribution at and around the point of investment, while being cognisant of the larger system in which change is being sought. Techniques, such as 'Significant Instances of Policy and Systems Improvement' and 'Contribution Analysis', will be used to measure performance (Refer Annex 3).

Prospera enables change through diverse 'ways of working'

Prospera is the first facility to have Australian agencies and advisory support working under the one umbrella, toward a common set of breakthrough outcomes. While this adds a new layer of operational complexity, it also introduces a great opportunity for enhanced interdisciplinary activity design and different ways of working in partnership with the Indonesian government.

These ways of working include:

- Long-term national and international advisers working in Indonesia with a range of Indonesian partners.
- Long-term advisers and Australian officials embedded in Indonesian agencies.
- Short-term experts and Australian officials arriving in country for discrete tasks and knowledge-transfer.
- Learning visits for Indonesian government officials to Australian agencies ranging from a few days to up to six-month secondments.
- Benchmarking visits for Indonesian officials to Australia and peer countries.
- Consultancy projects for research, analysis or database development.
- Tim Asistensi—a group of senior Indonesian policy experts advising ministers.
- Private-sector partners including the Indonesian Services Dialogue with industry members to inform policy-making.

> **Private sector engagement**
>
> As an economic governance facility, Prospera primarily works with government agencies; a private sector angle is applied through three areas:
>
> 1. Policy and regulatory environment to underpin private sector investment.
>
> 2. Private sector contribution to developing evidence-based policy.
>
> 3. Effective engagement with the private sector as a vehicle to foster better execution of policy.

> Prospera will explore different ways of working through inter-disciplinary activity design, and seek 'joined up' activities where possible to maximise efficiency and impact. Prospera will take care to transition to this new way of working, such as consistent use of logical design and investment criteria, at an appropriate and well-considered pace, with the aim of bringing all Australian agencies and advisers along together, while maximising opportunities for better collaboration.

Prospera works through partnerships

Prospera's success will be founded on effective and right relationships between Australian government officials, advisers and Indonesian government officials. Australian Government agencies in particular acknowledge that their agency-to-agency partnerships with Indonesian Government

agencies are of high value and that each individual partnership contributes to the broader partnership between Australia and Indonesia; a direct nation-to-nation partnership established between close geographic neighbours.

> Prospera will seek to evaluate partnerships through a Partnerships Data Collection Plan, using methods such as a Partnership and Collaboration Assessment Tool (refer Component 2 Activity Programming and Reporting Guide).

Annex 3   Detailed facility logic and assumptions

OUR GOAL

INDONESIA HAS STRONG, SUSTAINABLE, INCLUSIVE ECONOMIC GROWTH

OUR BREAKTHROUGH OUTCOMES

1 Expanding markets creating jobs	2 Safeguarding economic and financial stability	3 Improving public finances and government performance

1.1 Better regulation for private sector growth	1.2 More open trade and investment	1.3 Safe and efficient transport to move people and goods	2.1 Better framework to deliver macro and financial stability	2.2 Increased supervision and regulation of financial sector	2.3 Combatting financial crime	3.1 More revenue through better tax administration and policy	3.2 More effective public spending with better budget systems	3.3 Greater transparency and accountability of government

INTERMEDIATE OUTCOMES

Reduced barriers to doing business	Markets are opened through trade agreements and domestic reforms	Transport sector has increased safety technical capability	Macro policy framework drives stability and growth	Local adoption of risk based financial supervision	Enhanced measures to meet international financial crime prevention standards	An integrated core tax system (IT and people)	Better spending policy and implementation	High quality performance and financial audits
Fit for purpose regulations are prepared and implemented	Private investment in infrastructure is increasingly enabled	Indonesia leads aviation and maritime regulation in the region	Clear legal framework for financial stability describes roles and responsibilities	Financial regulators have a consistent approach to conduct supervision	Increased capability to prevent money laundering and terrorist financing	Best-fit business processes to support taxpayer compliance	Integrated planning and budget system	Ombudsman supports and guides government agencies
Less informality and greater productivity for firms and workers	Financial markets and products are more diverse	Transport safety aligned with global standards and practices	Financial stability committee is a stronger institution	Increased financial regulation and enforcement capability	Indonesia leads the region in financial crime prevention	Better tax policy and implementation	Consolidated national-regional accounts	Stronger public service administration agencies

Increasingly capable government institutions
Better policy development and coordination across government, particularly economic and financial institutions
Increased capability to deliver high quality economic, social statistics and national census
Gender equality and inclusion outcomes are described and being achieved.
Effective government of Indonesia and government of Australia partnership

CROSS-CUTTING

ACTIVITIES

Policy briefs, studies, surveys, research reports, databases, on-the job training, workshops, roundtables, seminars, benchmarking visits, secondments

INPUTS

Embedded advisers, short-term experts, operations, management

Explanation of Intermediate outcomes and associated assumptions

This section lists and briefly describes the intermediate outcomes for 2018-19 and their associated assumptions.

Intermediate Outcome	Brief Description	Assumptions: To achieve this outcome it is assumed that…..
Breakthrough 1 Expanding markets, creating jobs		
1.1 Better regulation for private-sector growth		
Reduced barriers to doing business	Requirements for starting, operating and closing a business are designed to promote private-sector development.	*…There is a quality analysis of the business operating environment, including understanding of motivating and influencing factors about how business decisions are made, undertaken with various agencies to design an appropriate program of work.*
Fit-for-purpose regulations are prepared and implemented	Regulations help build robust and competitive markets that take account of economic costs and benefits.	*….Regulators are able to analyse the system, including drivers and motivators to develop a diverse range of good fit policy mechanisms, including to promote private sector development.*
Less informality and greater productivity for firms and workers	Firms and workers are encouraged to transition to the formal sector by addressing distortions in regulation and incentives.	*….There are simple systems for businesses seeking to enter the formal sector.*
1.2 More open trade and investment		
Markets are opened through trade agreements and domestic reforms	Increased openness to trade in goods and services through reduced tariff and non-tariff measures (e.g. quotas, local content restrictions). Increased openness to investment.	*….Trade negotiations are conducted on a level playing field.* *….Indonesia maintains stable government and other nations retain interest in the trade agreements—mutual benefits are described and understood.* *….Indonesia is considered to be a predictable and preferred trade partner.* *….High-quality analysis and partnership building enables perverse outcomes to be avoided.*
Private investment in infrastructure is increasingly enabled	Better planning and greater certainty in priority infrastructure projects enables private investment. More financing options combine public with private investment.	*….The private sector has sufficient trust in government to co-invest in infrastructure with long lead times and significant investment required.*
Financial markets and products are more diverse	Deeper financial sector that intermediates a greater share of national saving towards the productive economy.	*….Indonesian financial consumers are able to flexibly adjust to, understand the value of, and adopt unfamiliar and more diverse financial products.*
1.3 Safe and efficient transport to move people and goods		
Transport sector has increased safety technical capability	Technical capability to manage increasing movement of people and goods around Indonesia is enhanced.	*….Indonesian government transport institutions are willing to continue engaging with Australian government partners.*
Indonesia leads aviation and maritime regulation in the region	Indonesia leads air and maritime safety practice in ASEAN and can transfer knowledge and practice to other countries.	*….The Indonesian transport agencies maintain and build their existing level of regional trust.*
Transport safety aligned with global standards and practices	Indonesia meets UN global standards including those set by International Civil Aviation Organisation and International Maritime Organisation.	*….The Indonesian transport agencies maintain and build their existing level of commitment to and trust with the global standards regulators.*

Intermediate Outcome	Brief Description	Assumptions: To achieve this outcome it is assumed that…..
Breakthrough 2 Safeguarding economic and financial stability		
2.1 Better framework to deliver macro and financial stability		
Macro policy framework drives stability and growth	Economic agencies have a shared framework to assess economic stability and growth policies and move in a coordinated manner.	….*The Indonesian government continues to trust and value Prospera advice and evidence.* …..*Prospera continues to provide accessible and useful evidence to inform the macro policy framework dialogue.*
Clear legal framework for financial stability describes roles and responsibilities	Financial law and implementing regulations clearly describe responsibilities of agencies and individuals in the event of a crisis and its aftermath.	…..*There is bureaucratic and political will to have a clear legal framework for financial stability. There is a lead champion and a law.*
Financial stability committee is a stronger institution	Four institutions forming the financial stability committee are aligned to prevent a financial crisis and better manage a financial crisis should one occur.	….*There is bureaucratic and political will to have a strong financial stability committee financial stability committee facilitates agreement on the roles and responsibilities of the Secretariat.*
2.2 Increased supervision and regulation of financial sector		
Local adoption of risk-based financial supervision	Indonesia adopts locally relevant risk-based supervision – assessing risks within the whole financial system and prioritising resolution of those risks.	….*There is a political and bureaucratic appetite for risk-based financial supervision approaches, which can be localised.*
Financial regulators have a consistent approach to conduct supervision	Financial regulators cooperate to ensure orderly and transparent financial market processes, proper relationships between banks and others, and the exercise of due care in dealing with customers.	…..*Financial regulators are collaborating and coordinating, and all hold a similar view of the value of consistent approach to supervision; there is no political interference*
Increased financial regulation and enforcement capability	Financial regulators have increased capability in regulating and supervising areas such as conglomerates (very large financial groups).	…..*The level of inputs provided by Australian agencies is enough to influence improved and sustainable practice change in Indonesian government financial system regulators.*
2.3 Combatting financial crime		
Enhanced measures to meet international financial crime prevention standards	Indonesia is aligned with international standards including those set by the Financial Action Task Force.	…..*Political and bureaucratic will to meet international financial standards is maintained.*
Increased capability to prevent money laundering and terrorist financing	Financial transaction agency has increased ability to detect, analyse and prevent money laundering and terrorist financing.	….*A high level of trust is maintained between the Indonesian and Australian anti-money laundering and counter-terrorism funding institutions.*
Indonesia leads the region in financial crime prevention	Indonesia leads financial crime prevention in ASEAN and can transfer knowledge and practice to other countries.	…..*A high level of trust is maintained between the Indonesian and Australian anti-money laundering and counter-terrorism funding institutions, and they are in turn trusted and respected by other regional stakeholders.*

| Intermediate Outcome	Brief Description	Assumptions: To achieve this outcome it is assumed that…..
Breakthrough 3 Improving public finances and government performance		
3.1 More revenue through better tax administration and policy		
An integrated core tax system (IT and people)	A core tax IT system to support key functions of tax administration (registration, filing, payments, audit) together with reorganisation of people and processes to support delivery.	…..*Core tax system procurement is successful and that appropriate system scoping and design has been included in the Statement of Requirements and the Form of Contract provides for quality assurance, not just cheapness.* ….*There is continued political and bureaucratic support for tax reform.* ….. *Tax officers understand the purpose and elements of the system, how they fit together, and have ownership of and engagement in the process for establishing a new system.*
Best-fit business processes to support tax payer compliance	Streamline processes for common taxpayer interactions with the system including Value Added Tax payments and refunds together with improved data management.	….. *Tax officials are interested in changing their behaviours to support transparent and efficient taxpayer compliance.* ….*New tax policies and regulations are understood by taxpayers and incentivise compliance; rather than dis-incentivising compliance.* ….. *Tax directorate establishes efficient and user-friendly tax collection systems.* ….. *Tax officers understand good practice in tax administration.* ….. *Tax officers are motivated and engaged in understanding and owning a new tax system.* …. *Tax officials are interested in changing their behaviours to support transparent and efficient taxpayer compliance.*
Better tax policy and implementation	Improvements to tax policy over the medium term to deliver increased revenue. This could include evaluation of tax rates, tax base (less exemptions) and potentially new taxes.	…..*Indonesian government institution senior officials (leadership team) are committed to better tax policy and are prepared and supported to stay the course.* …..*Incentives for poor policy are acknowledged and understood.* ….*Policy development regulations are followed.*
3.2 More effective spending with better budget systems		
Better spending policy design and implementation	Allocation of government spending across line ministries and within portfolios to achieve strong, sustainable inclusive growth.	…..*Ministry of Finance officers are motivated and supported to design and implement good-fit spending policies.*
Integrated planning and budget system	Core IT system for both planning and budgeting that supports a Medium-Term Expenditure Framework together with reorganisation of people and processes to support delivery.	…*Ministry of Finance leadership maintains genuine support for effective planning and public financial management through strong systems.* ….*Ministry of Finance and Ministry of Planning (Bappenas) officers understand the elements of a core integrated spending system and how they fit together and apply that knowledge.* ….*Ministry of Finance and Ministry of Planning (Bappenas) officers are supported by leadership to understand and effectively practice integrated spending.*
Consolidated national – regional accounts	Consolidated reporting of actual regional and national expenditure to present a comprehensive evidence base for spending decisions.	…..*There is sufficient motivation and capability at central and local government level to collate and share budget data.* ….*There is an appropriate system in place that enables effective data collection.*

Intermediate Outcome	Brief Description	Assumptions: To achieve this outcome it is assumed that…..
3.3 Greater transparency and accountability of government		
High-quality performance and financial audits	Capability of audit agency to conduct and quality assure financial and performance-based audits is enhanced.	*….. Audit agency officers are sufficiently trusted by other institutions to enable access for Performance and Financial Audits.*
Ombudsman supports and guides government agencies	Ombudsman develops good practice in complaints handling and helps other agencies adopt this practice.	*…..Ombudsman is seen as a trusted institution and has sufficient resources to undertake effective engagement with Indonesian government agencies.* *…..better internal complaint handling changes behaviour in Indonesian agencies.* *…..Whole-of-government internal complaint handling model is developed.*
Stronger public service administration agencies	Capability of public administration agencies to support strong, sustainable and inclusive growth is enhanced.	*….Australian Public Service Commission remains a trusted form of support to the central public service administration agencies of the Indonesian government (Civil Service Commission, Min. Admin & Bureaucratic Reform, National Institute Public Admin, State Personnel Board).*
Cross-cutting intermediate outcomes		
Increasingly capable government institutions	Increased capability of Indonesia's institutions to safeguard stability, increase growth and tackle emerging issues in a changing global and domestic landscape.	*….Indonesian government institutions remain interested in engaging with Prospera's institutional-development efforts.*
Better policy development and coordination across government, particularly economic and financial institutions	Increased coordination of policies and regulatory settings to deliver strong, sustainable and inclusive growth.	*….Indonesian government institutions are enabled to coordinate; they apply and follow the regulation for policy making.* *….Indonesian government institution officials are supported to implement evidence-based policy development and pathways to implementation.* *…..There is community involvement in policy making processes.* *….There is political and bureaucratic will for transparency in policy making.*
Increased capability to deliver high-quality economic, social statistics and national census	Increased capability of the Central Bureau of Statistics to deliver national and regional statistics as a sound evidence-base for public policy.	*…..Statistics officers are supported to implement better statistical practice in their institution.* *…..The national census in 2020 is appropriately resourced by Indonesian government.*
Gender equality and inclusion outcomes are described and being achieved	Gender equality, disability inclusion and other inclusion activities are significant and contributing to Prospera's outcomes.	*……Indonesian government institutions are understand the benefits of engaging around gender and inclusion.* *….Prospera implementation teams are resourced and committed to integrating gender equality and inclusion outcomes into their activities and work plans.*
Effective government of Indonesia and government of Australia partnership	Institutional partnerships between Indonesian and Australian agencies are strong and deliver mutual benefits.	*…..Alliance continues to be politically feasible and valued by both governments.* *….Each partner understands, commits to and practices partnership principles.* *…..Indonesian institutions continue to trust Prospera and value the type of support that Prospera can provide.*

Annex 4   Prospera investments 2018-19

Advisory

Prospera's advisory work transitioned with six thematic areas over March 2018 – June 2019 (16 months). Below is the breakdown of six thematic areas. From a total of A$16 million apportioned over July 2018 to June 2019 (12 months), the economics and inclusion theme is the largest investment area (26% of total), supporting work on growth, stability & inclusion, and also other thematic areas. The markets, revenue and finance areas have around the same budget (18-19%), followed by spending (15%) and initial resources for the new public sector area (4%).

Figure 11. Budget for advisory thematic areas 2018-19
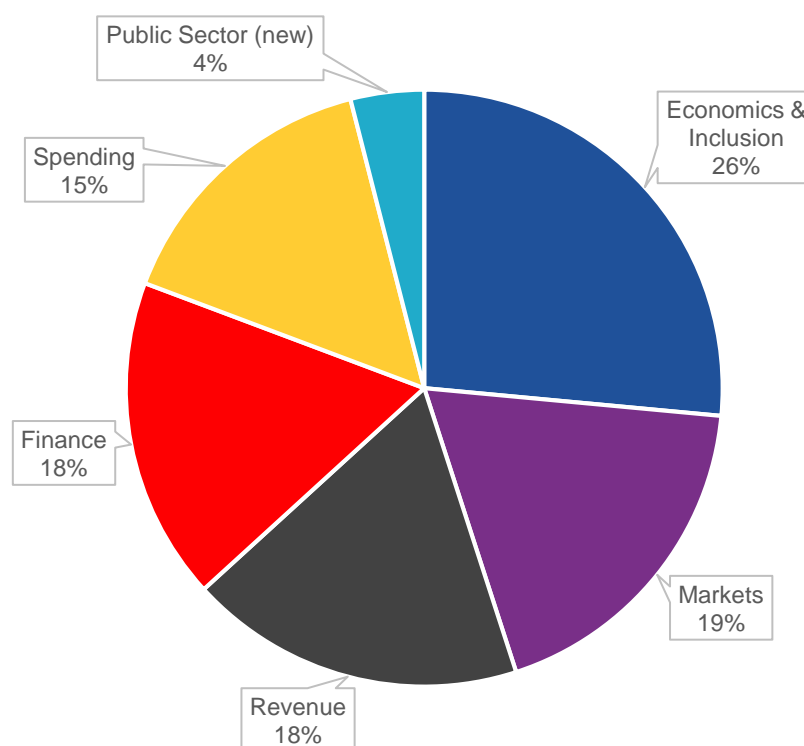
Australian agencies

Prospera has 16 participating Australian agencies of which 15 are currently funded. Below is a breakdown of Australian agency budgets for July 2018 – June 2019 (12 months). From a total of A$14.5 million, the maritime safety partnership is the largest (25% of the total) followed by the Austrac-PPATK partnership on combatting financial crime (13%), and Treasury partnership with Indonesia's fiscal policy agency in the Finance Ministry (11%).

Figure 12. Budget for Australian agency partnerships 2018-19
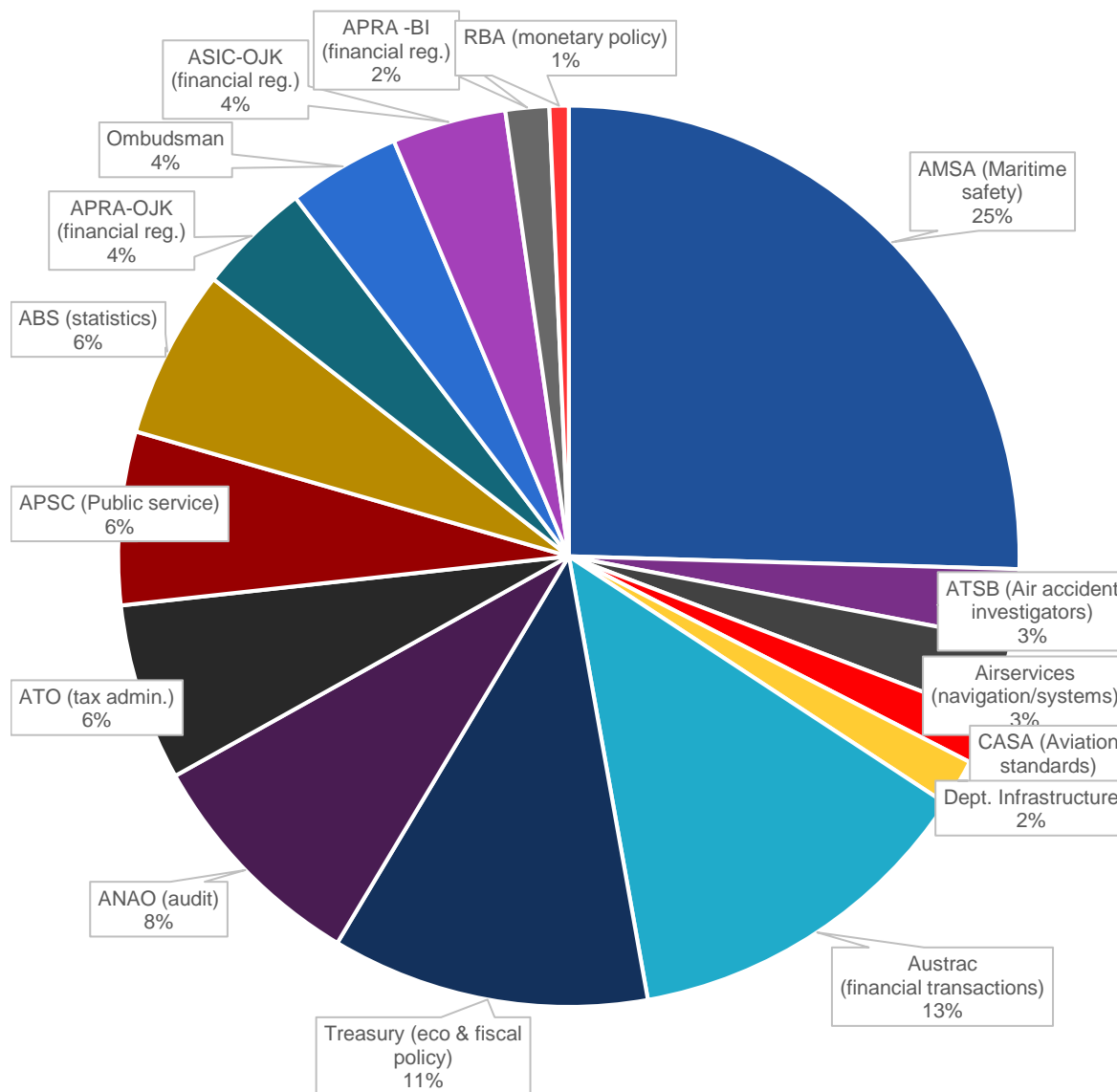
Note: Australian Department of Finance not shown here as budget yet to be allocated. Transport agencies have one agreement reflecting the partnerships of AMSA, ATSB, Air Services Australia, CASA and Department of Infrastructure (*Indonesia Transport Safety Assistance Package*), shown separately here to highlight focus areas.

Prospera's new breakthroughs

Below is an illustrative budget breakdown of the combined advisory and Australian agency work across Prospera's three 'breakthrough' outcomes, along with cross-cutting areas.

Figure 13. Budget according to breakthrough outcomes 2018-19

Cross-cutting* 14%

Expanding markets creating jobs 28%

Improving public finances and government performance 35%

Safeguarding economic and financial stability 23%
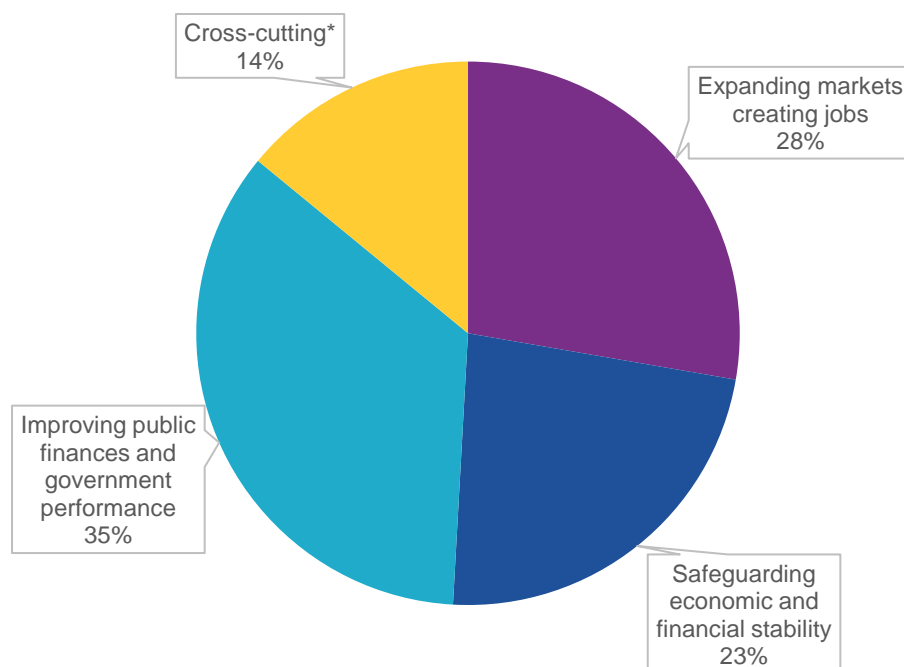
* Cross-cutting = Gender & social inclusion, Knowledge & performance, Public sector, Statistics capability, and Policy leadership.

Annex 5   A selection of methods to support monitoring and evaluation

Method / Description	What performance questions can be answered through this method?	When is it a good fit?
1. Strategy Testing: requires activity teams to take periodic, structured breaks from day-to-day program implementation to collectively reflect on what they have learned and to ask whether the assumptions underpinning their activity strategies are still valid in light of new information, insights, and shifts in local context. Based on such reflection, teams adjust their activities as needed with the aim of increasing the likelihood of achieving desired results, or of redefining desired results[13].	***Monitoring:** What's happening? Are we on track? What new information do we have? How have political, social, economic and institutional factors changed? How do we need to refine our approach? What should we stop doing?*	– Useful to apply to activities that are being implemented through 'navigation by judgement' pathways, rather than strongly structured programming. – Supports learning and interdisciplinary approaches through structured dialogue. – Requires effective facilitation.
2. Outcome Mapping: is a methodology for planning, monitoring and evaluating initiatives that aims to bring about social change. The process of outcome mapping helps a team or program to be specific about the actors it targets, the changes it expects to see, and the strategies it employs. Results are measured in terms of the changes in behaviour, actions or relationships that can be influenced by the team or program. The methodology is comprised of several tools, which can be adapted to different contexts[14].	***Design, Monitoring and Evaluation:** What is the system we are working in? Who are the actors and influencers?* *What changed behaviours or systems are we seeking to influence? What can we do to influence change?* *What has changed? How did we contribute?*	– Most useful to apply to designing and evaluating activities through structured programming; somewhat useful to apply to activities that are being implemented through 'navigation by judgement'. – Enables interdisciplinary approaches through structured dialogue.

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[13] Ladner, D. (2015) Strategy Testing: An Innovative Approach to Monitoring Highly Flexible Aid Programs, Working Politically in Practice Series, Case Study 3, The Asia Foundation.

[14] Smutylo, T. (2005) Outcome mapping: A method for tracking behavioural changes in development program. The Institutional Learning and Change (ILAC) Initiative Brief 7.]

Method / Description	What performance questions can be answered through this method?	When is it a good fit?
3. Outcome Harvesting: enables evaluators and managers to identify, verify, and make sense of outcomes they have influenced when relationships of cause-effect are unknown or less certain. Outcome harvesting collects evidence of what has been achieved, and works backward to determine whether and how the program contributed to the change[15].	**Evaluation:** *To what extent has Prospera contributed to an observed outcome?* *What else has contributed to the change?* *What has worked and why? For whom and in what context?*	– Useful to apply to activities that are being implemented through navigation by judgement pathways, rather than strongly structured programming. – Supports learning and interdisciplinary approaches.
4. Significant Instances of Policy and Systems Improvement: a relatively new technique that combines two different tools: • Outcome harvesting (above) • Most Significant Change Technique (below) It is specifically designed for measuring and reporting on emergent instances of policy and systems improvement that have been supported by Prospera, and to then enable understanding of Prospera's contribution to the improvement. – **Significant:** means that the result will make or has potential to make a substantial difference, it should be a newsworthy result. – **Instance:** means a specific result, it should be distinguishable from other instances that have been already reported. – **Policy or systems improvement:** infers that the policy/system in question is improved in some manner in alignment with Prospera's breakthroughs[16].	***Evaluation:*** *What has changed or improved within Prospera's outcome set?* *To what extent has Prospera's effort contributed to this change or improvement? What else has enabled the change?*	– Has been effectively applied by AIPEG / GPF and Prospera – Very useful for capturing instances of policy change for reporting against the DFAT Performance Assessment Framework and more broadly. – Each instance captured will contribute to a cumulative set of evidence of contribution to outcomes over the life of the facility.

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[15] Wilson-Grau, R. (2015) *Outcome Harvesting*. BetterEvaluation. Retrieved from http://betterevaluation.org/plan/approach/outcome_harvesting.
[16] Dart, J. (2017) Significant Instances of Policy and Systems Improvement (SIPSI), Clear Horizon Consulting, (Powerpoint).

Method / Description	What performance questions can be answered through this method?	When is it a good fit?
5. Case Study: Extensive description and analysis of a change taken as a whole and in its context. A case study is focused on specifics, not generalisation. Often used when interventions are too complex for survey or experimental strategies.[17]	**Evaluation: Effectiveness / Appropriateness** *What has worked? Why? And for whom and in what context?* *To what extent has Prospera's effort contributed to change or improvement?*	– Useful when research questions are in the 'how' and 'why' form. – A case study approach was applied in the AIPEG end of facility evaluation. This set of case studies formed the evidence base to answer performance questions across the facility. – Prospera will adopt a similar approach to build evidence over the life of the facility.
Being rigorous about understanding contribution		
6. Contribution Analysis[18] Contribution Analysis is an approach to evaluation that aims to compare an intervention's postulated theory of change against the evidence in order to come to robust conclusions about the contribution that it has made to observed outcomes. The aim is to critically construct a "contribution story" which builds up evidence to demonstrate the contribution made by an intervention, while also establishing the relative importance of other influences on outcomes.	**Evaluation:** *To what extent has Prospera's contributed to an observed change?*	– Needed to develop Significant Policy and Systems Improvement (above). – Supports learning and interdisciplinary approaches. – Draws on tacit and explicit knowledge of teams to make sense of what happened, as well as documented evidence. – 'Performance Stories' were used as a practical way to apply contribution analysis in the AIPEG end of facility evaluation. – Builds evidence in relation to outcomes

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[17] Yin, R.K. (2009) *Case Study Research – Design and Methods Fourth Edition,* Applied Social Research Methods Series Volume 5, SAGE Publications, California USA

[18] Mayne, J. (2008) Contribution analysis: An approach to exploring cause and effect, ILAC Brief 16, The Institutional Learning and Change (ILAC) Initiative, www.cgiar-ilac.org or betterevaluation.org.

Method / Description	What performance questions can be answered through this method?	When is it a good fit?
7. General Elimination Methodology [19] General Elimination Methodology is based on the idea that for any event it is possible to draw up 'lists of possible causes' or alternative explanations for an outcome of interest. The method sets out to identify potential causes of effects (outcomes) by examining the facts of a case and establishing which 'modus operandi' are present and which are not. Any cause for which the 'modus operandi' is not present can be dismissed, leaving only genuine causal explanations. General Elimination Methodology is intended to provide a framework for evaluation which can establish causal claims beyond reasonable doubt.	**Evaluation:** *To what extent has Prospera's contributed to an observed change?*	− Needed to develop Significant Policy and Systems Improvement (above). − Supports learning and interdisciplinary approaches. − Draws on tacit and explicit knowledge of teams to make sense of what happened, as well as documented evidence. − Tests and dismisses weak evidence or non-plausible theories
Investing wisely		
8. Value for Money Assessment A value for money assessment can determine if resources are efficiently invested in outcomes or if more could be done for less. There are many methods including cost-effectiveness analysis, cost-benefit analysis, and social return on investment.[20] DFAT's value for money criteria are: [21] − **Economy:** Cost consciousness | Encouraging completion − **Efficiency:** Evidence based decision making | Proportionality − **Effectiveness:** Performance & risk management | Results focus | Experimentation and innovation − **Ethics:** Accountability and Transparency	**Monitoring and Evaluation: Efficiency / Value** *Did we make the best possible use of resources to achieve highly valued outcomes?*	− Useful to apply to individual activities (value for money in procurement). − Also useful to apply across a portfolio of activities to consider if costs are proportional to outcomes.

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[19] White.H. and Phillips. D. (2012) Addressing attribution of cause and effect in small n impact evaluations: towards and integrated framework. International Initiative for Impact Evaluation Working Paper 15. Annex 1.2 General Elimination Methodology pp38:39

[20] https://www.betterevaluation.org/en/evaluation-options/value_for_money

[21] Accessed 25 September 2018 https://dfat.gov.au/aid/who-we-work-with/value-for-money-principles/Pages/value-for-money-principles.aspx

Annex 6 Facility-level data collection plans

Facility performance | Data collection plan

PROSPERA End of Facility outcome *Assumption*	Performance Questions	**What:** Data to answer the Performance Question [Indicator]/ or Test the Assumption	**How:** Method to collect data	**Who?** Responsibility to collect data **When? How often?** Frequency/ Commencement	**Where will it be used?** Reporting / Learning / Improvement
The Facility is practicing good governance, transparently and effectively prioritising and allocating investment to activities; through application of agreed investment criteria and transparent decision making models. *Assumption:* *A clear governance structure is in place; oversight bodies meet regularly and understand their role.*	*To what extent is the Facility practicing good governance and transparency:* - *prioritising and allocating investment through agreed investment criteria,* - *applying consultative decision making?* *To what extent is the oversight body operating in accordance with their terms of reference?*	1. Proper consideration of investment criteria in decision making and investment allocation 2. Consultative approaches used in facility decision making 3. Activity of the oversight body 4. Publication of Prospera decision making documents, work plans and reports on the Prospera website.	1. Documented Records of investment decision making 2. Documented records of consultation 3. Minutes and agendas of oversight body; % of decisions implemented 4. # and proportion of Prospera documents that should be in the public domain uploaded to the Prospera website	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check
APS and advisors are collaborating effectively and applying interdisciplinary approaches to design and implement better activities: across themes and within portfolios. *Assumption:* *That APS agency officers and advisers all see themselves as part of a new Prospera and are willing explore different ways of working*	*To what extent is the Facility providing opportunities and setting out an expectation for APS and adviser collaboration and interdisciplinary practice?* *To what extent are APS and advisers participating in these opportunities?*	1. # and type of workshops and events facilitated by Prospera that bring APS agency officers and advisers together to collaborate on activities 2. Extent of APS and adviser participation in these events 3. Reaction feedback on events 4. # of activities where APS agencies and advisers are co-designing the activities	1. Workshop reports 2. Workshop attendance records 3. Workshop evaluations 4. Adviser and APS reports 5. Annual Survey of APS and advisers	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check

PROSPERA End of Facility outcome *Assumption*	Performance Questions	What: Data to answer the Performance Question [Indicator]/ or Test the Assumption	How: Method to collect data	Who? Responsibility to collect data When? How often? Frequency/ Commencement	Where will it be used? Reporting / Learning / Improvement
Technical advisers are adding interdisciplinary value to peer exchanges with and between government (APS) officials. *Assumption:* *That APS officers are available to spend enough time with relevant advisers to build trust and relationship*	*To what extent are technical advisers adding interdisciplinary value to peer exchanges with and between government officials?*	1. # and type of Instances of adviser participation in APS discussions 2. # of requests from APS for adviser collaboration	1. APS and Adviser reports 2. APS and Adviser reports 3. Annual Survey of APS and advisers	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check
Australian Government officials are enabling technical advisers to work more effectively in bureaucracies *Assumption:* *That advisers are willing to expand their knowledge of working in bureaucratic systems*	*To what extent are Australian Government officials supporting advisers to work in bureaucracies?*	1. # and type of instances of APS support for advisers to better understand bureaucracy 2. Change in practice and approach of advisers	1. APS and Adviser reports 2. Adviser reports 3. Annual Survey of APS and advisers	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check
Knowledge is being effectively managed, shared and used across Prospera *Assumption:* *A high-usage knowledge system is delivered in a timely manner.* *That the Prospera knowledge system is able to be interoperable with GoA systems.*	*To what extent is knowledge being effectively managed, shared and used across Prospera?*	1. Proportion of Prospera documents being held on the knowledge system 2. Amount of system use 3. System user satisfaction	1. Knowledge System storage statistics 2. Knowledge system usage statistics 3. Satisfaction and Ease of use Survey of knowledge system users, particularly accessibility by APS	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check

PROSPERA End of Facility outcome *Assumption*	Performance Questions	What: Data to answer the Performance Question [Indicator]/ or Test the Assumption	How: Method to collect data	Who? Responsibility to collect data When? How often? Frequency/ Commencement	Where will it be used? Reporting / Learning / Improvement
Gender and social inclusion is being effectively integrated into Prospera activities. *Assumption:* *A gender and social inclusion strategy is produced and sufficiently resourced to help activity areas inform better design.*	*To what extent is gender and social inclusion being effectively integrated in Prospera activities?* *To what extent are gender and social inclusion outcomes are being realised?*	1. % of Prospera activities (APS and advisory) with high quality gender programming 2. Effective implementation of Gender and Inclusion strategy 3. Evidence of Gender and Inclusion outcomes	1. QUIK (refer M&E toolkit) Review of activities 2. Gender and Inclusion Strategy Progress Report 3. All APS and Adviser reports 4. Gender Case Study Year 3	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check
Value for Money is delivered across Prospera *Assumption:* *A framework to effectively describe and measure value, as well as price is used.*	*To what extent is Prospera delivering Value for Money?*	1. Cost consciousness 2. Encouraging competition 3. Evidence based decision making 4. Proportionality 5. Performance and Risk Management 6. Results focus 7. Experimentation and Innovation 8. Accountability and transparency	1. All Data collected and reported against a good practice framework 2. Data contested by Expert Panel	Knowledge & Performance team Value for Money specialist Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check
Prospera operates in a 'Navigation by Judgement' style to design and implement interventions, where best suited. *Assumption:* *That the Prospera management team are able to maintain the confidence and trust of DFAT to support this way of working*	*To what extent is Prospera navigating by judgement when it is appropriate? How are decisions made to work this way? And, how does this align with investment criteria? How does this way of working contribute to program effectiveness?*	[Aligns with point 7 in VfM] 1. Examples of navigation by judgement, how it works and why the decision is made to work that way. 2. Results achieved through navigation by judgement 3. Alignment with investment criteria	1. Prospera activity design documents and records 2. Records of programming decisions 3. Results through this approach 4. Assessment against investment criteria	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check

PROSPERA End of Facility outcome *Assumption*	Performance Questions	What: Data to answer the Performance Question [Indicator]/ or Test the Assumption	How: Method to collect data	Who? Responsibility to collect data When? How often? Frequency/ Commencement	Where will it be used? Reporting / Learning / Improvement
Prospera remains a trusted partner of the Indonesian government. *Assumption:* *That the senior managers in Prospera continue to nurture valued and positive relationships and have a strong understanding of the Indonesian political economy, and that any new team members have the ability to build relationships and networks*	*To what extent is Prospera trusted partner of the Indonesian government? What are the critical factors in maintaining this partnership?*	1. Indonesian government officials views of Prospera 2. Prospera senior management and implementers views of the level of trust by Indonesian government for Prospera 3. Level of access to officials 4. Level of participation of officials in Prospera related activities	1. Interviews with key Indonesian government officials 2. Focus group with Prospera Senior managers and lead advisers, and APS agencies 3. Activity records- examples of trust 4. Presentation, Workshop and meeting attendance records	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check
Prospera uses internal and external learning and M&E to support program improvement. Evaluative thinking and high quality facilitation is routinely applied to test and refine strategies. *Assumption:* *That the entire Prospera team is prepared to learn new ways of working, thinking collaboratively and communicating*	*To what extent does Prospera use internal and external learning and M&E to support program improvement?*	1. #, type and quality of learning events 2. Attendance at learning events (Internal and external; APS and advisory) 3. # and type of instances where monitoring and evaluation information has led to refining programming	1. Learning event reports and conversation trackers; workshop evaluations; APS and adviser and partner Annual Participation Survey 2. Learning event attendance forms and Prospera activity reports 3. Learning Decision Tracker Tool	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check

PROSPERA End of Facility outcome *Assumption*	Performance Questions	What: Data to answer the Performance Question [Indicator]/ or Test the Assumption	How: Method to collect data	Who? Responsibility to collect data When? How often? Frequency/ Commencement	Where will it be used? Reporting / Learning / Improvement
Prospera practices effective Performance Monitoring and Evaluation *Assumption: That the Prospera team is fully resourced with capable M&E officers* *That the KPL Framework is supported by DFAT and implemented.*	*To what extent is Prospera practicing effective monitoring and evaluation?* *To what extent is Prospera resourced to practice effective M&E in line with the KPL framework?*	1. Records of M&E effort 2. Records of use of M&E products 3. Record of level of resources allocated and maintained	1. Prospera KPL Team Activity report 2. Survey of M&E product users and how they have used products; DFAT, internally and externally 3. Prospera Resourcing Reports: Budget / Expenditure against intended team resources levels	Prospera KPL team Annual	Preparation of Prospera Partner Performance Assessment; Aid Quality Check

Partnerships | Data collection plan

PROSPERA outcome *Assumption*	Performance Questions	What: Data to answer the Performance Question [Indicator]/ or Test the Assumption	How: Method to collect data	Who? Responsibility to collect data When? How often? Frequency/ Commencement	Where will it be used? Reporting / Learning / Improvement
Government of Indonesia and Government of Australia are both committed to a strong overall, and particularly economic, partnership *Assumption:* *That the alliance continues to be politically feasible and important*	*To what extent are both parties committed to a strong economic partnership?* *What is enabled by or achieved through this partnership?*	1. Quality and function of the partnership 2. Levels of commitment to the partnership 3. Outcomes achieved or opportunities realised through the partnership	1. Dialogue or rating based assessment of 'the partnership'; by Indonesian and Australian government officials, against a set of agreed partnership principles – Partnership and Collaboration Analysis Tool 2. Documents that express the intent of the partnership signed by both partners 3. APS workplan reports	Knowledge and Performance team supporting APS agencies Annual - as realistically practical	Annual Activity / Work Plan Progress Reports Facility level six month and Annual Progress Reports
Prospera and associated Indonesian government and other institutions maintain an effective working partnership *Assumption:* *That Indonesian institutions continue to trust Prospera and value the type of support that Prospera can provide* *That politics do not substantially interfere with bureaucratic intent and engagement*	*To what extent are Prospera and relevant Indonesian government and other institutions working effectively together to contribute to intended outcomes for Indonesia?*	1. Quality and function of the working partnerships / relationships 2. Ways in which the partnerships/ relationships are supported by Prospera and Indonesian institutions 3. Contribution of the partnerships/ relationships to End of Facility Outcomes	1. Dialogue or rating based assessment of the 'partnerships/ relationships between Prospera senior managers and lead advisers and Indonesian officials: Partnership and Collaboration Analysis Tool 2. Survey of officials and advisers – rating elements of the partnership – what they contribute and how they benefit 3. Analysis of activity success in relation to partnership quality	Knowledge and Performance team working with Prospera Senior Management Annual-as realistically practical, sometimes opportunistic	Annual Activity / Work Plan Progress Reports Facility level six month and Annual Progress Reports

Annex 7   Gender and social inclusion – progress markers

Approach/ Outcomes	Resources	How	When	Measuring GESI Performance
Prospera as an organisation and its people *To what extent is Prospera gender aware and becoming more so over time with management leadership, targeted training and learning by doing? Are Prospera teams (advisers and Australian agencies) gender and socially aware?*				
Prospera has diversity across teams	Prospera GESI team work with GESI Management Committee, Prospera Senior Management Team and Operations (HR teams). Prospera GESI team support Australian agencies.	GESI Management Committee prioritises diversity across Prospera. Prospera operations embed equal opportunity in recruitment and human resource management. Affirmative action measures are considered where appropriate.	Years 1 to 5 of Prospera	% women: % men in the Prospera team (Advisory, Australian agency and DFAT program staff). % women: % men at each level of the organisation; including decision makers. # People with a disability participating in Prospera teams.
Prospera teams are gender and socially aware	Prospera GESI team to work with all Prospera advisory teams and Australian agencies.	GESI team develop and deliver training on gender and social inclusion theory and practice in economic development. GESI community of practice shares good approaches.	Year 1-2 (and ongoing opportunities)	# advisers / Australian agency advisers reporting improved knowledge and practice.
Partner Government Agencies; Activities and Results *Are Prospera's Indonesian partners becoming more gender aware? Are officials prioritising gender in their work? Has Prospera contributed to this? Is Prospera contributing to change that is meaningful for women and girls and people living with a disability?*				
Existing activities Prospera GESI activities have been identified to utilise Prospera's comparative advantage (Section 2 Illustrative Activities in this Strategy).	Prospera GESI team to work with all Prospera advisory teams and Australian agencies.	Interdisciplinary teams secure appropriate resources to implement each identified activity. Buy in from appropriate ministries is obtained in the implementation of each activity.	Years 1 to 5 of Prospera	GESI integrated into activity M&E plans developed through the Prospera Knowledge Performance and Learning Framework.

Approach/ Outcomes	Resources	How	When	Measuring GESI Performance
New activities Prospera activity plans contain analysis, design and implementation of GESI opportunities. Note: Prospera is aware that it will not necessarily be appropriate or relevant for all activities to include GESI actions	Resources include specialist advisers (existing long term and short term to be recruited) and experts from Prospera's Australian agency teams.	All Prospera advisors and Australian agencies provided capability development in: - Application of simple GESI analysis tools. - Ways of working with partner agencies to promote GESI practices and principles for social development - Ways of working with Indonesian partners to own GESI policies and practices	Year 1-2 (and ongoing opportunities)	# advisers / Australian agency officers trained in Prospera specific GESI practices and analysis tools. # of Indonesian government agency officers (men and women) who participate in these learning events.
		GESI analysis conducted routinely, and where meaningful GESI work can be implemented, integrated into annual activity / workplan design and implementation processes. All Australian agency workplans refreshed with a GESI lens applied to workplan development. Prospera activities integrating and leveraging GESI opportunities in other Australian government funded programs.	Years 2-5	By Year 2: All advisers and Australian agency officers trained in valid GESI analysis and applying approaches. By Year 3: 100% of activity design processes applying GESI analysis tools. By Year 3 all Australian agency workplans refreshed, with a GESI lens applied. Ongoing: % of Prospera activities with meaningful GESI outcomes included and successfully implemented. Year 4: % of Prospera activity-level reports evidence meaningful / authentic and validly measured GESI outcomes. Years 2-5: # of opportunities taken to leverage other DFAT programs with authentic GESI initiatives.

Approach/ Outcomes	Resources	How	When	Measuring GESI Performance
Partner Government Agencies; Activities and Results *Are Prospera's Indonesian partners becoming more gender aware? Are officials prioritising gender in their work? Has Prospera contributed to this? Is Prospera contributing to change that is meaningful for women and girls and people living with a disability?*				
Application of Prospera's Inclusive Growth framework 1. Benefits Incidence Tool 2. Inclusive Growth Matrix 3. Inclusiveness Index	Prospera Economics and Inclusion team and policy advisers understanding, owning and advocating for the framework	Economics & Inclusion team applying the framework to all feasible policy analysis opportunities Developing the capability of government economists to apply this framework in economic planning and resource allocation Applying this framework to build inclusion into Indonesia's economic framework	Throughout the life of Prospera - at the right times when the Indonesian government needs it and can benefit	# of instances of use of the Inclusive Growth framework # of Indonesians trained in applying the framework # of policies that have been developed using the framework Policies are being implemented (stakeholders verify this).

GESI = Gender and Social Inclusion

Annex 8   Glossary

Term	Meaning
Activity	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources, are mobilised to produce specific outputs or outcomes.
Agreement	An agreement between two or more authorised persons on behalf of themselves or their organisations to perform specific acts that are enforceable in law (referred in AidWorks as an Agreement). This agreement gives effect to the actions being undertaken by an aid investment. It may be a commercial contract (or purchase order) to procure goods and services for the Australian Government or a grant agreement.
Aid Investment Plan (AIP)	Aid Investment Plans set out the direction for a country or regional aid program and link the strategic objectives with programming choices and expected results.
Aid Quality Checks (AQC)	Aid Quality Checks (AQCs) are the main mechanism for assessing the annual performance of individual aid investments. They are mandatory for all aid investments that have a total value of $3 million or more over their lifetime, or investments requiring improvement (IRIs), except for investments of an administrative nature or for core contributions to multilateral organisations. Final Aid Quality Checks (FAQCs) are completed in the final year of an investment and cover the entire lifetime of the investment, not only the previous year.
Aid Programming Guide (APG)	The Aid Programming Guide (APG) is an operational resource for Department of Foreign Affairs and Trade (DFAT) staff with aid management responsibilities. It will also help external stakeholders better understand DFAT's aid management processes, and enable delivery partners to work alongside us with greater insight and improved efficiency. The APG contains many links to more detailed internal and external documents.
Aid Program Performance Report (APPR)	Annual Aid Program Performance Reports (APPRs) are the main mechanism for assessing the performance of country and regional aid programs.
Assumption	Hypotheses about factors or risks that could affect the progress or success of an aid investment.
BAST	*Berita Acara Serah Terima* or BAST is a handover note that reports on development partners' non-cash (goods and services) contributions to the Government of Indonesia, signed by both the development partner and the government institution as recipient, and reported to the Indonesian Ministry of Finance.
Baseline (study)	An analysis describing the situation before aid is invested, against which progress can be assessed or comparisons made.
Breakthrough	Major achievement or success that enables further progress.

Term	Meaning
Breakthrough area	A description that encompasses and aggregates a set of breakthrough outcomes to which Prospera expects to significantly contribute by the end of the Facility investment period (2023).
Breakthrough outcomes	Are a set of potential outcomes, which the activities that the facility invests in will contribute towards along with other influences. Under Prospera each activity needs to clearly contribute toward at least one of the breakthrough outcomes. They provide a framework for building the Prospera narrative.
Capacity and capability development	The term 'capability development' is preferred over 'capacity development' in the context Prospera works: "In order to deliver the outcomes set by their government, agencies draw on a combination of their people, processes, systems, structures, and culture. These, together, define organisational capability for both the public sector as a whole and for individual agencies." In many activities Prospera contributes to developing a range of these elements, but particularly people, processes and systems. Under Prospera capability and capacity developments are grounded in the institutional context and the desired economic and financial reforms.
Contribution (of Australian aid)	Contribution analysis aims to demonstrate whether the evaluated investment is a likely cause of an observed change. In the departmental context, Australia's aid objectives contribute to the attainment of a partner government's development goals.
Cross-cutting	Cross-cutting issues are matters to be considered throughout the aid management cycle and across the range of the department's aid program work. Examples of cross-cutting issues include gender equality, disability-inclusive development, private sector engagement, innovation, indigenous peoples and climate change.
DAC quality standards for development evaluation	Provide a guide to good practice in development evaluation. They are intended to improve the quality of evaluation processes and products and to facilitate collaboration. Introduced by Development Assistance Committee (DAC) at the Organisation for Economic Cooperation and Development (OECD).
Effectiveness	The extent to which an investment or a program's outcomes and objectives were achieved, relative to progress expected.
Efficiency	A measure of how well resources (for example, funds, expertise and time) are converted into output.
End of Facility outcome	Equivalent to Breakthrough outcome
Evaluation	The systematic and objective assessment of an ongoing or completed investment or policy. It is an in-depth process which takes place on a periodic basis. Evaluation aims to provide credible evidence which can inform major program management and policy decisions and highlight important development lessons. However, thinking evaluatively is a way of working and is particularly important when Prospera is conducting activities through 'navigation by judgement'.

Term	Meaning
Facility modality	A facility is one modality of delivering aid that incorporates a flexible approach. It is an imprecise term which can refer to different types of aid investments with varying purposes. It can focus on a single sector or multiple sectors to deliver development outcomes or perform administrative or enabling functions. A facility is usually delivered by a managing contractor or a multilateral partner. There are several common elements of a facility: – While they should have clear end-of-investment outcomes defined, facilities do not specify at the outset the activities and the outputs required to achieve them. These are developed during implementation. – Reform pathways and strategies to achieve outcomes are not defined upfront and are developed during implementation. – There is usually a large pool of unallocated funds which is designed/programmed during implementation. Investments may be planned from year to year to respond to changing needs. – Facilities have many activities, partners, and funding flows to manage, making them significantly more complex than other investment types.
Gender equality	Refers to equal access to resources or opportunities, regardless of gender. It does not mean that men and women are the same; rather that women and men enjoy the same rights and opportunities across all aspects of the economy and society.
Goal	The higher-order purpose to which an objective is intended to contribute. Goals are normally specified in national development plans and shared goals may also be identified in agreements between the Australian Government and a development partner.
Impact	The overall long-term effect produced by an investment. This includes positive and negative changes produced by a development investment (directly or indirectly, intended or unintended).
Indicator	A quantitative or qualitative variable that forms a simple and reliable means to measure achievement, to reflect the changes expected from an investment, or to help assess the performance of a development actor.
Input	The financial, human, material and intellectual resources used in the aid investment's implementation.
Intermediate outcome	The short and medium-term effects of an investment's outputs. Short term outcomes include changes in knowledge, attitudes, skills, while medium term outcomes often reflect changes in behaviour, practice and decisions.
Investment	A commitment of resources to achieve defined outputs and outcomes. An investment may have multiple components called activities.
Investment criteria	These are a set of criteria that are used to decide what activities should be funded.

Term	Meaning

Term	Meaning
Logic	The causal sequence for an investment that stipulates the proposed sequence to achieve desired objectives—beginning with inputs, moving through activities, outputs and outcomes and culminating in impacts. This is also sometimes referred to as a theory of change. Prospera works through linking facility logic to activity level logic.
Monitoring	The ongoing systematic collection of data on specified indicators to enable tracking of investment progress. It is common to monitor expenditure, commitments, activities, the achievement of milestones and results.
Monitoring and evaluation plan	A stand-alone document prepared during the investment design or start-up phase of an investment that specifies arrangements for monitoring and evaluating the investment.
Navigation by judgement	This is a form of problem driven iterative adaptation when the operating context is unpredictable and where performance is difficult to measure. Judgement refers to the scope that advisers have to make their own decisions within the broad parameters set by the facility design. Navigation by judgement is most helpful where the operating environment is unpredictable and the lack of pre-set targets opens up skills, local knowledge and creativity to solve problems.
Objective	The physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people produced through one or more aid investments. Australia's aid objectives contribute to the achievement of higher-level national development goals.
Outcome	DFAT's standards require outcomes to define: an 'end state' when the outcome has been achieved; who or what is expected to change; the type of change expected to occur: knowledge (awareness of new ideas, techniques or strategies); action (behaviour change based upon new information/ideas); or condition (organisational or societal conditions changes due to the stakeholder's actions); and the time by which the change is expected to occur.
Output	The products, goods and services that result from a development investment.
Partnerships **Partnership capital**	Partnerships are an important vehicle for bringing together diverse skills and resources for more effective outcomes. Partnerships can increase the efficiency of systems that have an impact by making the best use of different but complementary resources. Collaborations, joint resourcing and planned action can also potentially make a bigger impact on outcomes across diverse sectors. If partnerships are to be successful, however, they must have a clear purpose, add value to the work of the partners, and be carefully planned and monitored. Partnership capital is the value that is implicit or explicit in a partnership. Well-managed partnerships can build partnership capital.
Problem Driven Iterative Adaptation (PDIA)	PDIA is a learning by doing approach that helps organisations develop the capability to solve complex problems while they are actually solving such problems. PDIA is a process that allows for flexible learning and adaptation. In application, organisations generates, tests and refines context-specific solutions in response to locally nominated and prioritised problems, within systems that tolerate (even encourage) failure as the necessary price of success.

Term	Meaning
Performance Assessment Framework (PAF)	A planning and management tool to help programs manage for and report on results. Fulfils the same function as a monitoring and evaluation framework for an aid investment, but is for country and regional programs. A Performance Assessment Framework should set out, in a concise way, a program's objectives, the cause-and-effect logic underlying the program and how progress will be monitored and evaluated.
Program	A group of related investments managed in a coordinated way to achieve objectives and outcomes. The department has regional, country, global and thematic programs.
Purpose	The purpose of the aid program is to promote Australia's national interests by contributing to sustainable economic growth and poverty reduction.
Quality assurance	Any activity concerned with assessing and improving the merit or worth of an aid management process or individual aid investment or its compliance with accepted standards. Peer review and appraisal are the most common forms of aid quality assurance.
Relevance	An investment is relevant if it is consistent with beneficiary requirements, country needs, national priorities and partner and donor policies.
Results	A generic term for an investment's outputs, outcomes and long-term impacts.
Review	An evaluation with limited scope and scale. A review is a constrained evaluation, undertaken at a point of time using existing data, or data that can be quickly gathered.
Risk	The effect of uncertainty on the achievement of results.
Risk management	Identifying and analysing potential risks and opportunities and developing proportionate, defensible management strategies that balance risk and treatments against the benefits of the investment.
Significant Instances of Policy Change and System Improvement (SIPSI)	Significant policy change (SPC) is an approach that was adopted in the 2016 DFAT Indonesia performance assessment framework (PAF). This has since been expanded as a concept to include systems improvements—now SIPSI! The technique involves building a carefully crafted narrative about an emergent policy change or system improvement and showing how the facility contributed to this.
Social inclusion	All groups participating fully in economic and social life through access to resources, opportunities and decision-making processes.
Sustainability	Whether the benefits of the activity will continue after Australia's funding has ceased, with due account of partner government systems, stakeholder ownership and the phase-out strategy.

Term	Meaning
Theory of change	A description of how change is understood to occur in a particular context, sometimes represented by a diagram. For an investment, theory of change explains the mechanism of change by specifying the causal linkages in the investment (the relationship between outputs, intermediate outcomes and end of investment outcomes). In an aid investment plan, theory of change explains how a group of related investments work together to support the attainment of a higher-level objective. See also facility logic.
Transparency	Quality of being easily understood or recognised because it is presented openly or expressed in a clear way. The implication of transparency is that certain actions should be scrupulous enough to bear public scrutiny.
Value for money	In the context of the Australian aid program and consistent with the Public Governance, Performance and Accountability (PGPA) Act, value for money refers to maximising the results achieved from tax payer-funded aid spending. It involves the systematic application of nine key principles across the entire aid management cycle : (a) cost consciousness; (b) encouraging competition; (c) evidence-based decision making; (d) proportionality; (e) performance and risk management; (f) results focus; (g) experimentation and innovation; (h) accountability and transparency ; and (i) ensuring there are no conflicts of interest.

Annex 9   People consulted

	Organisation	Full Name	Male	Female
1	DFAT Canberra	Scott Bayley	M	
2	DFAT Canberra	Dan Heldon	M	
3	DFAT Canberra	Timothy Cadogan-Cowper	M	
4	DFAT Jakarta	Anna McNicol		F
5	DFAT Jakarta	Amanda Aspden		F
6	DFAT Jakarta	Henni Arup		F
7	DFAT Jakarta	Simon Duke	M	
8	DFAT Jakarta	Frieda Scott		F
9	DFAT Jakarta	Halida Sukmala		F
10	DFAT Jakarta	Alvin Adisasmita	M	
11	DFAT Jakarta	Anisa Antono		F
12	Indonesian Coordinating Ministry for Economic Affairs	Chairil A. Baso	M	
13	Indonesian Coordinating Ministry for Economic Affairs	Cheryl Martha		F
14	Indonesian Coordinating Ministry for Economic Affairs	Cizelia Fesalica		F
15	OJK - Indonesian Financial Services Authority	Bambang Mukti	M	
16	OJK - Indonesian Financial Services Authority	Rian N. Sandi		F
17	OJK - Indonesian Financial Services Authority	Juju Melanie		F
18	KSSK - Indonesian Secretariat of Financial System Stability Committee	Deni Ridwan	M	
19	KSSK - Indonesian Secretariat of Financial System Stability Committee	Bob Arfan	M	
20	Indonesian Ministry of Finance, DG Tax	Tigor N. Simanjuntak	M	
21	Indonesian Ministry of Finance, DG Tax	Yansen Mika Situmorang	M	
22	Indonesian Ministry of Finance, DG Tax	Dodi Mustajab	M	
23	BPS - Indonesian Central Bureau of Statistics, Directorate Budget and Planning	Buyung Airlangga	M	
24	BPS - Indonesian Central Bureau of Statistics, Directorate Budget and Planning	Yeshri Rahayu		F
25	BPS - Indonesian Central Bureau of Statistics, Directorate Budget and Planning	Yudhi Ariyanto	M	
26	BKPM - Indonesian Investment Coordinating Board	Nurman Hidayat	M	
27	BKPM - Indonesian Investment Coordinating Board	Haryo Y. Sedewo	M	
28	BP3 - Indonesian Ministry of Trade, Trade Analysis and Development Agency	Sahudi	M	
29	BP3 - Indonesian Ministry of Trade, Trade Analysis and Development Agency	Adi Nurjaman	M	

	Organisation	Full Name	Male	Female
30	BP3 - Indonesian Ministry of Trade, Trade Analysis and Development Agency	Supriyanto	M	
31	BP3 - Indonesian Ministry of Trade, Trade Analysis and Development Agency	Bryan M.	M	
32	APS - Department of Infrastructure, Regional Development and Cities (DoIRDC)	Solomon Brown	M	
33	APS - Department of Infrastructure, Regional Development and Cities (DoIRDC)	Michelle McShane		F
34	APS - Department of Infrastructure, Regional Development and Cities (DoIRDC)	Charles Brister	M	
35	APS - Australian Maritime Safety Authority (AMSA)	Craig Stanley	M	
36	APS - Air Services Australia	Zaheer Aleem	M	
37	APS - Australian Transport Safety Bureau (ATSB)	Trish Biancin (standing in for Richard Batt)		F
38	APS - Civil Aviation Safety Authority (CASA)	Melissa Webster		F
39	APS - Civil Aviation Safety Authority (CASA)	Nisha Lad		F
40	APS - Australian Transaction Reports and Analysis Centre (AUSTRAC)	Rob Buchan	M	
41	APS - Australian Transaction Reports and Analysis Centre (AUSTRAC)	Zoe Anderton		F
42	APS - Australian Bureau of Statistics (ABS)	Marie Apostolou		F
43	APS - Australian Bureau of Statistics (ABS)	Edna Lee		F
44	APS - Australian Bureau of Statistics (ABS)	Marie		F
45	APS - Australian Bureau of Statistics (ABS)	Mark Devenish	M	
46	APS - Australian Bureau of Statistics (ABS)	Annette Bastaja		F
47	APS - Australian Bureau of Statitics (ABS)	Darian Collins	M	
48	APS - Australian Bureau of Statitics (ABS)	Emma Nugent		F
49	APS - Department of Treasury	Greg Scott	M	
50	APS - Department of Treasury	Peter Depta	M	
51	APS - Department of Treasury	Kelly		F
52	APS - Department of Treasury	Bede Moore	M	
53	APS - Department of Treasury	Brian Thomas	M	
54	APS - Department of Treasury	Simon Campbell	M	
55	APS - Department of Treasury	David Cooper	M	
56	APS - Department of Finance	Adrian Beekmeijer	M	
57	APS - Department of Finance	Ian Nicholson	M	
58	APS - Australian National Audit Office (ANAO)	Rebecca van Dartel		F
59	APS - Australian National Audit Office (ANAO)	Peta Martyn		F
60	APS - Australian National Audit Office (ANAO)	Carin Conlon		F

	Organisation	Full Name	Male	Female
61	APS - Australian National Audit Office (ANAO)	Sarah Whitney		F
62	APS - Australian National Audit Office (ANAO)	Jordana		F
63	APS - Australian National Audit Office (ANAO)	Alana		F
64	APS - Australian Prudential Regulation Authority (APRA)	Raman Sandhu		F
65	APS - Australian Prudential Regulation Authority (APRA)	Scott Jarrott	M	
66	APS - Reserve Bank of Australia (RBA)	Brett Winton	M	
67	APS - Australian Securities and Investments Commission (ASIC)	Marian Kljakovic		F
68	APS - Australian Taxation Office (ATO)	Steve Dardo	M	
69	APS - Australian Taxation Office (ATO)	Benson Ong	M	
70	APS - Australian Taxation Office (ATO)	Steven Fahey	M	
71	APS - Australian Taxation Office (ATO)	Wendy Yang		F
72	APS - Australian Public Service Commission (APSC)	Helen Woittiez		F
73	APS - Australian Public Service Commission (APSC)	Narelle Powers		F
74	APS - Australian Public Service Commission (APSC)	Janet Williams		F
75	APS - Australian Public Service Commission (APSC)	Phil Lancaster	M	
76	APS - Office of Commonwealth Ombudsman (OCO)	Nicole Keane		F
77	APS - Office of Commonwealth Ombudsman (OCO)	Suseela Durvasula		F
78	APS - Office of Commonwealth Ombudsman (OCO)	Steena		F
79	APS - Office of Commonwealth Ombudsman (OCO)	Desmond Ko	M	
80	Prospera Advisory	David Nellor	M	
81	Prospera Advisory	Melissa Wells		F
82	Prospera Advisory	Della Temenggung		F
83	Prospera Advisory	Michael Pilbrow	M	
84	Prospera Advisory	Gavin Forte	M	
85	Prospera Advisory	Paul Bartlett	M	
86	Prospera Advisory	Achmad Shauki	M	
87	Prospera Advisory	Ernawati Munadi		F
88	Prospera Advisory	Santi Jayani		F
89	Prospera Advisory	Sean O'Grady	M	
90	Prospera Advisory	Whraspati Prabowo	M	
91	Prospera Advisory	Leitizia Fauzy		F

	Organisation	Full Name	Male	Female
92	Prospera Advisory	Rubino Sugana	M	
93	Prospera Advisory	Campher Serfontein	M	
94	Prospera Advisory	William Wallace	M	
95	Prospera Advisory	Dranantya Wirawan	M	
96	Prospera Advisory	Roksana Khan		F
97	Prospera Advisory	Anita Rosalina		F
98	Prospera Advisory	Kahlil Rowter	M	
99	Prospera Advisory	Nia Nadya Nur		F
100	Prospera Advisory	Rullan Rinaldi	M	
101	Prospera Advisory	Nadia Febriana		F
102	Clear Horizon	Jess Dart		F
103	Australia Indonesia Partnership for Justice (AIPJ)	Craig Ewers	M	
104	Management of a Program Towards a Strong and Prosperous Indonesian Society (MAHKOTA)	Sue Ellen O'Farrell		F
105	Indonesia Australia Infrastructure Partnership (KIAT)	Paul Wright	M	
106	Empowering Indonesian Women for Poverty Reduction (MAMPU)	Stewart Norup	M	
		TOTAL: 106	**58**	**48**

Annex 10   Acronyms

Acronym	Description
ABS	Australian Bureau of Statistics
AMSA	Australian Maritime Safety Authority
AIECO	Australia Indonesia Economic Cooperation Partnership
AIPEG	Australia Indonesia Partnership for Economic Governance
APRA	Australian Prudential Regulation Authority
APS	Australian Public Service
ASIC	Australian Securities and Investment Commission
ANAO	Australian National Audit Office
APSC	Australian Public Service Commission
ASEAN	Association of Southeast Asian Nations
ATO	Australian Taxation Office
ATSB	Australian Transport Safety Bureau
AUSTRAC	Australian Transaction Reports and Analysis Centre
BAPPENAS	National Development Planning Agency
BPS	Central Bureau of Statistics
CASA	Civil Aviation Safety Authority
DAC	Development Assistance Committee (at the OECD)
DFAT	Department of Foreign Affairs and Trade
GDP	Gross Domestic Product
GPF	Government Partnerships Fund
ICT	Information, Communication, Technology
ITSAP	Indonesia Transport Safety Assistance Package
KIAT	Indonesia Australia Partnership for Infrastructure Facility
KPL team	Knowledge and Performance team
KPLF	Knowledge, Performance, and Learning Framework
M&E	Monitoring and Evaluation
OCO	Office of Commonwealth Ombudsman
OECD	Organisation for Economic Co-operation and Development
OJK	Financial Services Authority
PPATK	Center for Financial Transaction Reporting and Analysis
PROSPERA	Australia Indonesia Partnership for Economic Development
RBA	Reserve Bank of Australia

PROSPERA

Program Kemitraan Indonesia
Australia untuk Perekonomian