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Indonesia Democratic Participation Program: Partisipasi 2026-2030

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EXECUTIVE SUMMARY

BACKGROUND, CONTEXT AND RATIONALE

Partisipasi is an AUD30 million, 4.5-year investment by the Australian Government to support democratic participation in Indonesia. It will run from early 2026 until June 2030, with the option to extend for up to 5 years. This timeframe has been selected to align with Indonesia's electoral cycle and Medium-Term Development Plan timeframe.

This new investment is informed by and follows on from the Democratic Resilience Pilot Program (DemRes, AUD9 million, 2021–2025). DemRes has demonstrated that it is possible to achieve results and make a positive contribution to democratic resilience. A review of DemRes found it was effective, and that Australia's investment in partnership with Indonesian institutions can positively support Indonesian priorities for democratic norms, values and processes.

Partisipasi aligns with the development priorities of Indonesia and Australia. The Government of Indonesia (GoI) Long-Term Development Plan (2025–2045) acknowledges the importance of moving beyond formal electoral procedures as a signifier of a robust democracy, towards a substantive democracy that provides a broader and deeper understanding of its core elements. For *Australia's International Development Policy* (2023), the program contributes to the objective of 'building effective, accountable states that drive their own development'. Aligning with the *Australia–Indonesia Development Partnership Plan 2024–2028* (DPP), the investment will contribute to objective 3 'strong institutions', with a 'key focus' on 'encouraging inclusive participation in democratic processes'.

Rather than seeking transformative reform, the program is designed to support Indonesia's democratic institutions and build civic capacity. Partisipasi aims to support Indonesian state and non-state actors to strengthen substantive democracy, in line with Indonesia's Long-Term Development Plan. Partisipasi will help equip civil society (including actors such as media and academia) to engage with government and parliament on matters pertaining to Indonesia's democracy. It aims to reinforce civic participation by women, youths, and people with disabilities, ensuring democracy is representative and inclusive.

INVESTMENT GOAL, OBJECTIVE AND OUTCOMES

The Long-term Goal is: Strengthened democratic resilience and participation in Indonesia, in ways that align with national development goals.

The Strategic Objective is: To support Indonesian state and non-state actors to strengthen substantive democracy.

Partisipasi has three **End of Program Outcomes (EOPO) by 2030:**

- EOPO1 Strengthened Institutional Resilience: Key Indonesian state actors are better equipped to enhance public engagement and safeguard democracy.
- EOPO2 Strengthened Civic Actors: Indonesian civil society actors enhance public engagement and promote democratic integrity in targeted areas.
- EOPO3 Collaborative Democratic Action: Indonesia's state and non-state actors effectively engage with each other to strengthen democratic participation.

The program will have the following five **focus areas:**

- Electoral integrity
- Parliamentary engagement
- Civic participation and education
- Independent and quality media
- Countering mis/disinformation.

DELIVERY APPROACH

Several key factors have informed the selected delivery approach for Partisipasi, including supporting bilateral relationships, GoI and civil society expectations, and realistic resourcing and management bandwidth for the Department of Foreign Affairs and Trade (DFAT). The delivery approach reflects a careful balance between risk management and locally driven delivery. Accordingly, Partisipasi will be delivered through 2 components.

Component 1 will support government-to-government (G2G) linkages between key democratic institutions in Australia and Indonesia. Partisipasi will facilitate partnerships between electoral management bodies and parliaments to build relationships and share knowledge on common challenges. Specific activities will be decided mutually and may include policy dialogues, visits, exchanges and other activities. This component will also fund Australian-supported short courses, aimed at a wider range of state actors, on contemporary issues like countering mis/disinformation. This component will be managed directly by DFAT at Jakarta Post, assisted by a Program Support Unit (PSU).

Component 2 will build upon DemRes, providing grants to a range of civil society stakeholders that have a history of supporting democratic participation and resilience in Indonesia. Partisipasi will seek to equip them with the capabilities to strengthen networks and partnerships, ultimately improving democratic participation. DFAT will provide a single grant ('Contribution Arrangement') to a lead organisation (the 'Convenor'). The Convenor will manage grants to the Partisipasi Civil Society Partnership ("CSP") comprising Core Group Partners representing different elements of civil society, and each working with a network of Collaboration Partners. Potential partners include existing DemRes partners, the International Foundation for Electoral Systems (IFES) and The Asia Foundation (TAF), other non-government organisations (NGOs), local media organisations and think tanks. The Civil Society Partnership will streamline funding and management arrangements and help to strengthen collaboration between the non-state actors.

Partisipasi will operate both at the national level and targeted subnational locations. Its base in Jakarta will allow collaboration with civil and government institutions that have national reach. Partisipasi will also

operate in three subnational locations, chosen to provide geographic spread within Indonesia and because of their existing and unique roles in strengthening democratic participation. Yogyakarta, Makassar and Aceh are proposed as the subnational locations. The program will have flexibility to support some activities in other locations (e.g. for media activities) subject to resourcing constraints.

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The governance and management arrangements have been calibrated to ensure strategic oversight, consultation and collaboration, shared ownership and risk management. The arrangements enable oversight by DFAT, alignment with GoI priorities and inclusive stakeholder engagement. Partisipasi will be guided by a Program Advisory Board (PAB), which will meet annually and be co-chaired by DFAT and Indonesia's Ministry of National Development Planning (BAPPENAS). The implementing partners, civil society representatives, and at the invitation of the co-chairs, relevant GoI and GoA agencies will be invited to join the PAB. NGOs/CSOs that receive funding will continue to have oversight through their existing registration processes with relevant GoI agencies. Component two will have its own internal CSP Steering Committee.

DFAT (Jakarta Post) will approve program work plans following a review by a DFAT Partisipasi Reference Group, which includes relevant officers from the embassy. The Deputy Head of Mission (DHOM) will chair a six monthly Strategic Civil Society Coordination Meeting to facilitate sharing of insights from and collaboration between DFAT investments supporting civil society.

RISKS AND RISK MANAGEMENT

Risk management is embedded in program governance, monitoring, evaluation and learning (MEL) systems, as well as partner implementation mechanisms, with clear responsibilities for risk ownership, oversight and response. DFAT is the strategic risk owner for Partisipasi. The design has identified three key risks:

- **Political sensitivities:** Program activities could be misunderstood by GoI, GoA or other stakeholders. To mitigate this, the program has been designed to be locally-led and has built-in governance and management arrangements that ensure GoI and GoA are informed about and provide regular advice on the program.
- **Fiduciary and safeguarding failures:** The complexity of working through multiple partners and funding channels could increase the risk of weak accountability, inconsistent governance, or misuse of resources. Partisipasi engagement with youths, civil society and community stakeholders could expose program participants to safeguarding risks. The design mitigates these risks through the application of rigorous and proportionate due diligence consistent with DFAT's standards.
- **Failure to achieve outcomes due to contextual challenges or changes:** The operating environment for Indonesian state and non-state actors could change or face various challenges, which could impact the ability to progress activities and outcomes. This will be mitigated through the CSP's annual updates to its workplans, by seeking advice from the PAB, and by DFAT's ongoing oversight.

1. DEVELOPMENT CONTEXT AND SITUATIONAL ANALYSIS

1.1 COUNTRY/REGIONAL AND SECTOR ISSUES

Indonesia is the largest democracy in Southeast Asia and home to over 283 million¹ people across more than 300 ethnic groups, with the world's largest Muslim population. Indonesia transitioned to democracy in 1998, with the *reformasi* movement supporting major achievements in Indonesia's democratic transformation within a short period. Since then, Indonesia has seen voter turnout above 80%, peaceful transfers of power, and improved political rights and pluralism.

Some international and national measures suggest aspects of Indonesia's democracy have weakened. Freedom House downgraded Indonesia to 'Partly Free', citing declines in judicial independence, credible elections, and parliamentary effectiveness.² The Economist Intelligence Unit Democracy Index has fallen steadily since 2015 (7.03), reaching 6.44 in 2024.³ The Indonesian Democracy Index peaked at 80.41 in 2020, but declined to 79 in 2023, signalling persistent vulnerabilities.⁴

Gol's Long-Term Development Plan (2025–2045)⁵ acknowledges the importance of moving beyond formal electoral procedures as a signifier of a robust democracy, and towards substantive democracy that provides a broader and deeper understanding of the elements that constitute democracy:

[...] the main challenge faced is that democracy is still limited to procedural matters, such as electoral technicalities and formal institutional relations. The fluctuating performance of the Indonesian Democracy Index over the past three years illustrates that the aspects of freedom, equality and especially the capacity of democratic institutions still require further improvements to achieve substantial democracy. Several challenges that must be comprehensively addressed include the accountability of democratic institutions, the credibility of the electoral system, as well as discriminatory behaviour and intolerance. Meanwhile, public trust and participation still need to be increased.⁶

Indonesia's electoral and parliamentary systems have evolved, but some challenges remain. For example, despite a legislated 30% quota for female candidates, women hold only 21.1% of seats in parliament, below regional averages. People with disabilities also face barriers, with polling stations often lacking ramps, braille ballots, or sign language services. Partnerships between parliament and civil society exist but are inconsistent, constraining inclusive policy reform.

Independent, high quality and objective reporting is key to ensuring that Indonesia's democracy is well-informed and accountable. Indonesia's media environment remains among the most diverse in Southeast Asia.⁷ UNESCO has raised concerns the commercialisation of media has led to the compromise of journalistic independence and the quality of reporting.⁸

Misinformation and disinformation remain threats to Indonesian democracy, as they are globally. For example, during the 2024 elections, misleading social media content targeted candidates, religion and electoral integrity.⁹ These narratives exacerbated political divisions and eroded trust in results. Independent monitors, including United Nations Development Programme (UNDP)¹⁰ and the World Bank¹¹, flagged the systemic risks of disinformation in undermining electoral credibility. The growth of social media as a dominant source of news creates further complications, as echo chambers reinforce misinformation and

¹ Asian Barometer Survey. (2023). Public opinion and political trust in Indonesia. Retrieved from <https://asianbarometer.org>

² International IDEA: <https://www.idea.int/democracytracker/country/indonesia>

³ Economist Intelligence Unit: <https://www.eiu.com/n/>

⁴ BPS, Indonesian Democracy Index data, 2009–2023, https://rstudio-pubs-static.s3.amazonaws.com/1224511_8adda0194e32482fa39ab6ee288ccb82.html

⁵ Indonesia's long-term development plan is the National Long-Term Development Plan 2025–2045 (RPJPN 2025–2045).

⁶ Gol (2024). 2025–2045 National Long-Term Development Plan (RPJPN), p. 25.

⁷ Reporters without Borders, 2025, <https://rsf.org/en/country/indonesia>

⁸ UNESCO, World Trends in Freedom of Expression and Media Development, <https://www.unesco.org/en/world-media-trends>

⁹ Mafindo & CekFakta. (2024). *Fact-Checking Report: Indonesian Elections*. Jakarta.

¹⁰ UNDP. (2024). *Electoral Integrity and Disinformation Monitoring in Indonesia*. Jakarta.

¹¹ World Bank. (2023). *Democracy and Digital Governance in Southeast Asia*. Washington, DC.

contribute to public disengagement. Algorithmic amplification and gendered disinformation campaigns reflect broader global trends, linking Indonesia's democratic vulnerabilities to patterns observed across other regions.

1.2 EVIDENCE BASE AND LESSONS LEARNED

The Partisipasi design builds upon the lessons learned from the current DemRes investment, over 100 in-country consultations in 2025, evidence from other DFAT and donor-funded initiatives, and international experience. DemRes piloted support to civil society organisations (CSOs), media, and electoral institutions, focusing on two outcomes relating to procedural and substantive democracy. DemRes underscored the importance of adaptive, politically informed programming that prioritises learning, agility, and fostering civic legitimacy over linear impact.

Lessons from global contexts suggest that effective consolidation of democratic participation often comes from informal alliances, judicial independence, civil society mobilisation, and decentralised governance. While there is limited evidence on aid effectiveness in democratic consolidation, it suggests bilateral donors can support election supervisory bodies, independent commissions, and civil society, while leveraging broader diplomatic and development tools to incentivise transparency and inclusion.

Evidence from Eastern Europe, Latin America, and Southeast Asia show that media literacy, independent journalism, inclusive coalitions and targeted institutional partnerships can support civic space and build public trust. Comparative studies emphasise the value of flexible, adaptive programming models, particularly those that strengthen subnational governance, promote youth participation and address gendered and digital dimensions of exclusion. These findings reinforce Partisipasi's design logic, especially its combined focus on electoral integrity, parliamentary engagement, civic participation, independent media and countering disinformation.

More detail on lessons learned from past and current programming is provided in [Annex A](#).

2. STRATEGIC INTENT AND RATIONALE

As neighbours, Australia and Indonesia share a close connection. Australia is home to approximately 110,000 Indonesian-born people (June 2023), and more than 11,000 Australians live in Indonesia (estimation from 2015). Social, cultural, economic and educational links bind both countries together across many levels and domains (individual and institutional). Both countries share democratic principles, norms and practices, while their specific democratic systems are distinct and different. While respecting these differences, Partisipasi will support shared learning on strengthening democratic norms and practices – with a mutual commitment to free and open political participation, governed by representation of and from the population. As a trusted and strategic partner for Indonesia, Australia's support for Partisipasi is a unique offering that reflects the depth of the bilateral relationship and Australia's commitment to inclusive governance.

Australia's support to Indonesia's democracy through the Partisipasi program reflects strong alignment with the Australian Government's international development priorities, Indonesia's national reform agenda, and the broader regional and global context of challenges to democracy. It represents both a values-based and interest-based investment, anchored in Australia's long-term partnership with Indonesia and the recognition that resilient democracies are foundational to regional stability, prosperity, and inclusive development. In this context, Partisipasi is a timely and highly relevant investment that aims to support Indonesian state and non-state actors to strengthen substantive democracy, in line with Indonesia's Long-Term Development Plan.

2.1 POLICY ALIGNMENT

At the **bilateral level**, Partisipasi supports priorities in the *Australia–Indonesia Comprehensive Strategic Partnership* (CSP) and the *Australia–Indonesia Development Partnership Plan (DPP) 2024–2028*, including:

- Strengthening the credibility and inclusivity of democratic processes.
- Promoting responsive, effective governance and institutional integrity.
- Enhancing civic participation and resilience, especially among excluded populations.

Partisipasi indirectly contributes to **broader development outcomes** by promoting political and economic stability; and improving public trust, civic knowledge, and social cohesion, which are essential for a healthy democratic culture and long-term stability. By supporting both state and non-state actors to uphold democratic norms, the program contributes to Australia’s and Indonesia’s objectives across: Sustainable Development Goal (SDG) 16 (Peace, Justice and Strong Institutions); SDG 5 (Gender Equality); SDG 10 (Reduced Inequalities); and SDG 17 (Partnerships for the Goals).

The Partisipasi investment directly contributes to **Australia’s commitments** outlined in:

- *Australia’s International Development Policy* ([IDP] 2023), which prioritises inclusive, locally led development, effective partnerships, and innovation in financing. Partisipasi reflects this through its emphasis on civil society empowerment, arms-length support to key institutions, and consortia-led delivery models that reinforce local ownership.
- *Invested: Australia’s Southeast Asia Economic Strategy to 2040*, which identifies transparent, accountable governance as essential for economic engagement and regional trust.
- *Australia’s International Gender Equality Strategy* ([IGES], 2025), through its explicit commitment to support locally led approaches to women’s leadership.
- *Australia’s Disability Equity and Rights Strategy* ([IDERS], 2025), which focus from inclusion to equity and rights, aiming to remove barriers so people with disability can fully and equitably participate in and contribute to society.

Partisipasi also aligns with **Indonesia’s policy priorities** as articulated in the:

- *Medium-Term Development Plan 2025–2029* (RPJMN), which underscores that ‘the principles of democracy *guarantee* equal participation of all citizens, while the Constitution emphasises the importance of protecting, respecting, fulfilling, and enforcing the rights of every individual, particularly but not limited to vulnerable groups, in pursuit of social justice’. This is framed under National Priority 1: ‘Strengthening Pancasila Ideology, Democracy, and Human Rights’. Out of the five policy areas identified under this priority, Partisipasi directly supports three: (i) strengthening public and media communications; (ii) strengthening democratic institutions; and (iii) strengthening civil society equality. Partisipasi also aligns with National Priority 7: ‘Strengthening Democracy, Human Rights, and Governance’, as it supports the objectives by reinforcing democratic processes, civil society engagement, and institutional integrity, aligned with Indonesia’s constitutional commitments and *Pancasila* values.
- *Long-Term Development Plan 2025–2045* (RPJPN), with its support for both procedural democratic integrity and substantive democratic depth (see p. 1 for further details).
- *National Plan of Action on Human Rights* (RANHAM), which articulates a national commitment to deepening democracy, with explicit goals around electoral credibility, citizen participation, and institutional accountability.

- Indonesia’s constitutional commitments and *Pancasila* values: the program promotes democratic participation not as a foreign norm, but as an Indigenous democratic principle of *gotong royong* (collective responsibility) and *musyawarah* (deliberative decision-making).

2.2 AUSTRALIA’S COMPARATIVE ADVANTAGE

Indonesia is a key bilateral partner for Australia and a leading democratic actor in Southeast Asia. Australia has played a key role in supporting Indonesia’s post-*reformasi* democratic consolidation, from foundational electoral reforms to strengthening human rights institutions and civic engagement. Australia brings more than financial resources. The Australian Government is recognised as a trusted, non-intrusive partner that has supported institutional and civic reform for over two decades. Australia’s strength lies in:

- **Convening power:** to bring together diverse actors – including state institutions, civil society leaders, and international partners – for constructive collaboration.
- **Technical assistance and peer learning:** through institutional partnerships and responsive, demand-driven support.
- **Localisation:** commitment to enabling Indonesian leadership, adaptive delivery, and support to locally rooted organisations.
- **Track record in gender equality, disability, and social inclusion (GEDSI) and governance:** including through flagship programs such as INKLUSI (inclusive development), AIPJ (rule of law), and SKALA (subnational governance).

Australia is now the primary bilateral development partner supporting the priorities of Indonesia’s democratic institutions. Following reductions in various countries’ official development assistance (ODA) portfolios, consultations confirmed that increased Australian funding through Partisipasi is welcomed by Indonesian stakeholders. The UNDP has provided electoral support to KPU and Bawaslu, though with modest scale and uncertain sustainability due to global United Nations (UN) funding pressures. USAID is no longer active in this sector, but its past ERAT and MADANI programs supported local governance innovation and civil society policy engagement. The European Union (EU), Tifa Foundation, and Open Society Foundations, support media freedom, legal reform, and digital rights, albeit at small scale, while the Ford Foundation invests in civic education, feminist movements, and academic research. The UK supports global initiatives such as the Open Government Partnership and BBC Media Action, providing expertise in open governance and media professionalism. Together, these efforts highlight the importance of long-term, context-sensitive programming and reinforce the strategic positioning of Partisipasi as a convenor that links support on issues such as electoral integrity, parliamentary engagement, civic participation, independent media and countering disinformation.

The program reflects DFAT’s priorities by anchoring Australia’s democracy engagement in areas where it has comparative advantage and to complement other programs. While INKLUSI leads on long-term, grassroots civic inclusion, and AIPJ3 supports justice institutions, Partisipasi provides distinct value by supporting:

- **Media engagement:** advancing independent, pluralistic and quality journalism, aligned with Australia’s Indo-Pacific Broadcasting Strategy.
- **Parliamentary engagement:** strengthening inter-parliamentary links, with a strong focus on women parliamentarians and knowledge sharing between legislatures and civil society.
- **Electoral integrity:** complementing technical reforms with peer-to-peer support for accountability, transparency, and inclusion, before, during and after the elections.
- **Civic participation and education:** engaging young Indonesians in democratic practice, through working primarily with campuses and universities to foster resilience against mis/disinformation.
- **Countering mis/disinformation:** strengthening the capacity of key democratic institutions and civil society actors to address mis/disinformation.

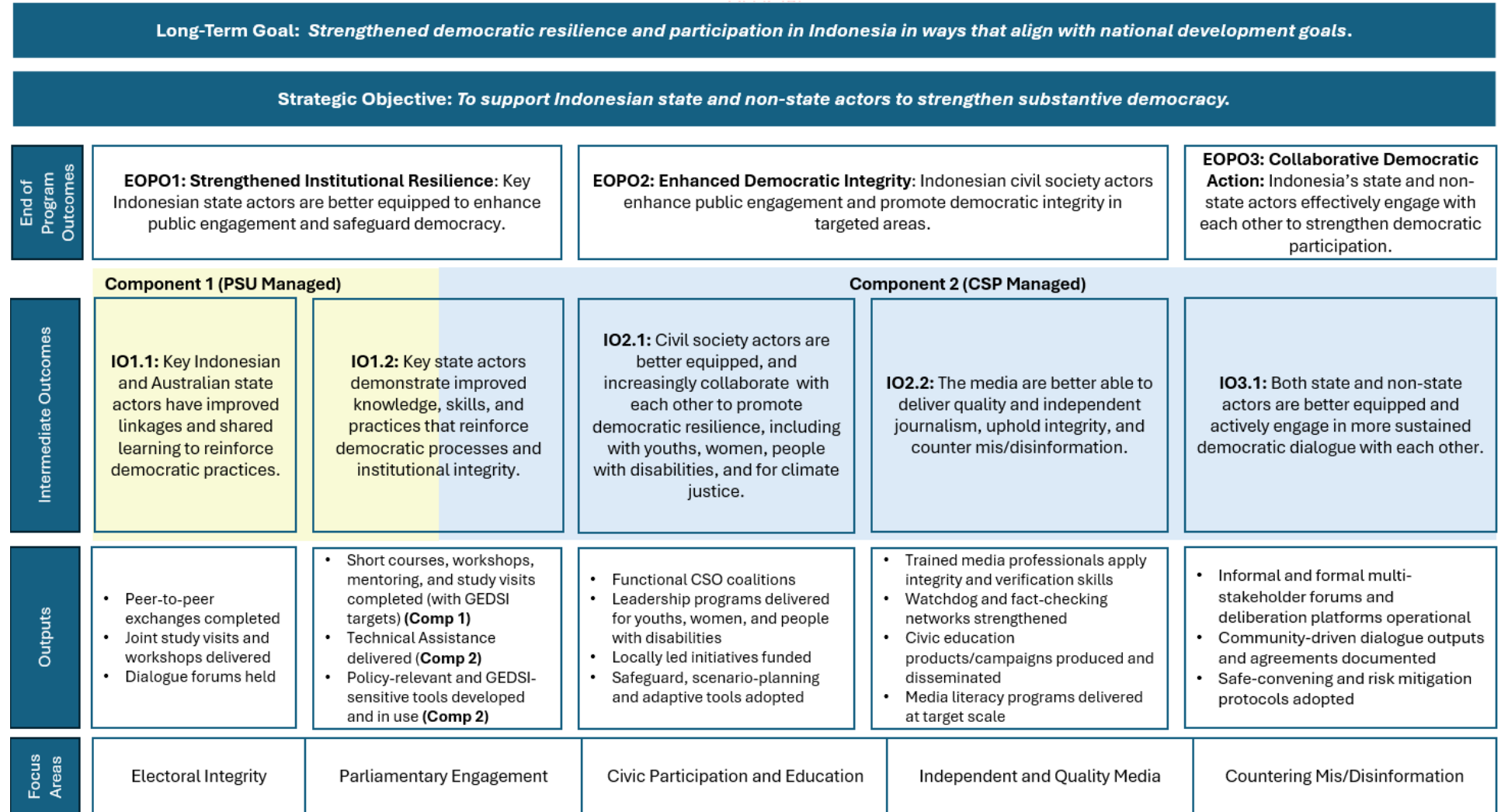
3. PROPOSED OUTCOMES AND INVESTMENT OPTIONS

Partisipasi responds to the shared emerging challenges facing democracies globally by focusing on strengthening the capacity of Indonesian state and non-state actors to protect and reinforce core democratic functions and participation. Rather than seeking transformative systemic reform, the program is designed to support Indonesia's efforts to strengthen substantive democracy in line with the Long-Term Development Plan, by supporting institutional resilience and building civic capacity.

This section presents the Program Logic that frames the intended outcomes of the Partisipasi investment. It focuses on *what* is expected to be achieved, and the causal linkages between the levels of outcome achievement. This section can be read in conjunction with [Annex B](#), which provides additional information regarding the Focus Areas, and in relation to Outputs and Activities.

3.1 PROGRAM LOGIC MODEL

Figure 1: Partisipasi Program Logic Model



3.2 PROGRAM LOGIC NARRATIVE

The **Goal** is grounded in Indonesia's long-term development vision, as articulated in the RPJPN 2025–2045, which emphasises 'substantive democracy'¹² (*demokrasi substantif*), institutional accountability, and public trust in democratic governance. It also reflects the RPJMN 2025–2029's National Priorities 1 and 7, as well as the RANHAM. From Australia's perspective, it reinforces strategic interests in a stable, inclusive, and rules-based Indo-Pacific, in line with *Invested: Australia's Southeast Asia Economic Strategy to 2040*, the DPP, the CSP, and DFAT's commitments to governance and regional resilience.

The **Strategic Objective** speaks to Partisipasi's contribution to support both civic and state actors in Indonesia, individually and collectively, to strengthen substantive democracy in line with the RPJPN. The RPJMN includes commitments to ensuring that democratic principles guarantee equal participation of all citizens, with an emphasis on the protection and inclusion of vulnerable groups. This includes deepening meaningful participation, expanding civic spaces, improving accountability mechanisms, and fostering collaboration across sectors and levels of government. Partisipasi recognises that democratic practices must be owned and sustained by Indonesian actors, while also drawing value from regional and global partnerships, including with Australia.

End of Program Outcomes by 2030: The Partisipasi program is designed to achieve three interlinked EOPOs, underpinned by targeted Intermediate Outcomes (IOs). Together, these contribute to a strengthened, inclusive, and adaptive democratic ecosystem in Indonesia. EOPO1 reflects a focus on state actors and their critical role as both creators and caretakers of the procedural aspects to democratic governance. EOPO2 focuses attention on the role civic actors and non-state institutions (such as universities, think tanks and the media) play in upholding substantive democracy (i.e. democratic norms, values and practices). It also draws attention to the importance of connections and networks between them. EOPO3 draws attention to the importance of promoting an open and positive nexus between state and non-state actors to ensure democratic participation.

3.2.1 EOPO1 Strengthened Institutional Resilience

This outcome chain reflects Partisipasi's strategic commitment to supporting Indonesian state actors to strengthen the institutional and procedural foundations of Indonesia's democracy. Its focus on state actors recognises their critical role as both creators and caretakers of the procedural aspects to democratic governance and managing and mitigating democratic vulnerabilities such as money politics and declining public confidence. The ambition of this outcome chain recognises that influences external to the program are likely to drive the trajectory of state institutions. It recognises that the program will not have the power, resources, or influence to strengthen democratic governance. Rather, it expects that Partisipasi can increase the capacity of state actors to do so (which they can draw upon when circumstances or opportunities arise, recognising that changed policy, procedures and behaviours sit beyond the sphere of influence of the program).

Partisipasi will prioritise support to the following key democratic institutions nationally and sub-nationally: electoral management bodies (KPU and Bawaslu) and parliament (DPR and selected subnational assemblies). The program may also provide targeted assistance to other relevant GoI agencies in line with the program's focus areas, including: Ministry of National Development Planning (Bappenas); Ministry of Communication and Digital Affairs, Ministry of Home Affairs, and the Constitutional Court (given their role in election dispute resolution).

The program will invest through politically informed approaches that build trust, networks and confidence, such as peer-to-peer and institutional partnerships, technical assistance, policy dialogue, learning and

innovation, to strengthen institutional functions and responsiveness. Activities will include knowledge building, developing practical skills, participatory tools, and inclusive decision-making practices. Collaboration will be enhanced through dialogue mechanisms across electoral and parliamentary bodies, with civil society, and through international engagement.

IO1.1 leverages Australia’s position as a trusted and capable democratic partner, with relevant experience in electoral integrity, public sector accountability, and civic participation. Engagement will centre on peer-to-peer relationships with counterparts such as the Australian Electoral Commission (AEC) or the Australian Parliament. The approach will prioritise mutual learning and problem-solving on ways to safeguard democracy in the face of shared challenges. In the future, these engagements may be extended to include relevant state-level electoral bodies and other institutional linkages if demand and resources become available.

IO1.2 focuses on equipping Indonesian democratic institutions with the knowledge, skills, and practices required to uphold democratic processes and integrity. This includes strengthening institutional adaptability, reinforcing checks and balances, and embedding GEDSI-sensitive practices.

What success would look like: Success for EOPO1 will not be measured by isolated activities or by the overall performance of the institutions, but by the degree to which the relevant state actors are better equipped to safeguard democratic functions, manage public expectations, and sustain inclusive participation in both normal and high-risk contexts. A successful program will be one that leaves behind durable, trusted relationships between Australian and Indonesian actors; generates practical tools and practices that may be adopted within institutions, and fosters cross-sector coalitions that make democratic resilience a shared responsibility rather than the task of any single institution or community.

3.2.2 EOPO2 Enhanced Democratic Integrity

Civil society remains a cornerstone of Indonesia’s democratic identity, protecting civil liberties, amplifying marginalised voices, and influencing public discourse. However, the institutions of civil society are operating in a contested civic space, with digital risks and disinformation campaigns that erode trust and participation.

Partisipasi will therefore support a diverse range of civil society actors and institutions (e.g. CSOs, media organisations, think tanks, universities, youth networks, women’s and disability rights organisations, and faith-based organisations) to strengthen their role in enhancing democratic integrity, including by building inclusive coalitions, contributing to their existing work in safeguarding democracy, and strengthening their strategic capabilities. Drawing on lessons from the DemRes program, EOPO2 recognises that civil society actors are not passive recipients of donor support, but political actors operating in complex democratic terrains.

Strengthening Indonesia’s civil society ecosystem requires more than technical training or financial inputs. It demands coalitions that are inclusive and strategic, civic actors that are politically astute and adaptive, and media institutions that can safeguard an independent information environment. In doing so, non-state actors need to develop effective, adaptive and context-sensitive strategies to respond to democratic challenges and advance democratic participation. Strategic and adaptive civil society actors can transform resources and networks into political impact. Partisipasi will support civil society actors to continuously sharpen their strategies to sustain influence, safeguard civic space, and protect democratic gains. In practice, this means that civil society actors need to be able to:

- Respond strategically to misinformation and restrictions on civic space
- Build and sustain inclusive coalitions across diverse communities (e.g. youths, women, disability groups, and informal actors)
- Provide accurate and independent monitoring and reporting to the program’s governance bodies
- Engage in evidence-informed and democratic values-based advocacy
- Protect themselves and their communities from backlash and digital risks.

Achieving EOPO2 will require sustained investment across 2 mutually reinforcing IOs, designed to build strategic capability, strengthen coalitions, and cultivate adaptive leadership across Indonesia's civil society ecosystem.

IO2.1 will focus on equipping civic actors with the tools and confidence to build alliances, mobilise evidence-informed advocacy, and maintain civic space. Coalitions that bridge national, subnational, and community levels will be prioritised, recognising the agility and legitimacy of local initiatives. This IO also emphasises strengthening civil society actors to address persistent gender gaps in voice, representation, leadership, and decision-making – particularly within civic coalitions, media, and electoral or parliamentary processes. Climate justice forms part of this IO because there are numerous intersections between civic actors and groups that advocate for climate action and for democratic participation. Additionally, climate shocks disproportionately affect those who face greater barriers to political participation – women, people with disabilities, youths, Adat and rural communities – and therefore political participation is critical for climate justice.

IO2.2 includes efforts in strengthening journalistic practices, digital safety, and ethical reporting standards; supporting pluralistic and diverse content creation, and enabling media platforms to act as convenors of public dialogue. Partnerships will connect journalists, CSOs, academia, and government to co-create narratives that build trust, elevate democratic values, and amplify under-represented voices.

What success would look like: Over time, EOPO2 will contribute to civil society actors that are confident, connected and credible in their engagement with democratic processes. Success will be reflected in: stronger cross-sector alliances that withstand various pressures in a complex civic space; civil society and informal networks that are able to collaborate across divides, and promote positive political discourses that embed democratic values in youths, communities, and media actors that provide responsible, independent and accurate information to the public. Together, these civic actors will help counter-disinformation and foster democratic values across communities and generations.

3.2.3 EOPO3 Collaborative Democratic Action

EOPO3 acknowledges that a resilient democracy requires building relationships of trust, accountability and co-creation between state actors (the supply side to democracy) and non-state actors (the demand side). EOPO3 acts as the connective tissue between state institutions (EOPO1) and civic agency (EOPO2), by strengthening open and respectful exchanges that enable collaborative democratic practices and connect policy reform to public engagement.

Partisipasi will invest in structured spaces and processes where civic and state actors can deliberate, jointly monitor democratic performance, and act together to maintain democratic norms and practices. It will also strengthen the platforms, narratives and advocacy strategies needed to reclaim democratic discourse from disinformation and digital manipulation. These platforms may range from formal policy forums such as DPR committee hearings, electoral reform working groups, and Bappenas-led consultations, to structured civil society–government dialogues at subnational levels and informal spaces convened by trusted intermediaries such as universities, think tanks, and respected civic organisations.

IO3.1 focuses on supporting, where appropriate, parliamentary hearings, government consultations, policy roundtables, and civic–government dialogues nationally and at selected subnational locations. The program will invest in skilled facilitation and mechanisms to link dialogue outputs to policy and institutional action. Building on DemRes lessons, the approach prioritises well-designed convening, credible facilitation, and processes that connect dialogue to action. It also emphasises inclusive participation from women, youths, people with disabilities and other marginalised groups, ensuring that democratic practices are informed by diverse perspectives and grounded in lived realities.

What success would look like: Over time, success will be reflected in more regular, credible, and inclusive spaces, where state and non-state actors work together on substantive democratic engagements and hold each other accountable. A successful EOPO3 will leave behind a stronger culture of collaboration in which

women, youths, people with disabilities, and other under-represented voices are more visible and influential in shaping both domestic democratic dialogues as well as greater representation and participation.

3.2.4 Integration of Cross-Cutting Issues

Gender equality, disability and social inclusion will be embedded as a core principle of institutional legitimacy and performance. This involves promoting equitable access to participatory processes, amplifying marginalised voices and integrating intersectional perspectives in policy design, civic engagement and service delivery. Activities across the program deliberately prioritise youths, women and people with disabilities, ensuring that they are visible, have enhanced influence, and a voice in shaping public discourse and institutional responses. Specific attention will be given to addressing disability-related barriers to democratic participation and integrating intersectional perspectives in policy and service design.

Across all five focus areas, Partisipasi leverages complementarity with DFAT’s broader portfolio to ensure interventions are mutually reinforcing and strategically aligned. Partisipasi will both leverage, and be leveraged by, DFAT’s complementary programs. This design has built-in mechanisms to achieve effective coordination and collaboration (see Governance and Management Arrangements). For example, Partisipasi will work with INKLUSI to engage INKLUSI partners in promoting civil society democratic action and education and will work with SKALA in those sub-national locations where the two programs intersect.

Partisipasi’s distinct value lies in its purpose of supporting state and non-state actors to strengthen substantive democracy, which by its very nature should be inclusive. It will do so in an integrated and deliberate approach to inclusion that promotes pluralism and accountability, while reinforcing long-term democratic resilience and civic participation. Inclusion is both a protective strategy and a core democratic value. It ensures that marginalised groups – women, youths, and people with disabilities – can continue to engage, connect and influence civic and political decision-making, even when formal processes are constrained.

This action-oriented approach embeds inclusion across all program components:

- Electoral integrity initiatives are designed to remove practical barriers, facilitating access for voters with disabilities and other marginalised groups.
- Civic participation programs actively empower youths and women to contribute to local and national policy dialogues, fostering a pipeline of inclusive leadership.
- Media and counter-disinformation efforts prioritise amplifying under-represented voices, creating space for pluralistic narratives that strengthen transparency, tolerance, and accountability.

By deliberately embedding this protective and participatory lens, Partisipasi helps to ensure that institutional reforms, civic engagement initiatives and media interventions are not only technically effective but socially equitable. This strengthens the resilience of democratic institutions and fosters a culture of democratic participation across Indonesia.

Digital engagement and countering disinformation are cross-cutting concerns. Strengthening the digital resilience of both state institutions and civil society actors is central to maintaining vibrant democracies. Partisipasi will support actors to detect and respond to misinformation, foster collaboration with civic technology actors and media regulators, and create trusted platforms for public engagement. Media and civic campaigns will promote information integrity, contributing to informed and constructive public discourse.

Partisipasi prioritises **localisation, long-term partnerships, and adaptive convening**. Trust-based partnerships with local, subnational, and informal actors will be central. Flexible funding, mentoring, and accompaniment will allow actors to respond and adapt to political, social and environmental shifts, while dialogue and collaboration mechanisms will be tailored to the context, ranging from closed-door discussions to larger public forums that are safe, inclusive, and relevant.

Integrating climate and disaster resilience Partisipasi recognises that the increasing intensity of the negative impacts of climate change are both development and democratic stressors – for example, by disrupting electoral processes, fuelling disinformation, or eroding citizen trust in government institutions. Although climate outcomes are not a principal focus of the program, there are synergies between the civic actors that operate in these spaces, particularly their desire for greater voice and participation of marginalised groups. Partisipasi will pursue collaboration and integration where it reinforces democratic integrity and accountability.

Climate is mainstreamed across all EOPOs, with measurable influence on participation, accountability, civic space, and institutional resilience. Partisipasi will prioritise **specific and practical entry points**:

- EOPO1: Support to electoral bodies and parliaments, when relevant, will include tools and peer exchanges (e.g. carbon accounting, climate risk assessment frameworks, and green procurement guidelines) to understand climate responsibility associated with elections, to strengthen institutional continuity and oversight during environmental shocks.
- EOPO2: Select civil society coalitions and advocacy platforms will be supported to link civic participation with climate justice, particularly through partnerships with environmental NGOs, youth groups, and faith-based organisations active on climate change.
- EOPO3: Dialogue platforms and media initiatives will treat climate justice as a governance and accountability issue – for example, through participatory budgeting pilots, youth-led campaigns, or storytelling labs focused on climate-related democratic challenges.

This targeted approach ensures climate and disaster considerations contribute meaningfully to democratic resilience. A MEL indicator has been included under IO2.1 to track how program outputs support climate justice and related accountability processes.

Taken together, these cross-cutting strategies reinforce inclusion, accountability, and resilience across the program. By integrating these considerations in a practical and targeted manner, Partisipasi ensures that democratic gains are sustainable, locally owned, and responsive to both current and emerging challenges.

For further information about cross-cutting issues analysis and integration see section 7 and [Annex I](#).

3.2.5 Focus Areas

Partisipasi will maintain a sharp focus on the core elements that underpin democratic resilience and participation. The program is designed around five interrelated programmatic focus areas that reflect both current and emerging challenges in Indonesia’s democratic landscape, are aligned with Gol and GoA priorities, and minimise overlap with existing Australian Government investments (e.g. INKLUSI already has a pillar dedicated to increasing women’s representation in parliaments, and AIPJ3 already works extensively with justice system stakeholders). Focus areas have been selected to ensure the scope of Partisipasi activities are sizeable enough to achieve the outcomes, targeted to those areas where there is opportunity for meaningful change, and complementary to Australia’s broader bilateral and regional investments. Across all areas, the program embeds inclusion principles, ensuring that women, youths, and people with disabilities can participate meaningfully.

The program will not lead in areas that are the primary focus of existing Australian Government investments. Rather, the GoA managers of Partisipasi will engage in discussions with managers of other programs about if and how a supporting role for Partisipasi is desirable. The DFAT Partisipasi Reference Group (see section 5.1) will play an important role in ensuring Partisipasi complements other GoA investments. Partisipasi will not support activities in fields where the risk is generically too high. The risk landscape will change over time. As the program is overseen by the Australian Embassy in Jakarta, and will receive advice from Gol through the PAB, Partisipasi is well placed to monitor changes and make adjustments where needed. During inception,

DFAT and implementing partners will discuss topics/activities that are out of scope for program support and other principles such as 'do no harm' to inform activity selection.

1. Electoral Integrity

Safeguarding the fairness, transparency, and inclusivity of electoral processes is central to democratic resilience. Partisipasi will support electoral institutions such as KPU and Bawaslu, oversight agencies, and civil society monitors, by providing technical advice, peer-to-peer learning, and capacity development for electoral administration, dispute resolution, and grievance redress. Particular attention will be paid to enhancing participation among women, youths, and people with disabilities, as well as countering electoral disinformation. By linking technical electoral support with civic engagement and inclusion, Partisipasi addresses both the resilience of formal institutions and the broader participation of citizens in democratic processes, reinforcing electoral accountability and public trust.

2. Parliamentary Engagement

Parliamentary oversight and inclusion are critical to accountable governance. Partisipasi will focus on enhancing the capacity of parliamentary bodies to conduct evidence-based oversight, engage in transparent lawmaking, and involve marginalised groups in decision-making. The Program aims to create enduring networks for knowledge sharing and institutional reform including sustainable partnerships between Australian and Indonesian parliaments. Integrating these efforts ensures that parliamentary strengthening is not isolated, but embedded within wider democratic governance reforms, promoting inclusivity, transparency, and sustainable engagement between civil society and formal institutions. Several DFAT investments in Indonesia focus on supporting the executive arm of government, meaning Partisipasi will be unique in supporting dedicated collaboration with the legislature.

3. Civic Participation and Education

Expanding civic space and enabling meaningful citizen engagement is central to democratic resilience, particularly among youths and marginalised communities. Partisipasi will support participatory policymaking, social accountability mechanisms, and grassroots organising, while integrating civic education into formal and informal learning spaces. By connecting youth networks with civic initiatives, the program aims to cultivate a generation of informed, engaged, and active citizens. This focus balances technical reforms with citizen empowerment, ensuring that democratic participation extends beyond institutional structures to include grassroots, youth-led, and community-driven initiatives that reinforce inclusion and public accountability.

4. Independent and Quality Media

A robust and independent media ecosystem is critical for informed public debate, transparency and citizen oversight. Partisipasi will support national and local media outlets, citizen journalists and digital content creators to strengthen journalistic standards, ensure safety and legal protection for media actors, and promote inclusive reporting. By fostering collaboration between civic actors and media organisations, the program seeks to amplify under-represented voices and advance democratic storytelling that engages diverse communities. Integrating media support with civic and institutional engagement ensures that citizens can participate meaningfully in democratic processes, reinforcing pluralism, transparency, and accountability.

5. Countering Mis/Disinformation

Addressing mis/disinformation is essential to protecting the integrity of Indonesia's democratic institutions. For example, harmful disinformation can undermine public trust in these institutions and undermine democratic processes. Partisipasi will strengthen the capacity of civic actors, media, and communities to detect, counter, and mitigate disinformation. Interventions include digital literacy campaigns, support for fact-checking initiatives, and community-based monitoring of online content. Emphasis will be placed on fostering inclusive and positive narratives that promote pluralism, tolerance and transparency, especially in contested or polarised spaces. By linking citizen empowerment, media development, and institutional safeguards, this

focus area enhances societal resilience against harmful narratives, strengthening both the supply and demand sides of information integrity.

4. DELIVERY APPROACH

The program will be delivered through two components. Component 1 is titled ‘State Institutional Partnerships’ and Component 2 is titled ‘Civil Society Partnership’ (CSP). The chosen delivery approach considers various factors and reflects a careful balance between strategic oversight, risk management and locally led delivery. The approach enables ongoing flexibility through multiple delivery channels as well as decentralised implementation. The model combines the strategic coherence of DFAT-facilitated government-to-government partnerships with the responsiveness of civil society programming. The model reflects lessons from other DFAT investments in Indonesia, DFAT’s evolving approach to democratic participation and resilience in Southeast Asia, and broader literature on aid effectiveness. The model enables Partisipasi to remain politically informed, locally legitimate, and capable of course correction as Indonesia’s democratic landscape evolves. Other options were considered and extensively discussed throughout the design process.

4.1 COMPONENT 1 – STATE INSTITUTIONAL PARTNERSHIPS

This component will primarily contribute to EOPO1 and is scalable subject to program and DFAT resourcing. It will have an initial focus on supporting institutional partnerships with electoral bodies and parliaments. Activities may include twinning arrangements with counterpart institutions in Australia, short courses and joint study tours, policy dialogues, or sharing of technical solutions to shared problems (e.g. managing foreign interference in elections). These activities will strengthen existing engagement by making it more sustainable and intentional, rather than ad hoc. Parliamentarians and electoral management officials will participate in separate activities across the program that contribute to all EOPOs. For example, they will likely participate in policy dialogues and capacity building activities with government, CSOs, think tanks and universities. In this way, exchanges are not standalone events but part of the broader Partisipasi learning and dialogue cycle.

Table 1: Potential Australia–Indonesia Institutional Partnerships

Government of Indonesia (Gol) Partner	Possible Australian Counterpart	Rationale/Focus of Partnership
General Elections Commission (KPU)	Australian Electoral Commission (AEC)	Electoral administration, integrity safeguards, technical upgrades
Election Supervisory Agency (Bawaslu)	AEC; Australian Parliament/Joint Standing Committee on Electoral Matters	Election oversight, compliance, enforcement, best practice
Subnational electoral bodies*	AEC state-level offices; state electoral commissions	Subnational electoral management, regional peer learning
People’s Representative Council (DPR)	Australian Parliament (House of Representatives, Senate, Parliamentary Library, Australian Parliament House programs), Australian Parliamentarians, Joint Standing Committee on Foreign Affairs, Defence, and Trade	Dialogue, exchange on democratic practice and oversight, Strengthening parliamentary oversight, committee systems, legislative transparency
Subnational parliaments*	State and territory parliaments	As above

Government of Indonesia (GoI) Partner	Possible Australian Counterpart	Rationale/Focus of Partnership
Ministry of Communication and Digital Affairs Komdigi) and Press Council (Dewan Pers)*	eSafety Commissioner; Australian Communications and Media Authority (ACMA); DFAT Cyber and Critical Tech Division	Information integrity, online safety, countering mis/disinformation, digital literacy, platform accountability

**Subject to program resourcing and Australia-based stakeholders’ ability to resource participation. For subnational electoral bodies and parliaments, this would only be in Partisipasi target geographic areas*

Each of the potential GoI partners in Table 1 have expressed interest in receiving support through the program and are particularly keen that the support be through meaningful peer-to-peer relationships (i.e. not a ‘teacher-pupil’ approach). DFAT together with the GoI and GoA partner institutions will co-design activities of mutual interest that respond to issues facing the institutions and that support democratic resilience.

At this stage, AEC has engaged in discussions, noting that it has its own distinct processes which includes Foreign Minister approval to engage internationally. On inception the program will continue to engage with AEC to see the process through. During inception, DFAT will consult with the Australian International Parliamentary Relations Office (IPRO) to test feasibility and refine the approach.

4.2 COMPONENT 2 – CIVIL SOCIETY PARTNERSHIP (CSP)

Component 2 will see the establishment of a cascading network of partnerships between civil society actors and invest in their activities while also strengthening the ties between them. The first purpose of the CSP is to facilitate the networking between different pillars of civil society, such as media, academia, or community-based organisations, and support networks to implement activities that strengthen democratic participation and resilience. It will also deliver institutional strengthening activities with GoI counterparts (EOPO1) and support collaborative dialogue and action between state and non-state actors under EOPO3. A secondary function is to act as a streamlined vehicle for channelling DFAT grant funding to diverse civil society stakeholders for work on initiatives that contribute to all three EOPOs.

Figure 2: Civil Society Partnership (CSP)



The CSP will comprise of a **Convenor** and **Core Group Partners** and a range of **Collaboration Partners**. Partners will be anchored locally.

Core Group Partners will include partners that are already active in democratic participation and will represent different elements of civil society that are important to Indonesia's democratic resilience, such as community-based organisations, NGOs, media organisations, universities and think tanks. Core Group Partners are likely to lead a focus area but may also manage activities across multiple focus areas, with all partners potentially contributing to 'countering mis/disinformation'.

The Core Group will work with Collaboration Partners, which includes their existing networks with other organisations in this sector, as well as potential new partners. These may include formal downstream partners that implement activities for the program, either nationally or sub-nationally, as well as sector partners that may not be implementing activities directly but are important stakeholders in supporting democratic participation. For example, there may be media groups that are not implementing activities for Partisipasi but are important Collaboration Partners in other ways, such as policy dialogue or knowledge sharing. Other Collaboration Partners could include organisations unsuccessful in their application to become a Core Group Partner, legal aid groups, or mass-based religious organisations. This flexibility ensures that groups who may not have the capacity (or desire) to manage a DFAT grant are not excluded from the network of Partisipasi stakeholders. Where relevant, other DFAT or donor programs may also be considered as Collaboration Partners.

DFAT will invite relevant local and international organisations to submit proposals to be a Convenor or Core Group Partner through a single step Request for Proposal process.

4.3 VALUE FOR MONEY: STRATEGIC ADAPTATION AND EFFICIENT DELIVERY

Partisipasi's value-for-money approach reflects lessons from DemRes: strategic adaptation, not cost minimisation, delivers the highest return. The program's delivery model reduces duplication, concentrates expertise, and allows resources to shift quickly in response to contextual changes. This flexibility ensures that investments remain targeted, relevant and cost-efficient, while aligning with existing government platforms and CSO networks to minimise parallel structures and overheads.

Robust value-for-money mechanisms are built into governance, procurement and MEL. Competitive partner selection and performance-based allocations will direct funds to high-performing, low-risk partners, while underperforming or high-risk arrangements can be re-profiled or discontinued. Program reports (including Risk Matrix, six monthly progress reports and Partner Performance Assessment) will guide annual resource decisions, ensuring spending follows evidence rather than fixed budgets. The MEL system will assess efficiency and inclusion alongside results, and delivery will leverage in-kind contributions, existing networks, and hybrid exchanges to reduce costs. Together, these measures ensure the investment remains efficient, accountable and responsive throughout implementation.

4.4 GEOGRAPHIC LOCATIONS

The Partisipasi CSP will engage with partners and other stakeholders in Jakarta to address democratic participation at the national level, and in three subnational locations: Banda Aceh (Aceh Province), Makassar (South Sulawesi Province), and Yogyakarta (Special Region of Yogyakarta). These locations are recommended for their significance in Indonesia's political landscape, complementary civic and institutional ecosystems, and their potential to serve as testing grounds for scalable models of democratic resilience and participation (see [Annex F](#) for details). This 'node-based' approach reflects the program's mandate to support locally led

approaches, while also enabling deep, context-specific learning that can inform broader institutional and policy change. However, Partisipasi will retain flexibility to fund activities in additional subnational locations, such as media capacity building initiatives. This will be subject to DFAT's approval, with careful management to ensure the program does not spread too thin and clear communication with the CSP on priorities and scope. Geographic focus areas will be confirmed during inception following further consultation with the Convenor, Core Group Partners and Bappenas.

5. IMPLEMENTATION ARRANGEMENTS

5.1 MANAGEMENT ARRANGEMENTS

Component 1 (Institutional Partnerships) will be directly managed by DFAT with the assistance of a Program Support Unit (PSU). Direct DFAT management aligns with DFAT's overseas mandate and ensures that engagement with government institutions and parliamentarians is aligned with each side's priorities, recognising that facilitation of G2G programs cannot be fully outsourced to contractors. The PSU will provide operational, administrative and logistical support for this component, enabling DFAT to stay engaged at the diplomatic and strategic level. A Contractor will recruit the PSU.

Component 2 (CSP) will be managed by a Convenor, which is responsible for convening and facilitating the work of the Core Group Partners, coordinating a four-year CSP strategy and work plan (with annual updates), and managing sub-grants to Core Group Partners. Grant funds will be linked to this strategy and workplan (activity-based funding), and may be provided for short- or longer-term timeframes (i.e. multi-year grants). The specific grant instruments will be confirmed by DFAT during the pre-inception period to balance the need for DFAT oversight, administrative efficiency and surety of funding for CSOs over the life of the program. In addition to managing CSP grants, the Convenor will be provided with a grant from DFAT to establish and maintain their role. The Convenor will sub-contract and host a MEL Hub, which in turn is responsible for whole-of-program MEL and reporting (see [Annex H](#) for details).

In addition to its role for Component 1, the PSU will provide targeted program-wide coordination and support services including secretariat services to the main governance body (see below). It will be a central contact point for GoI or public enquiries about the program and will direct the enquiry to the relevant person. The Contractor will establish a Technical Advisory Panel (TAP) to recruit short-term advisors for the program where required. It will include Indonesian or regional experts where possible – if DFAT, the Convenor or other CSP partners do not already have this expertise.

To maintain program coherence, DFAT, the Convenor and Core Group Partners will establish shared 'ways of working' during the Inception Phase, covering communication, planning, MEL, safeguards, and decision-making. Mechanisms will include:

- A consolidated four-year work plan, collated and maintained by the PSU
- A shared Risk Register, maintained by the PSU
- Six-monthly joint reflection workshops, led by the MEL Hub
- Regular coordination meetings between DFAT, PSU, and the Convenor.

Annex C, Annex D and Annex E provide detail on the roles of the PSU, Convenor and the selection process for Convenor/Core Group Partners.

A **DFAT Partisipasi Reference Group** will review and approve the CSP strategy and the consolidated Partisipasi work plan, including annual updates. DFAT retains final decision-making authority in cases of disagreement, particularly on funding allocations and partner performance, while ensuring processes are co-designed and partner-driven to preserve local legitimacy and ownership. This will be inclusive of relevant embassy officers and will be used to consolidate DFAT's feedback to the PSU and Convenor on key program documents, discuss

program performance and to screen for sensitivities in proposed Partisipasi-funded activities. Through this Group, DFAT may agree to request the CSP to undertake particular activities with state institutions that are requested through Component 1.

Partisipasi intersects with various other DFAT investments, particularly INKLUSI, AIPJ3 and the Regional Media Support Fund. Collaboration across relevant programs will be important to mitigate the risk of overlaps and maximise the value-add from each program towards their EOPOs. While these programs will continue to be encouraged to share information and collaborate, DFAT will support this through the DFAT Partisipasi Reference Group, as well as a strengthened DFAT six-monthly Strategic Civil Society Coordination Meeting (chaired by DHOM). The Strategic Civil Society Coordination Meeting will support collaboration between Partisipasi and related DFAT investments; and enable discussion on strategic issues shared by these programs, including on relevant contextual or policy updates.

5.2 GOVERNANCE ARRANGEMENTS

Partisipasi will adopt a clear governance structure that is appropriate for grants and the democratic strengthening sector, enables oversight by DFAT, supports alignment with Gol priorities, and fosters inclusive stakeholder engagement while maintaining flexibility in a complex operating environment. The governance model recognises the distinct but complementary nature of Components 1 and 2.

Partisipasi will be informed and guided by a **Program Advisory Board (PAB)**. DFAT's Jakarta Post (Minister Counsellor PSC) and Bappenas (Deputy Minister for Political Affairs, Law, Defense and Security) will co-chair the PAB. The PAB will meet annually and comprise representatives from:

- DFAT Jakarta Post (PSC Branch)
- Ministry of National Development Planning (BAPPENAS) (Directorate of Politics and Communications)
- The Convenor, MEL Hub, selected Core Group Partners, PSU - as observers and/or presenters
- Invited other participants (Co-Chair initiated, including representatives of other relevant GoA and Gol agencies).

The PAB will be responsible for:

- Ensuring all key partners have a shared understanding of the program's progress
- Supporting coordination across different parts of the program
- Advising on strategic direction and annual priorities
- Providing guidance on political, institutional, and operational risks
- Advising on key issues presented to the PAB for their input
- Promoting the program's gender equality and disability equity commitments.

The PAB is an advisory rather than a decision-making body but provides a forum for Gol to be consulted on key issues, stay informed of progress, and give their input into plans and risk management. The meeting will be timed to coincide with the finalisation of the annual report and work plan for the year ahead. To promote inclusive decision-making, the PAB will have a 50:50 gender representation target.

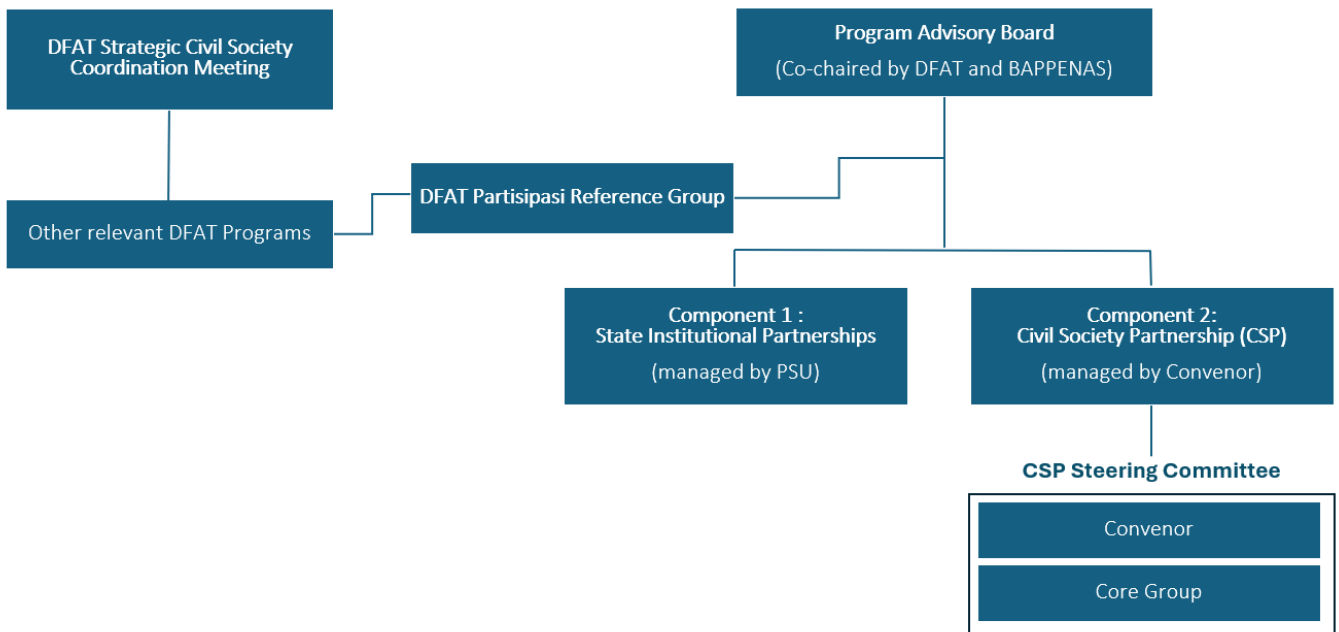
The Convenor and Core Group Partners will form a CSP Steering Committee to co-design the shared Partisipasi CSP Strategy, identify the types of activities required to achieve the strategy, and identify the civil society partners that are best placed to implement those activities. The CSP Steering Committee will provide programmatic oversight, facilitate joint decision-making, and ensure coherence across workstreams and subnational locations.

As part of DFAT's role in monitoring the program, DFAT will continue to meet with relevant Gol agencies (e.g. electoral bodies and parliaments) and civil society representatives on a range of issues, including to receive feedback on Partisipasi. This will help to ensure a direct line of communication. DFAT will liaise directly with the Australian partners to coordinate their activities and facilitate their relationships with their Indonesian counterparts.

CSP members will already have reporting and accountability arrangements in place in keeping with their registration in Indonesia. For example, international NGOs are registered by and report to Indonesia Ministry of Foreign Affairs, and Indonesian NGOs are registered and accountable under Indonesian law. Civil society partners are expected to include Partisipasi in their existing reporting and accountability arrangements. While the CSP members will be expected to report to the Convenor against their grants, DFAT does not govern or manage the members of the CSP, including the Core Group Partners and the Collaboration Partners. Only the Convenor has direct accountability to DFAT.

Gol will be engaged in the program at the activity level across both components of Partisipasi, including joint policy dialogues, G2G engagements, short courses, etc. To reinforce strategic alignment with Gol priorities, DFAT will engage Gol stakeholders in joint monitoring visits. This will enable Gol and DFAT to jointly review progress of activities, identify challenges and risks and inform adaptive management. Partisipasi will operate across both national and subnational contexts. Engagement with provincial and district-level institutions and CSOs (e.g. in Aceh, South Sulawesi, and Yogyakarta) will be facilitated by the Convenor and Core Group Partners, with the joint CSP four-year workplan incorporating subnational activities.

Figure 3: Partisipasi Governance and Management Structure



Summary of Key Roles

- **DFAT:** Sets strategic direction, maintains direct bilateral engagement with Gol, manages Component 1 and the Convenor, approves the consolidated Partisipasi workplan, co-chairs the PAB, commissions independent reviews.
- **PSU:** Provides administrative and operational support to DFAT for Component 1 and provides coordination and support services for the whole program in relation to: collating a single risk matrix and work plan, secretariat support for the PAB, and recruiting short-term advisers as required.
- **Convenor:** Leads Component 2 including the four-year CSP Strategy and workplan (with annual updates), facilitates the CSP Steering Committee, manages sub-grants, ensures partner coordination, and hosts the MEL Hub.

5.3 EARLY ACTIVITIES

The initial phase of Partisipasi (up to 2030) will focus on laying the institutional, operational and relational foundations for long-term, adaptive programming. Early activities will prioritise co-design, partnership consolidation, capability assessments, and joint planning processes that ensure meaningful localisation, strategic alignment, and mutual ownership of the investment. See [Annex G](#) for an overview of indicative early implementation activities and an associated workplan.

5.4 PROFILE AND COMMUNICATIONS

Partisipasi provides a platform for Australia and Indonesia to strengthen their partnership in this sector, as well as share learning about mutual challenges and solutions. Partisipasi communications are expected to profile this partnership and shared learning. The PSU and Convenor will collaborate to develop and implement a comprehensive Partisipasi communications strategy, guided by DFAT policy and political and partner sensitivities. This will include tiered visibility protocols, co-branding arrangements for most Component 1 activities, media outreach, digital storytelling, and strategic event participation. DFAT and partner-led channels will be used selectively. Communications will be continuously reviewed using MEL data to ensure alignment with program outcomes.

5.5 SUSTAINABILITY

Sustainability is a strategic objective of Partisipasi and is not limited to program exit or communications. The program takes a dual-track approach that:

1. Strengthens locally owned systems, institutions and civic infrastructure
2. Ensures leadership, resources and decision-making progressively shift to Indonesian actors.

The Sustainability Strategy (integrated within the CSP Strategy) provides direction for:

- Locally led delivery and resource allocation
- Institutional and policy reforms, including GEDSI and climate-responsive governance
- Civil society resilience, including organisational strengthening and multi-year funding
- Safe transition and graduation of activities, without reliance on external support.

Sustainability is embedded across both components. Component 1 focuses on institutional resilience and policy uptake, while Component 2 strengthens the civic infrastructure, coalitions, and media ecosystems. The strategy also draws on DemRes lessons, including risks of over-reliance on international actors, and political volatility. See [Annex J](#) for more details on Partisipasi's sustainability approach.

6. MONITORING, EVALUATION AND LEARNING (MEL)

The MEL system for Partisipasi will be designed to assess the program's contribution to strengthening democratic participation and resilience in Indonesia. Recognising the dynamic nature of democratic processes in Indonesia, the MEL system will move beyond linear measurement of outputs or being compliance-driven. Instead, it will prioritise contribution-focused, politically informed, and learning-centred approaches. Building on lessons from the DemRes program, the MEL system will be grounded in adaptive practice and designed to enable continuous learning across the program's lifecycle. It will be underpinned by the Theory of Change and aligned with DFAT's Design and MEL Standards, and relevant thematic strategies including the IGES and *Australia's International Disability Equity and Rights Strategy* (IDERS).

MEL under Partisipasi will shift away from compliance-driven monitoring towards a focus on contribution and learning. The system will support the program to assess progress towards intermediate and longer-term outcomes, including shifts in civic norms, institutional behaviour, the strength of the eco-system, and democratic discourse. Recognising that success in democratic participation and resilience can entail stabilisation or subtle shifts in power and participation, the MEL system will employ scenario-based outcome tracking to measure success. The MEL system will support six-monthly MEL cycles, thematic learning products, and scenario-testing workshops, involving both CSP members and local partners.

The MEL system will operate through a 'Hub-and-Spoke' model. The MEL Hub for the whole Partisipasi program will be hosted by the Convenor and will provide program-wide synthesis and reporting across both components. Each partner managing activities (including the PSU, potentially the Convenor, and the Core Group Partners), will be responsible for the collection and collation of MEL data - these are the 'spokes' of the MEL model.

The Hub will develop, in consultation with the CSP partners and PSU (and drawing upon the MEL design in this IDD), the MEL Framework (incorporating MEL roles and toolkit), provide training to the M&E officers acting as the 'spokes', and provide ongoing coordination and support in obtaining the data. The MEL Hub will collate the data to produce a single MEL report for DFAT and will coordinate and facilitate six-monthly reflection workshops. This will bring together all core and downstream civil society partners to support collaborative learning, problem-solving and coordination between national and subnational actors, and will directly inform DFAT's planning and performance cycles. The MEL Hub will update the MEL Framework, as well as synthesise data, capture cross-component learning, and feed into DFAT's investment-level monitoring, including Investment Monitoring Reports (IMRs), Final Investment Monitoring Reports (FIMRs), and Performance Assessment Framework (PAF) updates. The MEL Framework will identify internal strategic reviews, with both components to be convened to track progress, identify shared challenges and recalibrate approaches in response to evolving political contexts. MEL responsibilities will be clearly defined in the Framework for all delivery partners – including government institutions, CSOs, contractors, the Convenor and PSU – with standardised data collection tools, mandatory reporting timelines, and shared access to the Monitoring Information System.

Performance data and synthesis will be central to Partisipasi's governance. The MEL Hub will provide feedback, scenario tracking, and outcome-level insights that will inform strategic decision-making, policy engagement, and broader learning. MEL findings will be translated into accessible learning products and disseminated through policy dialogues with GoI, civil society, and development partners.

DFAT will commission an independent end-of-phase review within the fourth year of implementation, to assess progress against the Program Logic and make recommendations for a potential second phase of the program. The program will also be subject to independent assessments through DFAT's quality assurance mechanisms (e.g. Jakarta Post's existing Quality Investment Support Service). Where appropriate, a 'light-touch' impact evaluation will be considered for selected innovations (e.g. youth civic platforms or digital resilience pilots).

Between 7 - 10% of the overall budget will be allocated to MEL, including partner capacity strengthening and independent assessments. In sum, key milestones include:

- a revised MEL Framework within 6 months of commencement
- baseline and Management Information System (MIS) established within 12 months
- six-monthly MEL cycles including reports and reflection workshops, and
- an independent End-of-Phase Review in Year 4.

See [Annex H](#) for more detailed discussion on the Partisipasi MEL System and Framework at design.

7. GENDER EQUALITY, DISABILITY EQUITY, CLIMATE CHANGE, AND OTHER CROSS-CUTTING ISSUES

Partisipasi treats GEDSI as foundational, recognising that Indonesia’s democracy is only as resilient as it is inclusive; measured by whose voices are amplified, whose priorities are represented, and whose rights are safeguarded. Exclusion is not merely an equity issue, it corrodes democratic legitimacy, polarises civic coalitions, and can weaken institutions in the face of growing pressures. Considering DFAT’s other global and bilateral investments such as INKLUSI, Partisipasi will focus on addressing under-representation of women, people with disabilities and youths in democratic institutions and processes.

Partisipasi’s contribution lies in supporting public spaces where inclusion can flourish. It will do so by supporting coalitions that connect civic voices with key state institutions, resourcing grassroots organisations to strengthen representation of marginalised perspectives and embedding inclusive practices in program governance and delivery. In this way, Partisipasi positions inclusion not just as a cross-cutting theme, but as a critical mechanism through which democratic resilience is built and maintained.

Consistent with the commitments of Australia’s IDP, IGES, IDERS, and Climate Change Strategies, inclusive outcomes are intentionally embedded across all of the program’s EOPOs and IOs, with a dedicated GEDSI outcome in IO2.1 (see [Annex B](#)). For further detail regarding the intersection of GEDSI, climate change, innovation, localisation, and democratic participation, as well as proposed mainstreamed and targeted activities for each cross-cutting theme, please see section 3 and [Annex I](#).

7.1 GENDER EQUALITY

Partisipasi is expected to qualify as a gender equality **significant** investment under the OECD DAC Gender Equality Policy Marker. A gender equality outcome (IO2.1) in the Program Logic focuses on empowering civil society actors in reducing persistent gender gaps in voice, representation, leadership and decision-making, particularly in their work within civic coalitions, media, and electoral and parliamentary processes. It is important to note that gender equality in democratic processes and women’s political participation requires a collective effort beyond Partisipasi. While initiatives such as INKLUSI and SKALA prioritise inclusion through empowerment of marginalised groups, service delivery, and institutional reform, Partisipasi complements these efforts by focusing on participation in democratic environments. This responds to evidence that women in Indonesia continue to face structural barriers to political participation.

Partisipasi will integrate gender equality through a twin-track approach that combines:

1. Systematic mainstreaming of gender equality across all activities
2. Targeted actions to expand women’s leadership and participation, particularly for young women, rural women, women with disabilities, and women vulnerable to climate and economic shocks.

Mainstreaming will ensure that institutional strengthening, civil society capacity development, media partnerships, and multi-stakeholder dialogue embed gender analysis, gender-sensitive design, and meaningful participation targets. Performance frameworks for key personnel – including the Convenor, PSU, and Core Group Partners – will include mandatory gender equality responsibilities.

Targeted actions will include women-led initiatives, protection against online harassment and gendered disinformation, and leadership pathways for women in media, electoral institutions, and civic engagement platforms. A proportion of the program budget will be earmarked for gender equality advisers, targeted women’s leadership initiatives, and professional development for women across the program.

Risk mitigation will go beyond harm prevention and actively anticipate risks of backlash, exclusion, gender-based violence, and online harassment. Safeguarding measures and digital safety protocols will be required for all partners, and embedded in dialogue, media, and civic action activities.

7.2 DISABILITY EQUITY

Partisipasi focuses on democratic inclusion and voice of people with a disability in ways that amplify their contribution to democratic resilience. The program applies the OECD DAC Disability Inclusion Policy Marker as a **significant** objective under **IO2.1**, by ensuring that disability-led organisations are integrated into civic coalitions, leadership pipelines, and advocacy initiatives. This directly addresses gaps in representation and influence of people with disabilities in democratic processes. The design has been informed by consultations with organisations of people with disabilities (OPDs), including HWDI, SIGAB, and CBM, with structured mechanisms for their ongoing engagement.

Disability inclusion will be pursued through mainstreaming across all EOPOs, IOs, and targeted initiatives, guided by disability-specific strategies embedded in the Theory of Change. The MEL Framework will track disability equity and rights outcomes using tailored indicators, aligned with the OECD DAC Disability Inclusion Policy Marker, with OPDs engaged in monitoring and evaluation processes and supported to do so effectively.

To ensure disability remains visible within program integration, the program will: (i) explicitly address disability-specific constraints and opportunities in democratic participation; (ii) include a commitment to disability inclusion as a grant making criterion, with participation targets for people with disabilities and OPDs; and (iii) allocate budget for accessibility, reasonable accommodation, and OPD participation in governance and monitoring processes. Communication materials, meetings, decision-making forums and tools will be made accessible, with OPDs compensated for their time.

Safeguard and risk mitigation mechanisms will be inclusive and intersectional, addressing threats such as online harassment, exclusion from political processes, and heightened risks faced by women and youths with disabilities. Through these measures, Partisipasi will model disability-inclusive governance and strengthen democratic resilience by ensuring the full participation and leadership of people with disabilities.

7.3 CLIMATE CHANGE

Partisipasi recognises the critical intersections between climate, disaster risk, and democratic resilience. Climate change and disasters can disrupt electoral processes, amplify disinformation, and erode trust in governance, making them relevant to democratic integrity and accountability. In line with DFAT's Good Practice Guidance Note, climate and disaster considerations are mainstreamed across all EOPOs, with targeted entry points outlined in section 3 (see **section 3.2.4**). The program will allocate resources, including technical assistance and short-term expertise, to support practical integration; for example, crisis-response planning with electoral bodies, or building civil society coalitions at the nexus between climate justice and democratic resilience. Implementation will align with Australia's *International Development Policy (2023)*, particularly its commitments on climate resilience, and the *Australia–Indonesia Development Partnership Plan (2024–2028)* Objective 2 on climate-resilient communities. At the national level, the design acknowledges Indonesia's climate priorities, including the *National Adaptation Plan (2020)* and the *RPJPN (2025–2045)*. Climate risks and projections are further detailed in **Annex I**, drawing on resources such as the World Bank Climate Risk Profile for Indonesia, with explicit links to the GEDSI–climate nexus and safeguards in the program's Risk Register. This approach ensures climate and disaster resilience is addressed where it most directly strengthens democratic governance and inclusive participation.

7.4 INNOVATION

Partisipasi will foster inclusive democratic innovation by providing grants to civil society groups that develop and utilise innovative ways to overcome structural barriers to participation, voice and influence, particularly for marginalised groups. Recognising that traditional models of engagement are often insufficient, the program will support community-driven and adaptive innovations that amplify the participation of young

people, women, and marginalised communities. Innovation will be embedded across program delivery through experimentation, iterative learning and user-centred design, with a focus on practical solutions that enhance democratic resilience. This includes bridging digital access gaps through targeted literacy programs, piloting participatory civic platforms and MEL approaches, co-designing locally led civic and media innovations, and supporting community-driven strategies to counter-disinformation.

7.5 LOCALLY LED DEVELOPMENT

Partisipasi embeds locally led development **as a core design principle, not only as a delivery modality**. The program places Indonesian civil society, communities and institutions in decision-making and leadership roles, rather than as downstream implementers. The program fosters trust-based, long-term partnerships with local, subnational and informal actors, providing flexible funding, mentoring and accompaniment to enable adaptive responses to socio-political and environmental changes.

Local actors, including CSOs, women's rights organisations (WROs), OPDs, youth organisations, will be embedded in governance structures and management arrangements where possible, such as in the CSP Steering Committee and among Core Group Partners. This ensures decisions reflect diverse civic voices and strengthens program legitimacy. To reduce structural barriers to participation, grant making and capacity development approaches include simplified compliance, smaller grant windows, and organisational strengthening for emerging or grassroots organisations. Adaptive learning and outcomes monitoring will actively involve local partners in shaping, interpreting and applying evidence, and peer learning platforms will elevate locally developed democratic innovations, linking Indonesian actors to regional and international counterparts.

During inception, the Convenor will develop a Localisation Roadmap to be included within the CSP Strategy, which will set clear benchmarks for Indonesian leadership, funding flows to local organisations, local subcontracting, and decision-making authority. The roadmap will include monitoring benchmarks, capacity development plans, and roles for Indonesian partners in program governance. Multi-year grants, professional development, and mentoring pathways will support the sustainability of local CSOs and media collectives. For more discussion on the Sustainability Framework at design, see [Annex J](#).

8. BUDGET, RESOURCES AND SCALABILITY

The Australian Government will invest up to AUD30 million over 4.5 years (averaging AUD6.7 million per year) into the Partisipasi program. Key features include:

- The indicative activity budget total is AUD20.9 million (70%). This includes AUD4.7 million for Component 1 activities and AUD16.25 million for Component 2 activities. Funds have been allocated so that peak grant distribution occurs from Year 2, to enable grantees time and space to prepare for increasing funds, and time to expend those funds before the end of the program.
- The program management costs across the PSU, Convenor and DFAT are valued at 30% and include staffing, operational costs, as well as DFAT monitoring and independent review costs.
- MEL expenditure within the program is targeted at 7-10% of the overall budget. This is because of the importance of risk monitoring, and shared learning.
- The program leverages resources from both civil society groups and from GoI, as both will be contributing in-kind to activities. In the case of civil society groups, the program will draw upon their networks, knowledge, and existing organisational infrastructure to manage the activities. In the case of GoI, the program will draw upon its time, knowledge and infrastructure to host activities.

The end-of-phase review will examine whether the budget and scale of the program is adequate. If scale-up is recommended in consultation with Indonesian stakeholders and DFAT has additional budget available and approves this, it could potentially occur during a second phase after 2030. In this case, the design recommends that activities budgets be increased in proportion to their current ratios. However, the split between the two components should take account of MEL information and risk, shifting funds towards the most effective channels. In this scenario, the program could consider expanding successful activities to more regions and subregions, and/or expanding technical cooperation between Indonesian and Australian state actors (noting that this may require more DFAT staffing resources). If during the investment's lifetime, the DFAT budget allocation is reduced, decision-making regarding where to reduce should rely on the performance of activities.

9. PROCUREMENT AND PARTNERING

The options for procurement and partnering for Partisipasi have been extensively canvassed within DFAT and with external stakeholders. The 3 main options are as follows:

1. New dedicated Managing Contractor to support both G2G partnerships and manage grants (like AIPJ3)
2. Direct DFAT management of several grants (expanded version of DemRes)
3. Hybrid model (DFAT manages some activities with support of PSU, plus grant mechanism) – selected.

The first 2 options are not considered suitable for this Program. The specific delivery mechanism is informed by several factors as outlined in **section 4**. For details on the processes for procuring and engaging the Convenor and PSU, as well as their roles, see [Annex C](#), [Annex D](#), [Annex E](#) and [Annex G](#).

10. RISK MANAGEMENT AND SAFEGUARDS

Partisipasi is an extension and expansion of a pilot program (DemRes) and is expected to continue to be somewhat experimental, with a modest scale that allows for learning and managed risk. The program will proceed based on a willingness to take calculated risks and learn from failure. The design includes a robust risk management framework that recognises the inherent political, fiduciary, and operational risks associated with supporting democratic governance in a rapidly evolving global and Indonesian context. Risk management is embedded in program governance, MEL systems, and partner engagement mechanisms, with clear responsibilities for risk ownership, oversight and response. DFAT is the strategic risk owner for the Partisipasi program. The PSC Minister Counsellor will oversee the risks of our engagement in the sector, while the Political Counsellor and First Secretary will be responsible for program-level risks.

The PSU will compile a live, evidence-based and whole-of-program Risk Register that builds on the design, meets DFAT standards, is reviewed with DFAT at least quarterly, and updated through six-monthly MEL cycles drawing on MEL data, stakeholder feedback, and operational lessons. The Convenor will manage Component 2 risks, monitoring and synthesising risks identified by Core Group Partners, and submitting for PSU to collate with Component 1 risks. Risk will be a standing agenda item for regular meetings of the PSU and the Core Group with DFAT. Both the PSU and Convenor will be assigned responsibility to monitor and report high risks to DFAT as they arise on an ad hoc basis. Quarterly risk reports will be submitted to DFAT's Jakarta Post by the PSU, identifying any emerging risks, assessing treatment effectiveness, and recommending actions as required. DFAT will in turn update the AidWorks risk profile. The design has identified key thematic risks that require proactive management to ensure the program achieves its objectives. Each of these are discussed in turn below.

10.1 KEY RISKS AND MITIGATIONS

Misperceptions may arise about the program’s objectives or approach. To mitigate this, the program has been designed to be locally-led with regular consultation with and updates to both Gol and GoA representatives. Relevant line ministries will be involved as needed to ensure activities are aligned with government priorities and not liable to be construed as partisan. The program’s communications strategy will also support transparency about the program with the public.

Management of Partisipasi’s complex, 2-component program will require sustained coordination across workstreams and stakeholders, which may at times place considerable demands on DFAT staff. To mitigate this, this design makes provisions for the establishment of an embedded support function within the PSU to provide day-to-day coordination, synthesis of information, a consolidated Work Plan and Risk Register, and management of routine administrative requirements. In addition, the MEL Hub within the Convenor will streamline reporting by consolidating monitoring and risk data from Components 1 and 2 and developing user-friendly reporting formats.

The complexity of working through multiple partners and funding channels could increase the risk of weak accountability, inconsistent governance, or misuse of resources. Potential vulnerabilities include inadequate financial controls at the CSP partner level, mismanagement of funds, conflicts of interest, or procurement irregularities; all risks that may be heightened for smaller organisations operating in resource-constrained environments. The design of Partisipasi mitigates these risks through the application of rigorous and proportionate due diligence consistent with DFAT’s best practice standards across all phases of Partisipasi’s lifecycle. The budget includes funds for the Convenor to employ a due diligence specialist to provide both upfront and ongoing training and support to the civil society partners.

Fraud risk is recognised as ‘moderate’ given the scale and complexity of the program and the multiple downstream grantees. Drawing from lessons in DemRes and other DFAT programs, fraud mitigation will be implemented across three levels, namely:

1. Preventative controls: Mandatory fraud and financial training for all partners, risk-based due diligence, and inclusion of financial reporting conditions in all grants and contracts.
2. Detective controls: Regular financial audits, spot checks, and third-party verifications led by the Convenor’s operations team.
3. Corrective controls: DFAT and the Convening CSO will jointly manage responses to fraud allegations, including investigation, recovery, and reputational management protocols.

Governance of fraud risks will be overseen through quarterly DFAT–Convenor reviews, with standing agenda items on fiduciary risk and fraud. Risk insights will be integrated into DFAT Post’s program performance reporting and Annual Quality Checks.

10.2 SAFEGUARDS

The program will develop practical procedures that align with DFAT’s Environmental and Social Safeguards, Child Protection and PSEAH Policies. All personnel and partners will be required to adhere to these policies, including by completing online mandatory training, reporting to DFAT’s criteria and conducting activity-specific risk assessments. The PSU is responsible for overseeing safeguard protocols are implemented for the activities it manages (through the PSU Officer). PSU staff will undertake mandatory training and other requirements. The Convenor is responsible for ensuring safeguard protocols are implemented within the CSP. For Component 2, all partners/grantees will need to comply with DFAT’s Child Protection and PSEAH Policies. Upstream partners (including the Convenor) will be responsible for supporting and ensuring downstream partners’ compliance with these policies. Funds to provide for expert inputs and ongoing training have been

provided for in the Partisipasi budget for the Convenor. All partners in the program will be required to report any concerns immediately so that DFAT can enact its established handling procedure.

The Convenor will develop a safeguards management plan during inception, aligned with DFAT's requirements. The Convenor is responsible for ensuring partners' compliance, while DFAT ensures the Convenor's effectiveness in fulfilling this role. The program will guarantee protections for whistleblowers. Protection from PSEAH applies to all partners and participants, including DFAT staff. The Convenor will ensure that a 'do no harm' approach is applied by all partners, supported by regular scenario planning and crisis simulations to anticipate and respond to complex risks.

The program will be delivered in accordance with DFAT's Environmental and Social Safeguards Policy and relevant operational procedures. While the investment is not expected to have significant direct environmental impacts, the social safeguards risks (particularly those that emerge from working with youths, marginalised populations, and digital media) are 'moderate'.

Compliance with DFAT's 2025 Child Protection Policy and Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) Policy mitigates the risk posed by Partisipasi's engagement with youths, civil society actors, and community stakeholders including breaches of child protection and PSEAH standards, and digital safety threats. These risks may emerge in both physical and online settings, particularly where activities involve unequal power dynamics, public visibility of vulnerable groups, or insufficient supervision.

The Convenor's implementation of due diligence checks on all downstream partners, sub-grantees, and vendors in line with DFAT's *Counter-Terrorism Financing Guidelines* will mitigate the risk of inadvertent diversion of funds to prohibited entities.

11. ANNEXES

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ANNEX A: LESSONS LEARNED FROM PAST AND CURRENT PROGRAMMING

The Partisipasi design is informed by lessons learned from the Democratic Resilience Pilot Program (DemRes), other DFAT investments in Indonesia, and an analysis of lessons from programs supporting democratic participation in other countries. These lessons go beyond conventional delivery models. They illuminate how democracy programming can remain relevant and resilient. The above lessons and recommendations have been embedded not only in the Program Logic but also in its delivery architecture.

1. Existing DFAT Program: DemRes

DemRes underscored the importance of adaptive, politically informed programming that prioritises learning, agility, and civic legitimacy over linear impact. It also surfaced some gaps, particularly in youth engagement, coalition sustainability, and strategic learning systems, which must be addressed in future programs. These insights directly inform Partisipasi's Program Logic.

What Worked

- Expanding support to informal civic actors beyond CSOs
- Embedding democratic values in practice through education, advocacy, and trust-based engagement
- Aligning with citizen priorities, gender justice, religious tolerance, and inclusion
- Strategic flexibility that enabled timely, context-responsive interventions

What Didn't Work as Well

- Sustaining formal coalitions, which struggled with fragmentation and competing agendas
- Limited youth integration, highlighting the need for new digital and social modalities
- Underperformance of MEL systems, which focused on output tracking rather than political and discursive outcomes
- Missed opportunities for joint programming or further collaboration with other DFAT programs.

Effectiveness: Redefining Success in Volatile Contexts

DemRes was conceived not as a conventional delivery mechanism, but as a learning-oriented investment in a complex environment. Its effectiveness is best understood through its capacity to generate, document, and position lessons for DFAT, implementing partners, and civic actors. A joint lessons learned document and dissemination plan consolidated input from IFES, TAF, and was facilitated by DFAT Indonesia's Quality Investment Support Services (QISS), underscoring the program's learning-first approach. Additional lessons were captured in various reviews, including DFAT's Final Investment Monitoring Report.

In a period of challenge for democracy internationally, success was not measured by policy wins alone. Instead, DemRes demonstrated the strategic value of consolidating democratic norms. Localised support for electoral integrity, civic participation, and democratic discourse, such as *Yayasan Lembaga Kajian Islam's* advocacy during the 2024 election, were emblematic of this approach.

Standard metrics like capacity building or policy reform proved insufficient. DemRes instead validated outcomes that focused on consolidation: maintaining civic space and democratic norms and enabling participation. These outcomes align directly with Partisipasi's EOPOs, particularly EOPO1 and EOPO2. Reviews confirmed that DemRes: Built institutional capacity within KPU and Bawaslu; Supported over 110 CSOs and 30 coalitions, including emerging and under-represented actors; Influenced regulatory change, public campaigns, and coalition building; and piloted adaptive delivery models, especially for sensitive or digital-first initiatives.

However, limitations in upfront design, particularly in Program Logic and MEL systems, led to fragmented implementation across provinces and policy levels. The six flexible intervention packages provided agility but lacked a cohesive framework for scaling and strategic learning.

Efficiency: Strategic Adaptation Over Cost Minimisation

DemRes demonstrated that flexible extensions and iterative experimentation were essential to remain aligned with local needs. Increased costs during critical periods, such as the 2024 elections, were not inefficiencies, but necessary investments to consolidate program achievements. These short-term expenditures yielded long-term value. The program's complex and resource-intensive delivery structure enabled trust-building, localisation, and agility, traits essential in a polarised and contested environment.

Sustainability: Investing in Civic Infrastructure

DemRes challenged conventional assumptions about sustainability. Formal policy change can be fragile and easily reversed. More durable outcomes emerged from investments in civic literacy, embedded advocacy norms, and informal leadership networks. Sustainability lies in supporting actors beyond formal CSOs, such as youth groups, academic networks, digital communities, and neighbourhood coalitions. These actors operate outside traditional NGO models and are often more agile, trusted, and resilient. The legacy of DemRes is not institutional permanence, but distributed civic capacities, the ability to collaborate, deliberate, and support democratic values in adaptive ways. This insight is foundational to Partisipasi's focus on strengthening civic actors and collaborative democratic action.

2. Lessons from other DFAT Programs

Partisipasi draws on cross-program learning to strengthen its strategic coherence:

- **AIPJ2** demonstrated the value of multi-stakeholder coalitions
- **INKLUSI** provided models for integrated GEDSI approaches, shaping the program's inclusion strategies
- **SKALA** highlighted decentralised reform pathways, reinforcing Partisipasi's localised delivery.

These insights ensure that Partisipasi is not only grounded in evidence but also positioned to contribute to DFAT's broader governance and inclusion portfolio.

3. Global Lessons

Internationally, successful interventions have supported informal participation strategies, which have proven effective in contexts where changes in technology mean democratic engagement increasingly occurs outside conventional civil society structures. International experience also highlights the importance of decentralisation, subnational governance, and the role of independent commissions and media in sustaining democratic norms.

Critically, the global evidence points to the need for politically informed, adaptive programming that can respond to shifting power dynamics and civic demands. Programs must be designed to empower civil society, incentivise restraint, and support accountability mechanisms across horizontal, vertical, and diagonal dimensions. These insights directly inform Partisipasi's orientation – emphasising civic agency, inclusive discourse, and resilience beyond procedural democracy.

To ensure Partisipasi is strategically positioned to support Indonesia's democratic growth, global evidence includes the following recommendations:

- **Design Context-Specific Metrics:** Define effectiveness, efficiency, and sustainability in terms of resilience, stabilisation, and civic participation, not linear policy impact.

- **Broaden Democratic Resilience:** Move beyond elections and formal accountability mechanisms to support civic agency, digital resilience, and inclusive public discourse.
- **Select Strategic Partners and Modalities:** Prioritise partners with agility, civic legitimacy, and local trust. Use arms-length, peer-based approaches with state actors to maintain credibility.
- **Invest in Adaptive Learning:** Build MEL systems that integrate political analysis, civic mapping, qualitative tracking, and real-time feedback. Use these systems actively for program adaptation and decision-making.

4. Operationalising Lessons in the Partisipasi Design

Embedding Context-Specific Metrics and Adaptive Learning

Partisipasi adopts a resilience-oriented approach to effectiveness, efficiency, and sustainability. Rather than relying on linear policy outcomes, the program defines success through stability, civic participation, and the preservation of democratic norms. This is reflected in the EOPOs and IOs. Partisipasi integrates a politically informed MEL system. The system is designed to capture both tangible outputs and intangible shifts, such as changes in civic behaviour, discourse, and trust. It draws on lessons from DemRes, which highlighted the limitations of output-centric MEL and the need for real-time feedback loops and qualitative tracking.

Adjusting the Program's Scope

While DemRes was already focused on substantive democracy, its approach was intentionally broad given its pilot nature. Partisipasi narrows and deepens this focus, concentrating on specific areas of democratic practice where Australia's support can be most strategic and catalytic. The Program Logic reflects this shift, with IOs focused on civic participation and media engagement, and fostering engagement between state and non-state actors. Focus areas are deliberately chosen to strengthen democratic resilience in a more targeted and sustainable way. This approach is informed by DemRes' success in supporting informal civic actors and issue-based coalitions.

Strategic Partnering and Modalities

Partisipasi prioritises partnerships with actors who demonstrate civic legitimacy, agility, and local trust. Drawing from DemRes' lessons on coalition fragility and the importance of embedded practice, the program uses flexible, context-sensitive modalities. These include peer-based engagement with state institutions, arms-length support for reform-minded actors, and tailored capacity building for emerging civic leaders. The intervention packages, ranging from technical assistance to coalition building, are designed to be modular and adaptive, allowing for strategic pivots in response to political shifts or civic demand. This reflects DemRes' emphasis on agility and responsiveness as core traits of effective democracy programming.

Scaling Through Systems Thinking and Local Ownership

Partisipasi does not aim for replication but for scalable impact. The program identifies and supports models with high potential for contextual adoption, such as inclusive electoral practices, multi-stakeholder forums, and civic education platforms. These models are embedded early in the design, with clear pathways for institutional uptake and civic ownership. Lessons from DemRes on scalability, not scale, have informed this approach. Partisipasi invests in enabling conditions for scale, including legitimacy, alignment with local priorities, and support for locally driven innovation. Subject to the program's achievements and resourcing, the Partisipasi will consider expanding its scale in the later years of the program or during a possible extension phase, where it supports targeted activities for Indonesian state and non-state actors to share their lessons with their counterparts in the Indo-Pacific region.

ANNEX B: ADDITIONAL DETAIL FOR PROGRAM LOGIC

Outputs and Activities

Each activity has been designed to directly produce a named output, and each output directly contributes to one or more IOs and ultimately to the EOPOs. For example:

- Providing scenario planning training (activity) leads to scenario planning tools being adopted by EMBs (output), which strengthens institutional preparedness and accountability (IO1.2), contributing to EOPO1.
- Funding locally led initiatives (activity) produces completed community actions (output), which strengthen civic coalitions (IO2.1) and contribute to EOPO2.

These causal pathways will be tightened during the Inception Phase through:

- A detailed MEL Framework, which will include Output Indicators with baselines and targets, as well as clear contribution pathways per IO and EOPO; and
- A results-tracking system linking every activity to measurable outputs.

Table 2: Key Outputs and Activities (indicative, to be confirmed during inception phase)

Intermediate Outcomes	Key Activities (What the program does)	Key Outputs (What the program produces)
IO1.1 Key Indonesian and Australian state actors have improved linkages and shared learning to reinforce democratic practices.	<ul style="list-style-type: none"> • Peer-to-peer exchanges between institutions (e.g. election bodies, parliaments) • Joint study visits and workshops • Dialogue forums for parliamentarians and staff • Knowledge exchanges with think tanks and CSOs 	<ul style="list-style-type: none"> • Structured peer-to-peer exchanges completed • Jointly developed study visits/workshops implemented • Dialogue forums held; knowledge briefs and policy notes produced
IO1.2 Key state actors demonstrate improved knowledge, skills, and practices that reinforce democratic processes and institutional integrity.	<ul style="list-style-type: none"> • Technical assistance for electoral processes, civic education, and institutional accountability • Short courses, study visits, and mentoring programs. • Organisational development support including GEDSI audits and integrity frameworks • Pilots for participatory policy development and citizen feedback • Scenario-based planning and crisis-response training for elections and disinformation crises 	<ul style="list-style-type: none"> • Tailored technical assistance packages delivered to counterpart institutions • Short courses, workshops, and study visits completed (with targets for women, youths, and people with disabilities) • GEDSI audits and integrity frameworks adopted by institutions • Participatory policy pilots produced and tested • Scenario planning and crisis response tools in active use
IO2.1 Civil society actors are better equipped and increasingly collaborate to promote democratic resilience, including with youths, women, people with disabilities, and for climate justice.	<ul style="list-style-type: none"> • Facilitation of inclusive coalitions (youths, women, OPDs, Adat) • Mentorship, civic academies, and leadership pipelines • Microgrants and innovation funding for locally led initiatives • Scenario planning and adaptive governance training 	<ul style="list-style-type: none"> • Functional CSO coalitions with agreed governance structures. • Leadership development programs delivered for youths, women and people with disability. • Locally led initiatives funded and completed. • Scenario planning workshops delivered; adaptive governance guidelines in use.
IO2.2 The media are better able to deliver quality and independent journalism, uphold integrity, and counter mis/disinformation.	<ul style="list-style-type: none"> • Media training e.g. on ethics, disinformation monitoring • Support for watchdogs and fact-checking organisations • Civic education campaigns on democratic norms • Media literacy programs targeting youths, women, and marginalised groups. 	<ul style="list-style-type: none"> • Trained media professionals with verified application of skills. • Watchdog and fact-checking networks strengthened and operational. • Civic education products/campaigns produced and disseminated. • Media literacy programs delivered at target scale

Intermediate Outcomes	Key Activities (What the program does)	Key Outputs (What the program produces)
IO3.1 Both state and non-state actors are better equipped and actively engage in more sustained democratic dialogue with each other.	<ul style="list-style-type: none"> Facilitation of multi-stakeholder forums and deliberative processes. Facilitation of informal engagements between parliament members, government and civil society actors. Support to community-driven dialogue platforms with safeguarding protocols. 	<ul style="list-style-type: none"> Multi-stakeholder forums and deliberation platforms operational Community-driven dialogue outputs and agreements recorded Safeguarding and risk-mitigation measures adopted

If-Then Pathways and Assumptions

Table 3: If-Then Pathways and Key Assumptions

EPO/IO	If-Then Pathway	Key Assumptions
EPO1 Strengthened Institutional Resilience	If state actors receive politically smart technical assistance, short courses, GEDSI audits, integrity frameworks, and scenario-based planning tools (O1.1), and participate in peer-to-peer exchanges and joint study visits (O1.2), then they will improve access to knowledge, skills, and linkages, strengthening institutional resilience (IO1.1, IO1.2).	<ul style="list-style-type: none"> State actors are willing to engage and apply learning Political environment allows institutional reforms Resources and expertise provided are relevant and timely GEDSI mainstreaming is effectively integrated
IO1.1 Key Indonesian and Australian state actors have improved linkages and shared learning to reinforce democratic principles	If joint study visits, exchanges, and dialogue platforms are conducted, then institutions will establish networks and collaborative practices that reinforce democratic norms.	<ul style="list-style-type: none"> Australian counterparts engage effectively Knowledge is contextually adapted Communication channels remain open
IO1.2 Key state actors demonstrate improved knowledge, skills and practices that reinforce democratic processes and institutional integrity	If training and technical assistance are tailored to local context and address institutional gaps, then key state actors will adopt better practices in electoral processes, civic education, and accountability.	<ul style="list-style-type: none"> Staff have capacity to absorb and implement learning Institutions are open to change and innovation Political dynamics do not block reforms
EPO2 Democratic Integrity	If CSOs and media actors receive coalition facilitation, inclusive leadership support, capacity building, microgrants, and scenario planning (O2.1, O2.2), then civil society and media actors will enhance	<ul style="list-style-type: none"> CSOs and media are motivated to collaborate Target groups (youths, women, people with disabilities) can participate fully Political or social backlash does not block activities

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EOPO/IO	If-Then Pathway	Key Assumptions
	public engagement, promote democratic integrity, and counter mis/disinformation (IO2.1, IO2.2).	<ul style="list-style-type: none"> • Media freedom allows independent reporting
<p>IO2.1 Civil society actors are better equipped, and increasingly collaborate with each other to promote democratic resilience, including with youths, women, people with disabilities, and for climate justice.</p>	<p>If leadership pipelines, civic academies, mentorship, and funding for local initiatives are provided, then CSOs will strengthen coalition governance, inclusive leadership, and collaborative action for democratic resilience.</p>	<ul style="list-style-type: none"> • CSOs have capacity to absorb resources and knowledge • Communities trust CSOs and engage in programs • Marginalised groups have access to initiatives
<p>IO2.2 The media are better able to deliver quality and independent journalism, uphold integrity, and counter mis/disinformation.</p>	<p>If journalists and media outlets receive training, watchdog support, and media literacy programs, then reporting quality improves, mis/disinformation is countered, and citizens gain access to reliable information.</p>	<ul style="list-style-type: none"> • Journalists can operate freely without censorship • Audiences engage with quality media • Funding and technical support are sufficient
<p>EOPO3 Collaborative Democratic Action</p>	<p>If multi-stakeholder forums, subnational pilots, dialogue platforms, and regional knowledge exchanges are supported, then state and non-state actors will engage effectively with each to strengthen democratic participation (IO3.1).</p>	<ul style="list-style-type: none"> • Actors are willing to collaborate across sectors • Safe convening norms mitigate political or security risks • Regional and international partners are responsive and engaged
<p>IO3.1 Both state and non-state actors are better equipped and actively engage in more sustained democratic dialogue with each other</p>	<p>If forums, dialogue platforms, and co-created reform pilots are implemented, then actors will increase opportunities for participatory dialogue and locally grounded democratic reforms.</p>	<ul style="list-style-type: none"> • Local communities and government authorities support engagement • Risk mitigation and safeguarding measures prevent exclusion or harm • Participants have capacity and incentives to act

ANNEX C: CONTRACTOR SCOPE OF SERVICES (DRAFT)

1. Purpose and Rationale

An existing Contractor will provide support to DFAT for Component 1 activities of Partisipasi, as well as targeted support services across the investment. The Contractor will do this by recruiting a Program Support Unit (PSU) and establishing a Technical Assistance Panel (TAP). This arrangement will protect DFAT from being overstretched in its management role for Partisipasi and will support the overall quality of the investment. The PSU and TAP will report directly to DFAT.

Component 1 focuses on strengthening democratic participation through partnerships with key Indonesian state institutions – with an initial focus on election management bodies and parliaments (nationally and potentially sub-nationally). For these activities, DFAT will remain the lead actor in managing diplomatic relationships, overseeing development of the workplan and performance of activities, managing risks, and ensuring alignment with DFAT’s objectives.

2. Scope of Services

The Contractor will provide the following services to DFAT:

- Recruit the PSU in line with DFAT’s requirements in the Partisipasi design;
- Establish a Technical Assistance Panel (TAP) to provide short-term, specialist advice for the whole investment where required. This may include short-term advisers for GEDSI, climate change, partnerships brokering, communications, and MEL. These funds may be drawn from the activity budget. The initial individuals and expertise required on the TAP will be agreed with DFAT during pre-inception period, with additional expertise potentially added following consultations with the appointed Convenor; and
- If required, provide corporate support to the PSU to assist them in performing their roles (for example, providing access to the contractor’s general safeguard materials and training, as well as travel booking service).

A. Partisipasi Program Support Unit

The Program Support Unit will:

- **Provide on-demand support for all operational matters relevant to DFAT’s implementation of Partisipasi Component 1** including but not limited to management of the day-to-day administration of Component 1 activities to ensure seamless implementation. This includes supporting logistical arrangements for workshops, study tours, exchanges, and high-level visits/dialogues.
- **Manage Partisipasi finances and book travel for relevant government-to-government (G2G) activities** in accordance with DFAT policies and procedures. This includes managing reimbursable costs (e.g. for program travel, venue hire) and activity costs for parliamentary G2G activities. DFAT will communicate with parliamentarians about their travel entitlements, including in cases where unusual requests are made to ensure adherence to DFAT policies. Travel bookings and finances for the Australian Election Commission (AEC) will be managed directly by the AEC.
- **For Component 1 activities, conduct due diligence on partners and activities, ensuring compliance with fiduciary and safeguarding standards, manage and monitor risks**, providing DFAT with timely risk updates, including through risk register updates. Develop guidelines and deliver training and regular refresher on risk and safeguards to all component 1 partners.
- In collaboration with the MEL Hub, DFAT, other Australian Government agencies and the TAP, **provide monitoring, evaluation and learning inputs for Component 1 activities as the ‘Spoke’, line**

with the agreed MEL Framework. This will mainly involve coordinating the relevant data, lessons and analysis from relevant partners, and ensuring they submit this to the PSU in a timely way.

- **Collate a consolidated Partisipasi four-year work plan (including annual updates)** across Components 1 and 2. For Component 1 activities, DFAT will lead development of the workplan in collaboration with PSU, GoA and Gol partners, and in consultation with the Convenor and Core Group Partners. The Convenor will lead development of the Component 2 (CSP) work plan and will submit to the PSU for integration into the consolidated Partisipasi work plan document. The PSU may also be invited to observe or provide feedback on the Component 2 work plan.
- **Provide secretariat services for relevant Partisipasi governance and management arrangements** (e.g. arranging meetings, writing minutes, tracking action items), as directed by DFAT.
- **Collate a single program risk register matrix for DFAT**, receiving inputs from the Convenor for Component 2 activities.

B. Partisipasi Technical Advisory Panel

- Participate in meetings as directed by DFAT.
- Establish productive working relationships with DFAT and Partisipasi stakeholders relevant to the task.
- Review Partisipasi program documents as directed by DFAT.
- Provide verbal advice to DFAT and where relevant, CSP partners, as directed by DFAT.
- Provide written advice in the form of a TAP technical advisory report, as directed by DFAT.

3. Key Deliverables

The Contractor will be accountable for delivery of the following outputs through the PSU and TAP:

- Four-year Partisipasi work plan covering both components (updated annually, with more detailed activities for the year ahead).
- Consolidated whole-of-program risk register (including quarterly updates) to guide DFAT decision-making.
- Partisipasi communications strategy.
- TAP technical advisory reports.

4. Proposed PSU Staffing

It is proposed the PSU will have the following full-time positions, but the final structure will be confirmed by DFAT in consultation with the Contractor during the pre-inception period:

- **PSU Manager:** Provides overall leadership, coordination, and quality assurance; serves as DFAT's primary interface; leads on Component 1 planning; provides governance secretariat services; supervises PSU staff and manages TAP members. The PSU Manager will serve as a contact point for public enquiries about Partisipasi, directing the enquiry to the relevant person or agency.
- **PSU Officer:** supports the Manager as required; leads on risk and safeguards procedures for component 1; manages Component 1 finances and logistics including event support; collates the whole-of-program Risk Register and Work Plan; collects required data and lessons for Component 1 activities and submits it to the MEL-hub.

ANNEX D: CONVENOR TERMS OF REFERENCE (DRAFT)

This Annex should be read in conjunction with other relevant parts of the design document including sections 4.3 (overview of CSP) and 5.1 (management and governance arrangements), as well as [Annex E](#) (CSP selection process and criteria).

1. Purpose and Rationale

Partisipasi will be implemented through two components:

- Component 1 (State Institutional Partnerships), which will contribute to EOPO1 and be managed by DFAT with the support of a Program Support Unit (PSU); and
- Component 2 (Civil Society Partnership – CSP), which will contribute to all three EOPOs, and be managed by a Convenor, in collaboration with Core Group Partners and Collaboration Partners. The term ‘CSP’ includes the Convenor, Core Group Partners and Collaboration Partners.

The Convenor is selected by DFAT through a ‘Request for Proposal’ process. Its core purpose is to facilitate diverse civil society actors to collaborate strategically and effectively in strengthening democratic participation and resilience, acting as a neutral broker. Through its role within the broader CSP, the Convenor enables a locally-led and context-responsive mechanism for civil society partners in Partisipasi. The Convenor will ensure space for diverse voices to be heard. The Convenor provides DFAT with a single accountable partner for managing multiple civil society grants, thereby reducing transaction costs, mitigating fiduciary risks, and ensuring coherence in delivery. To preserve credibility and neutrality, the Convenor operates under clear conflict-of-interest safeguards, ensuring it does not act as a gatekeeper between other Core Group Partners and DFAT, influence decisions on its own funding, or interfere with partner operations.

The Convenor will undertake responsibilities across five interrelated domains (convening and coordination; grant management; monitoring, evaluation and learning; strategic engagement, risk and safeguards management).

2. Responsibilities

The Convenor will:

Convening and Coordination

- Convene and support the Core Group Partners, fostering collaboration and coherence of Component 2 within the Partisipasi program.
- Foster collaboration and networking across Core Group Partners, their Collaboration Partners and other relevant donor programs, including INKLUSI, AIPJ3 and SKALA.
- Organise regular coordination meetings among CSP Partners.
- Ensure pluralism, inclusivity, and transparency in how civil society partners governance and make decisions for the Partisipasi program. At the outset, this may require the assistance of partnership brokering processes or specialist advice, as well as diplomatic and respectful facilitation.
- Facilitate regular Core Group Steering Committee meetings and other coordination mechanisms, supporting deliberation, joint decision-making, and consensus-building.
- During the inception period, facilitate the co-design of a four-year Civil Society Partnership Strategy and associated Work Plan for Component 2, which will be collated by the PSU into a single Partisipasi workplan. The Convenor will facilitate inputs from the CSP, PSU and DFAT into the Strategy and Workplan.
- Facilitate annual discussions and updates to the CSP Strategy and Workplan, ensuring these reflect a joined-up approach to achievement of Partisipasi outcomes, respond to DFAT input, and are appropriate and useful in the evolving political and civic landscape.

- Organise cross-provincial learning exchanges, ensuring that diverse voices from across Indonesia contribute to shared learning.
- Participate in agreed Partisipasi management and governance arrangements, including the six-monthly joint reflection workshops, the annual Program Advisory Board, and the DFAT Civil Society Strategic Coordination meeting, Ways of Working workshops, among others.

Grant Management

- Be responsible for ensuring transparent and accountable management of DFAT funds.
- During the inception period, develop program guidelines including for grants, SOPs and a Code of Conduct.
- During the inception period, develop and administer grant agreements with Core Group Partners
- Develop and apply funding allocation methodologies, agreed with the Steering Committee and DFAT, to ensure fairness and strategic alignment.
- Provide compliance reports, including financial and safeguarding audits.
- Ensure any sub-grantees comply with DFAT's policies and the terms of their grant agreement.
- Lead discussions on financial reporting and funding mechanisms, without making funding decisions reserved for DFAT.
- Promote compliance with DFAT's financial, safeguarding, due diligence, and reporting requirements with all Core Group Partners that receive a grant through Partisipasi (see below for further details).
- Monitor partner grant management and compliance performance and providing capacity building in risk management and due diligence.
- Collaborating with the PSU where relevant to avoid duplication e.g. in the provision of training.
- Where the Convenor also implements Partisipasi activities directly, it will do so through separate staff and MEL resourcing, with DFAT-approved conflict-of-interest procedures (see below).

Monitoring, Evaluation and Learning

- The Convenor will sub-contract a relevant organisation to provide the services of a MEL Hub in line with the design (refer to section 6 and [Annex H](#) of the IDD for more details). The Convenor will ensure the MEL Hub is resourced by suitably qualified MEL experts, possesses Indonesian experience and proven ability to report in a manner that meets DFAT MEL standards, which are available at <https://www.dfat.gov.au/about-us/publications/dfat-design-monitoring-evaluation-learning-standards>.
- The Convenor will host the MEL Hub at its office where possible and will ensure the MEL Hub submits its agreed outputs to DFAT on time and to the agreed standard.
- The overall purpose of the MEL Hub is to provide MEL services for the whole Partisipasi program. The MEL Hub's responsibilities include:
 - Recruit and manage MEL Hub staff, ensuring a facilitative and participatory—not top-down—approach with CSP partners;
 - Design, socialise and operationalise the MEL Framework and toolkit in collaboration with CSP, PSU, and DFAT;
 - Lead program-level outcomes synthesis, analysis, learning briefs and scenario tracking as required;
 - Facilitate joint six-monthly reflection workshop processes, and any other agreed learning processes in line with the MEL Framework;
 - Collate implementing partner reports across Partisipasi Components 1 and 2, producing integrated Partisipasi Performance Reports for DFAT at six monthly intervals;
 - Support partners to implement outcome harvesting, scenario monitoring and GEDSI-sensitive data collection;

- Participate in relevant program management and governance meetings such as Ways of Working, coordination meetings, including with DFAT;
- Provide MEL Clinics and on-demand helpdesk support for Partisipasi implementing partners to assist them in meeting reporting requirements without undue administrative burden; and
- Document lessons and best practices from Partisipasi implementation.

Strategic Engagement, Risk Management and Safeguards

- Maintain strong working relationships and regular communication with DFAT, the PSU and MEL Hub to promote alignment on priorities and a shared understanding regarding activity implementation.
- Provide relevant information that is requested about Partisipasi to DFAT, the MEL Hub, the PSU and the PAB. This includes providing annual updates on the CSP workplan and quarterly risk updates to the PSU for collation into consolidated whole-of-program documents for Partisipasi. In addition, the Convenor is to provide risks updates to DFAT on an ad hoc basis as required.
- Promote activities amongst the CSP that are politically informed, strategically positioned, and aligned with the overall Partisipasi design and broader reform efforts.
- Support the CSP to engage effectively with Gol counterparts to build legitimacy for civil society contributions and support the CSP manage risks.
- Support the CSP in activity implementation that will, in turn, strengthen the capacity, voice, and legitimacy of civil society in shaping democratic participation and resilience at both national and subnational levels.
- Strengthen CSP individual and collective capacity, ensuring their work is strategic, networked, and informed by evidence.
- Ensure that agreed risk mitigations for Partisipasi are implemented by all CSP partners and that risk updates are informing program decision making and MEL, and that Component 2 complies with DFAT standards for risk management.
- Coordinate shared risk ownership, maintain a Risk Register for the CSP, and manage escalation and dispute resolution mechanisms.
- Develop a safeguards plan for the CSP, socialise this plan and provide regular safeguards training for all Component 2 partners.
- Regularly monitor to ensure all CSP partners comply with DFAT relevant safeguard policies including PSEAH, child protection, counter terrorism and environmental safeguards.

Activity Implementation and Conflict-of-Interest Management

- If agreed by DFAT, the Convenor may also implement its own program activities directly. In this case, during the inception period the Convenor will submit a Conflict-of-Interest Management Procedure to DFAT for approval, which will include (among other practices identified by the Convenor):
 - Clear separation of roles and staff between those performing Convenor functions and those managing activity implementation.
 - Transparent process and criteria for funding allocation and activity approval to ensure the Convenor does not influence decisions affecting its own organisation.
 - External/independent reviewers (e.g. using Steering Committee's mechanism and/or DFAT) for any allocation of funds to the Convenor's own activities.
 - Regular audit and disclosure of potential conflicts and mitigation actions in reporting to DFAT and the PAB.
- The Convenor **will not**:
 - Act as a gatekeeper between Core Group Partners and DFAT, nor block direct communication.
 - Interfere in Core Group Partner operations, sub-partner selection, or implementation approaches.

- Engage in activity implementation in ways that create, or appear to create, preferential treatment or conflicts of interest.
- Overall, these safeguards will ensure the Convenor is a facilitator and accountability mechanism—not a power broker—with credibility grounded in neutrality, transparency, and trust.

3. Reporting

The Convenor will be responsible for submitting the following reports in the agreed timeframes to DFAT:

- Inception report (including as attachments: CSP risk matrix, SOPs, safeguard and capacity building plan, CSP Steering Committee ToRs);
- Civil Society Partnership Strategy, including relevant annexes (e.g. Cross-cutting issues strategy, localisation and sustainability plan);
- Through the MEL Hub, the Partisipasi MEL Framework and agreed Partisipasi performance reports;
- Four-Year CSP Workplan (updated annually);
- Relevant audits and compliance reports;
- Final report.

4. Proposed Reporting Line and Staffing

The Convenor will report directly to DFAT (Jakarta Post).

The Convenor will establish a small team to deliver its mandate effectively, which will be separated from its staff managing implementation of specific Partisipasi activities. The indicative Convenor team includes:

- **Convenor Director:** Provides strategic leadership; serves as the interface with DFAT, GoI, and the Program Advisory Board; oversees MEL hub, ensures pluralism and inclusive governance within the Steering Committee.
- **Grants Manager:** Oversees civil society grant administration; ensures compliance with DFAT policies, risk and safeguarding standards; supports partner capacity building in financial management.
- **Safeguarding Specialist (STA):** provides advice, develops standards, and supports Core Group and Collaboration Partners to put in place systems, processes and practices that reflect DFAT standards.
- **Grants and Administrative Officers:** Provides support to the grants manager and Program Advisory Board, the Convenor Director in administration, operations and logistics including travel, events, and reporting systems.
- **MEL Hub (subcontracted to Indonesian MEL provider):** Manages the Hub-and-Spoke MEL system, designs and operationalises the MEL Framework, consolidates data, produces program-level reports; builds MEL capacity of partners; and ensures evidence translates into policy insights.
- **MEL Advisor:** only if required to support the MEL Hub and could alternatively be recruited by the Technical Advisory Panel. The need for this position will be reviewed in consultation with DFAT during the inception period.

ANNEX E: CIVIL SOCIETY PARTNERSHIP SELECTION PROCESS

To select the Convenor and Core Group Partners, DFAT will manage a Request for Proposal (RFP) process in keeping with Commonwealth Grant Guidelines. This annex provides an overview of the selection process, draft selection criteria and proposed future grant agreements, with details to be confirmed by DFAT during the pre-inception phase.

RFP Process

DFAT will release the RFP to NGOs that have been identified with relevant experience and expertise. The RFP will ask organisations to demonstrate their capability against the selection criteria, and to deliver one or more of the Partisipasi 'Focus Areas'. The NGOs may apply for:

- Convenor role: OR
- Core Group Partner role.

DFAT (Jakarta Post) will establish an Assessment Panel to review proposals, conduct due diligence in line with DFAT requirements, and recommend an outcome to the delegate. Once approved, DFAT will issue notices to all applicants and negotiate a contribution arrangement with the successful Convenor. The Convenor will undertake more detailed due diligence checks of the Core Group Partners with DFAT's oversight.

Draft Selection Criteria

DFAT will apply selection criteria to assess proposals, which reflect the program's goals, risk management needs and delivery model (see tables below).

Table 4: Convenor Selection Criteria

Criteria	Description	Assessment Indicators
1. Organisational Effectiveness in this Sector and Context	Past performance/track record supporting democratic resilience and participation, including experience operating in a similar context as Partisipasi.	<ul style="list-style-type: none"> • Proven experience in implementing programs in areas that align with Partisipasi's EOPOs and 'focus areas' • Track-record in ensuring activity effectiveness and value for money • Proven experience in successfully navigating sensitivities of this work in Indonesia, including sound relationships with key Indonesian state actors
2. Convening and Coordination Capacity	Ability to facilitate and coordinate diverse partners and work collaboratively to achieve joint goals.	<ul style="list-style-type: none"> • Strong networks with relevant non-state actors • Experience in brokering or supporting collaboration with diverse non-state actors in Indonesia • Experience in facilitating strategic planning and joint decision-making processes that are inclusive, including dispute management where required
3. Grant Management Expertise	Capacity to manage a large grant, including capacity to provide sub-grants and ensure compliance.	<ul style="list-style-type: none"> • Meets DFAT due diligence requirements • Proven track record in administering donor programs with a similar budget

Criteria	Description	Assessment Indicators
		<ul style="list-style-type: none"> • Experience with downstream partner management including evidence of sound grant monitoring mechanisms • Ability to establish Partisipasi operations and grants quickly
4. Monitoring, Evaluation and Learning	Ability to establish and use high-quality MEL systems to inform program reporting and program decisions.	<ul style="list-style-type: none"> • Ability to sub-contract MEL Hub and experience in managing similar mechanisms • Proven experience in establishing and implementing strong MEL systems, and in adaptive programming
5. Cross-Cutting Issues, Risk Management and Safeguards	Proven experience in ensuring effective approaches to cross-cutting issues, risk management and safeguards	<ul style="list-style-type: none"> • Experience in GEDSI mainstreaming • Experience in implementing locally-led approaches and supporting sustainability • Strong risk management and safeguarding procedures

Table 5: Core Group Partner Selection Criteria

Criteria	Description	Assessment Indicators
1. Thematic or Sector Expertise	Alignment with Partisipasi EOPOs and focus areas, as well as experience in Indonesia	<ul style="list-style-type: none"> • Substantial working experience in democratic participation and resilience • Recognised expertise in one or more of the focus areas
2. Experience and Networks in Indonesia	Constructive engagements with broad range of state and non-state actors in Indonesia	<ul style="list-style-type: none"> • Proven experience implementing development activities in Indonesia • Solid networks with relevant state and non-state actors • History of collaboration with Gol and/or parliamentarians (national or subnational)
3. Compliance with relevant DFAT policies	Ability to comply with DFAT policies for development programs, including for cross-cutting issues, risk management, and safeguards	<ul style="list-style-type: none"> • Meets DFAT due diligence requirements • Proven track record in administering donor programs • Safeguarding and risk protocols in place • Demonstrated commitment to GEDSI
4. Monitoring, Evaluation and Learning	Ability to implement and contribute to strong MEL processes.	<ul style="list-style-type: none"> • Experience meeting donor requirements for MEL of activities • MEL system and tools in place • Commitment to learning and continuous improvement for activities
5. Ability to manage sub-grants <i>(only applicable for those seeking to provide sub-grants)</i>	Capacity to manage sub-grants effectively and ensure compliance.	<ul style="list-style-type: none"> • Grant management experience • Sound financial management systems

Criteria	Description	Assessment Indicators
		<ul style="list-style-type: none">• Experience with downstream partner management including monitoring and mentoring capability

Contribution Arrangements (Grants)

DFAT will have a single grant agreement with the selected Convenor. This Agreement establishes the long-term arrangements and expectations between DFAT and the Convenor, including the Convenor’s role in managing and issuing grants to the CSP. The Convenor will enter into arrangements with other CSP partners as required.

ANNEX F: RATIONALE FOR GEOGRAPHIC FOCUS

The design recommends that Partisipasi prioritise engagement in four core geographic hubs: Jakarta, Yogyakarta, Makassar, and Aceh. These locations are recommended based on their significance, complementary civic and institutional ecosystems, and opportunities for deep, context-responsive programming. This ‘node-based’ approach reflects Partisipasi’s commitment to supporting reform coalitions and enabling adaptive, grounded learning across Indonesia’s diverse political geographies. Each location offers distinct entry points and comparative advantages in promoting democratic resilience. Together, they provide a platform for multi-level engagement with both municipal and provincial governments, local experimentation, and cross-program collaboration, while also offering operational feasibility and safeguarding considerations.

While Jakarta anchors engagement with national-level institutions, the other hubs are intended primarily for subnational work, with the focus varying by context. In Yogyakarta, the emphasis is largely at the city level (with universities, civic groups, and local government). In Aceh, the program will operate at the provincial level given the special autonomy status and the relevance of provincial institutions. In Makassar, the program will concentrate on the city as the core site of engagement—leveraging Makassar’s history of municipal innovation and open civic space—while also using it as a connector to civil society in South and West Sulawesi. This means that the program’s subnational engagement will be anchored in Makassar city, but with flexible reach into surrounding provinces where partnerships and opportunities emerge.

Geographic focus areas will be confirmed by the Program Advisory Board, following further consultation with the Core Group Partners and Bappenas.

Table 6: Rationale for Recommended Partisipasi Operating Locations

Location	Rationale
Jakarta	Jakarta serves as Indonesia’s political and media capital and is home to key democratic institutions—including KPU, Bawaslu, DPR, and major governance and civil service ministries—as well as national media and digital platforms. It is the main policy advocacy hub for the program, anchoring engagement with national government and regulatory bodies. Jakarta-based CSO coalitions and think tanks play a brokering role across the civic ecosystem. Its inclusion ensures alignment between subnational learning and national-level policy change.
Yogyakarta	Yogyakarta functions as a civic innovation and thought leadership hub, known for its universities, civil society experimentation, and policy–academic–CSO linkages. The city hosts a dynamic mix of universities, arts collectives and independent media. The DemRes pilot and design consultations point to Yogyakarta as an innovation hub for inclusive democratic practices, especially among youth, feminist, and digital rights movements. While its actors are well-networked, many remain under-resourced and require support to enhance their impact.
Makassar	As the largest city in Eastern Indonesia, it is well-placed to support local governance innovation, budget transparency, and civil society collaboration at the municipal level. Its government has a history of public participation initiatives and an active civic space. Makassar also acts as a connector to civil society in South and West Sulawesi.
Aceh	Aceh province presents unique governance and democratic challenges shaped by its special autonomy status, Islamic law implementation, and post-conflict institutional context, although it has demonstrated relative stability over the past two decades. Local CSOs demonstrate strong capacity, independence, and deep connections to political and governmental actors. Evidence from DemRes shows that civic actors in Aceh are capable of supporting reforms and maintaining political independence. Multiple DFAT-funded programs (AIPJ3, SKALA, INKLUSI, KONEKSI) operate in Aceh, providing opportunities for cross-program collaboration.

ANNEX G: PRE-INCEPTION AND INCEPTION WORKPLAN

This annex sets out the indicative Pre-Inception Phase (January – February 2026), and Inception Phase (March–June 2026) activities and outputs for Partisipasi. A concurrent workplan and Gantt chart are also included to illustrate sequencing and overlaps.

Pre-Inception Phase

While Partisipasi’s Inception Phase is anticipated to formally commence on 1 March 2026, a discrete set of pre-inception activities will be required to ensure that governance, management, and delivery structures are in place and able to support effective program delivery from contract commencement. These preparatory steps will establish the institutional scaffolding upon which the Inception Phase can build.

I. Mobilise the Program Support Unit (PSU)

DFAT will work with the PSU Contractor to finalise the scope of services (see draft at [Annex C](#)) as well as the individual roles. The Contractor will then competitively recruit or sub-contract the PSU. The PSU must demonstrate capacity in quality:

- Program management and adaptive delivery
- Secretariat and administrative services
- MEL
- Risk management and fiduciary oversight
- Compliance with DFAT or equivalent policies on PSEAH, Child Protection, environmental and social safeguards

II. Select the Convenor and Core Group Partners

DFAT will manage a targeted competitive grant process to select these partners (see [Annex E](#)). Steps include:

- Selection criteria for Core Group and Convenor finalised by DFAT.
- RFP is released, any questions answered, and shortlist of eligible organisations assessed and documented.
- Core Group Partners and Convenor selected following evaluation process and due diligence checks
- DFAT negotiates and signs grant agreement with Convenor.
- DFAT and the Convenor agree the timeline and sequencing for onboarding the Core Group Partners, enabling a smooth transition into Inception phase.

III. DFAT and Partner Readiness

During pre-inception, DFAT will undertake a range of activities that ensure partner readiness, this includes the potential CSO partners, the Contractor of the PSU and TAP, key GoI stakeholders. Investing time to engage early and meaningfully will build a shared understanding of the program and progress of implementation, thereby minimising the risk of mis-aligned expectations and confusion.

- Confirm DFAT internal resourcing arrangements for oversight of procurement, contracting, due diligence checking and risk management during the transition period (including roles of the Justice and Political teams).
- The timeline for onboarding the CSP is agreed.

Inception Phase

The Inception Phase is expected to begin in March 2026 and last for 3 months. During inception, the implementing partners and DFAT establish all the foundations necessary for effective and efficient implementation. This includes agreed on the operational and administrative business process, as well as the relationship building and expectation setting aspects that will support the partnerships across different organisations and stakeholders.

I. Onboard implementing partners (PSU, Convenor, Core Group Partners)

Onboarding is a critical step in ensuring all partners are fully aware of their obligations of compliance with DFAT policies and procedures, particularly in relation to risk management and safeguarding. Funds have been set aside in the budget to support the Convenor and the CSO Core Group to draw upon a specialist who can assist with establishment and ongoing monitoring of compliance.

- The selected Convenor to sign the grant agreement with selected Core Group Partners and the timeline and activities for the inception period agreed.
- The PSU hold tailored induction on DFAT standards to the selected Convenor and CSPs, covering amongst others fiduciary management, financial accountability, reporting, risk management, and compliance with PSEAH and Child Protection.
- Operationalise safeguarding systems by appointing safeguarding focal points across partners, developing referral pathways, and defining survivor-centred reporting protocols.
- Conduct team building and vision-setting workshop(s) to build trust, align expectations, and establish an inclusive program culture across partners.

II. Define roles and shared operating systems

The PSU and the Convenor, together with DFAT, will need to work proactively in defining roles and responsibilities and formally establish ways of working. So too, DFAT, the Convenor and the Core Group of CS partners will need to nurture their partnership from its earliest days by defining roles, responsibilities, expectations (individually and collectively), protocols, and ways of working.

In consultation with DFAT and the Convenor, the PSU may engage a partnership broker to facilitate this process at inception, and on an ongoing basis to conduct health checks on 'ways of working'. Activities will include:

Team building

- Facilitate structured team planning to delineate role boundaries, accountability lines, and coordination arrangements across Components 1 and 2.
- Conduct partnership brokering for the CS Partnership with a qualified specialist to build the foundations for effective ways of working moving forward.

Strategic and Work Planning

- Facilitate the Core Group–led co-design process for development of the Partisipasi Civil Society Strategy, ensuring alignment with DFAT's overall program objectives.
- Together with DFAT, the Convenor, and the Core Group Partners to co-design the methodology for activity development, proposal submission, and prioritisation. To Note: DFAT will retain final decision-making authority on annual budget allocation, to ensure the consensus-building among Core Group Partners remains central.
- Provide ongoing support to Core Groups partners in the development of their Annual Work Plan (AWP) and reporting.

Business Process and Operating System

- Co-develop standard operating procedures (SOP) for annual work planning, financial and MEL reporting, and adaptive management across the 2 components.
- Develop a consolidated Risk Register format that integrates partner-level and program-level risks into a single dashboard.
- Establish MEL data-sharing protocols between the Convenor (hub), and the PSU + the CS partners (spokes).
- Agree on escalation and dispute resolution processes among CS partners, Convenor, PSU, and DFAT.

III. Stand up governance, management and coordination mechanisms

- Establish the Program Advisory Board (PAB), Civil Society Strategic Coordination Meeting and DFAT Partisipasi Reference Group (includes Terms of Reference where needed) and hold the inaugural meetings.
- Finalise Partisipasi management arrangements including escalation pathways and meeting frequency.
- Initiate early engagement with Bappenas and relevant line ministries/agencies to agree on coordination mechanisms and secure alignment with national priorities.
- Establish routine reporting templates and a calendar for governance and management arrangements, including monitoring visits and Gol meetings.
- Define DFAT's role as strategic risk owner of the program and clarify how the PSU, the Convenor and the CSPs will interact with DFAT's JDG Unit and other DFAT programs.
- Convenor and Core Group Partners to establish coordination mechanisms with each other and with Collaboration Partners and other relevant DFAT programs, at national and subnational levels.

IV. Operationalise MEL and risk frameworks

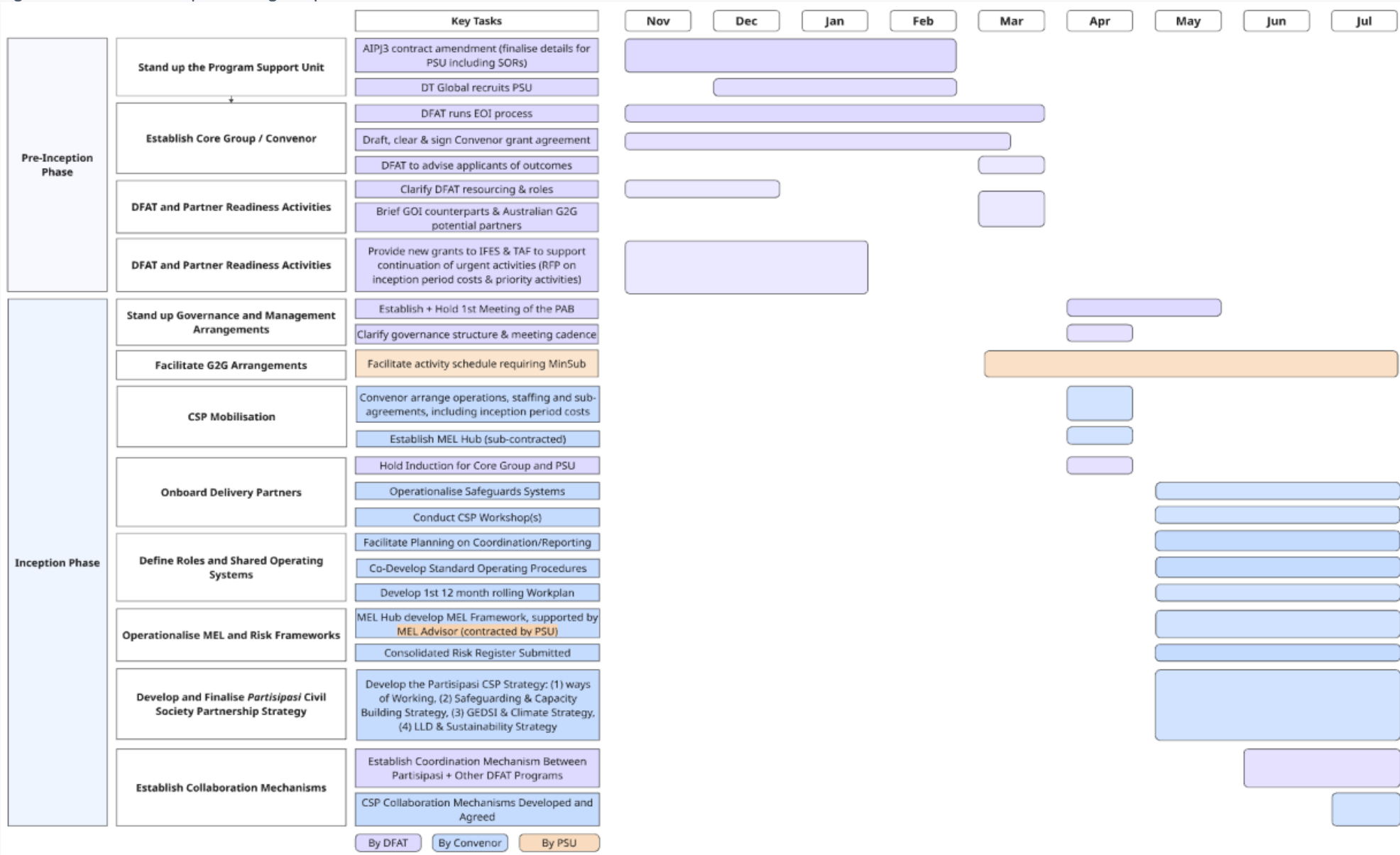
The MEL function for both components of Partisipasi will be managed by the Convenor. A budget is provided for a small MEL team (a.k.a. MEL-hub) selected by and sit under the Convenor. Each of the CSP and also the PSU will have one MEL officer (a.k.a. the spoke) and they will work with the MEL-Hub in developing the report for DFAT. Activities will include:

- Convenor, with inputs from DFAT and PSU, to recruit the MEL-hub and make sure the team is ready to support the inception process.
- The MEL-hub will draft and finalise program-wide MEL Framework and corresponding toolkits, utilising a co-design approach with the Convenor and Core Group Partners.
- The MEL-Hub, together with the Convenor, the CSPs and the PSU, will collect baseline data disaggregated by gender, disability, and other relevant identity status, and based on that submitted Partisipasi baseline report to DFAT.
- Socialisation of the MEL Framework and Toolkit to Core Group Partners and provide support for Core Group Partners to do likewise with their collaboration partners.
- Regularly update program Risk Register and submit a consolidated risk report to DFAT.
- Before the end of the inception phase to convene first quarterly reflection cycle to test MEL and risk systems.

V. Develop and finalise Partisipasi CSP Strategy

The Convenor and Core Group Partners are responsible for co-developing the CSP Strategy in consultation with relevant stakeholders, partners and representative organisation (e.g. OPDs, WROs), which will include various annexes (see above).

Figure 4: Indicative Workplan during Inception



ANNEX H: MONITORING, EVALUATION AND LEARNING (MEL) FRAMEWORK AT DESIGN

Overall Approach

Purpose and Scope

The MEL system for Partisipasi is designed to enable adaptive learning, evidence-informed decision-making, and accountability for results across the program's three End of Program Outcomes (EOPOs). It will:

- Track progress toward EOPOs and Intermediate Outcomes (IOs) through outcome-focused, scenario-based approaches
- Provide timely feedback loops for program adaptation and risk management, informed by political economy analysis
- Support the Convenor, implementing partners, DFAT, and local stakeholders to learn from practice and course-correct
- Generate knowledge products and learning insights that contribute to broader democratic resilience efforts in Indonesia and the region.

The MEL system applies across all components and delivery modalities of Partisipasi, including civil society support, G2G engagement and subnational activities, and will incorporate both quantitative and qualitative data sources.

Hub-and-Spoke Model

Partisipasi will use a Hub-and-Spoke MEL model that ensures coherence across components while allowing contextual flexibility. Following an open and competitive process, the Convenor will contract a locally-based organisation to provide a MEL Hub for the program. By contracting out this function to an experienced local MEL organisation, it ensures independence, contextual knowledge, and credibility among all implementing partners. Operating as a semi-autonomous mechanism, the Hub will be responsible for program-wide synthesis, outcome tracking, analysis, capacity strengthening, and consolidated reporting to DFAT. If possible, the Hub will be co-located with the Convenor. The Hub team will be suitably qualified, have deep Indonesian experience, and produce reporting aligned with DFAT standards.

Within this system, MEL 'spokes' will be embedded in relevant delivery teams:

- **Component 1 spoke** will sit within the PSU and support government-facing work, including tracking institutional change, policy shifts, and dialogue outcomes.
- **Component 2 spokes** will sit within the CSP Partners, supporting outcome harvesting, GEDSI-inclusive data capture, and community-level learning practices.

Each implementing partner will be responsible for maintaining a dedicated MEL focal point (spoke) within their organisation. These focal points will co-develop MEL tools with the hub, submit quarterly Partner Reflection Notes, and participate in MEL Clinics. These focal points will localise data collection and interpretation, adapt MEL tools to their operating contexts, and translate indicators and reflection processes into partner-led systems. If the Convenor implements activities directly, the spoke may be in the form of an internal MEL officer, which adheres to the same data-sharing protocols as other CSP partners and reports into the MEL Hub.

This MEL governance structure ensures both quality assurance and operational independence, while maintaining a unified line of accountability to DFAT. Coherence across components will be maintained through a joint MEL calendar, shared indicator sets, consolidated reporting formats, and shared access to the Monitoring Information System (MIS). MEL oversight will remain with the Convenor, and DFAT will receive consolidated reporting. To ensure alignment between the MEL Hub and Spokes, coordination

protocols will include: (a) consolidated reporting formats; (b) shared access to MIS; (c) monthly coordination meetings; and (d) joint reflection workshops.

Partners will ensure that data is ethically collected, disaggregated, and contextually relevant. Data sharing will be facilitated through a central digital repository managed by the MEL Hub, with standardised formats and timelines to ensure comparability and synthesis. While partners retain ownership of raw data collected within their projects, the MEL Hub and the Convenor will have rights to use aggregated and anonymised data for program-level analysis and reporting. This approach balances local ownership with program-wide coherence, ensuring that data is both usable and ethically managed.

Implementing Partners and Sub-Partners: Enabling Local Learning

Implementing partners are responsible for embedding learning within their operational teams and sub-partner organisations, using methods appropriate to their capacity, risk profiles, and operating contexts. Strategies may include:

- Mini-MEL Labs hosted by local partners quarterly to surface insights and dilemmas.
- Peer-to-peer coaching across partners on adaptive management (facilitated or brokered by the MEL Hub).
- Learning mentoring: spokes MEL staff act as facilitators for their partners’ reflective practice.
- Subnational ‘Democracy Fairs’ where partners showcase innovations, lessons, and outcomes from their work.

These approaches will also feed into formal program reviews and support locally led analysis, rather than extractive reporting.

The MEL system is grounded in local leadership. However, DFAT may consider engaging Short-Term Advisers (STAs), particularly during the start-up phase or for deep-dive evaluations, to provide targeted support for capacity building and quality assurance, especially in monitoring complex civic outcomes. STAs could also assist CSO partners and MEL spokes with refining MEL tools, integrating GEDSI lenses, or conducting independent outcome verification.

Operating in politically sensitive environments entails risks not only for local partners but also for implementing agencies. In recognition of this, the MEL system will incorporate ethical safeguards and risk mitigation protocols. Implementing partners and DFAT program managers will share responsibility for managing these risks. Measures may include anonymised reporting, safe spaces for learning dialogues, and regular risk mapping to ensure MEL activities do not endanger participants or expose sensitive information.

Resourcing and Capacity Strengthening

The program will retain a dedicated 7-10% MEL allocation, including staffing, technology, research, and partner capacity building. Component 1 government partners and Component 2 CSOs will have access to MEL training, coaching, data literacy support, and digital tools. Funding is also earmarked for independent studies and light-touch impact evaluations.

Roles and Responsibilities

Table 7: MEL Roles and Responsibilities

MEL Function	MEL Hub	Component 1 Spoke	Component 2 Spokes
Overall responsibility	Program-wide MEL coordination; synthesis; quality assurance; DFAT reporting	Implementation of MEL with government partners under Component 1	Activity-level MEL for Component 2 and CSO partners

MEL Function	MEL Hub	Component 1 Spoke	Component 2 Spokes
Data collection	Consolidates data from all spokes; oversees quality	Collects project-level data using standardised tools	Collects activity- and partner-level data; GEDSI-focused methods
Outcome tracking	Scenario-based tracking; outcome harvesting; democracy context monitoring	Tracks institutional change, policy shifts, dialogue outcomes	Tracks community-level outcomes, innovation, adaptation
Reporting	Biannual synthesis reports; annual learning reviews; PSC inputs	Quarterly reporting to hub; documentation of lessons	Quarterly reporting to hub; consolidation from CSO partners
Capacity support	Training, coaching, tools, MEL Clinics for CSOs and GoI partners	Supports PSU engagement and safeguarding compliance	Supports Partner Reflection Notes and learning events
Safeguarding and GEDSI	Quality assurance and ethical oversight	Ensures safeguarding and GEDSI reporting for government-facing work	Maintains GEDSI data capture and ethical collection practices
Coordination mechanism	Leads standardised formats; MIS oversight; learning reviews	Interfaces with PSU and government institutions	Participates in technical meetings, learning workshops, TAG

Summary of MEL Roles

- **MEL Hub and potential adviser (through Convenor):**
 - Provide strategic oversight of the MEL system
 - Program-wide outcome harvesting, scenario-based outcome tracking, and contextual updates
 - Biannual synthesis reports and annual learning reviews
 - Capacity strengthening for government bodies and CSOs
 - Quality assurance of all learning products and evidence
 - MEL adviser: review annual learning reports and evaluation designs
- **Component 2 Spokes:**
 - Activity-level monitoring and risk tracking for Component 2
 - Data consolidation from civil society partners
 - Contribution to learning products, workshops
 - Reporting into the hub for program-wide analysis
- **Component 1 Spoke (within PSU):**
 - Standardised data capture for government partnerships
 - Quarterly reporting, lesson documentation, safeguarding and GEDSI compliance
 - Participation in learning reviews and scenario-testing workshops

In addition, Technical Advisory Panel members may provide strategic guidance and review key program documents where requested. TAP recommendations will be documented and integrated into program reporting with DFAT oversight.

A shared MEL Protocol (included within the MEL Framework), agreed during inception, will define data standards, ethics, documentation expectations, dispute resolution, and reporting timelines.

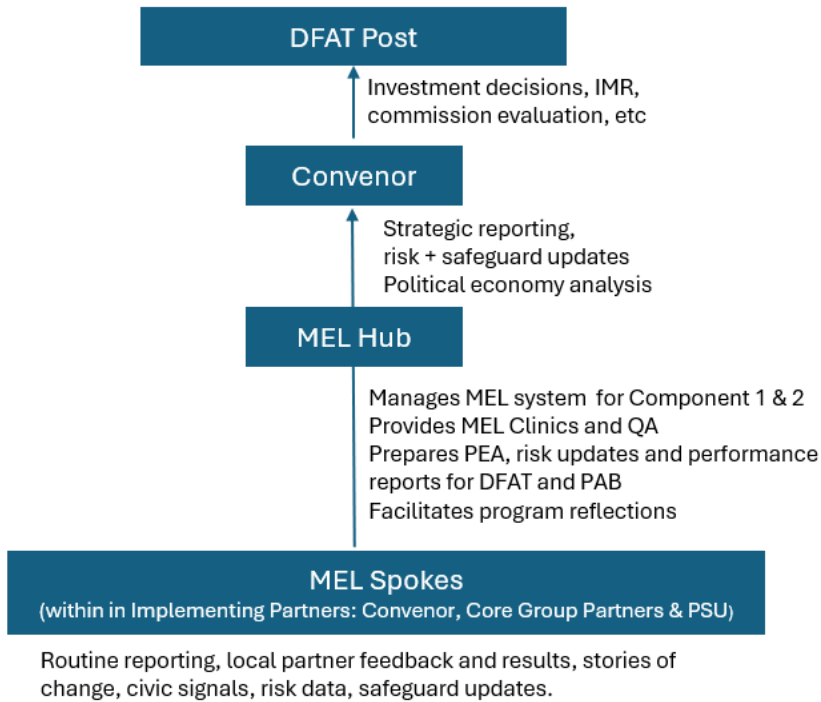
Governance Structure for Oversight and Partner Performance Management

To ensure strategic coherence and accountability, the MEL system will operate under a multi-tiered governance structure. The Convenor will hold overarching responsibility for monitoring and evaluation across both components of Partisipasi, ensuring alignment with DFAT's reporting requirements and program objectives. The PSU will be explicitly responsible for providing MEL inputs to the Convenor for Component 1. To ensure evidence-informed delivery and accountability, the MEL system will track progress against a suite of indicative indicators aligned to the Program Logic. All data will be disaggregated by gender, age, disability status, and other relevant GEDSI markers where feasible. The MEL system will also draw on partner data and government reporting, but will account for limitations in official data collection, particularly in GEDSI and digital rights indicators.

To maximise cross-program learning, the MEL Hub will establish structured interfaces with the DomPol and Public Affairs teams at the Australian Embassy. These teams will contribute to outcome harvesting, innovation tracking, and GEDSI analysis. Their insights will be consolidated into the central MEL repository and visualised through dashboards accessible to all stakeholders. See Terms of Reference for Component 1 and 2 implementing partners ([Annexes C and D](#)) for more clarity on the role of Convenor in managing the MEL Hub-and-Spoke model.

The Convenor and Core Group will oversee partner performance, ensuring that MEL spokes are functioning effectively and that learning is decentralised yet coherent. In cases of disagreement—such as disputes over data quality between the PSU and Convenor – a structured dispute resolution protocol will be activated, involving DFAT to mediate and ensure resolution. This structure ensures clear lines of accountability, supports adaptive learning, and mitigates risks related to data integrity and partner coordination.

Figure 5: MEL Information Flow



Use of MEL for Decision-Making and Policy Dialogue

MEL data and insights will be integrated into DFAT’s management cycle via:

- Quarterly progress updates and risk dashboards
- Six monthly reflection workshops and outcome deep dives
- Annual performance syntheses aligned to Tier 2 and Tier 3 indicators
- Biannual outcome harvesting
- Contribution stories and evidence briefs informing GoI engagement and donor coordination.

The Convenor and MEL Hub will work closely with DFAT to translate MEL insights into timely policy narratives, scenario-based planning, and reputational risk management approaches to support Partisipasi to remain relevant and resilient in its local context.

MEL Hub’s Role in Partner Performance Assessment

The MEL Hub plays a central role in supporting DFAT’s annual assessment of partner performance. As the strategic coordination node in the Hub-and-Spoke model, the MEL Hub consolidates data from across implementing partners, synthesises learning insights, and facilitates structured reflection processes. Each year, the MEL Hub will produce (or commission the task to an independent MEL expert) a Partner Performance and Learning Report, drawing on quarterly Partner Reflection Notes, outcome harvesting workshops, and MEL Clinics. This report will include:

- A synthesis of partner contributions to EOPOs and IOs.
- Assessment of MEL engagement, data quality, and responsiveness.
- Analysis of adaptive management practices and innovation uptake.
- GEDSI integration and local ownership indicators.

The MEL Hub will also convene Joint Six-Monthly Reflection Workshops, where DFAT, the PSU, and the Convenor jointly review partner performance using a structured rubric. This process will be informed by both quantitative indicators (e.g. progress against KPIs) and qualitative insights (e.g. case studies, feedback loops,

and stakeholder interviews). This approach ensures that partner performance is assessed holistically, balancing accountability with learning, and enabling DFAT to make informed decisions about future engagement and investment.

Investment Adjustment Matrix: Performance and Political Risk Considerations

To guide DFAT’s decisions on increasing, maintaining, or decreasing investment in specific partners or program components, the MEL system will incorporate a Performance and Risk Matrix so that risk inputs to the PSU are in a consistent format. This matrix will be used during annual reviews and strategic planning sessions.

Table 8: Partner Investment Adjustment Matrix

Performance Level	Risk Level	Recommended Action	Rationale
High	Low	Increase investment	Strong performance and stable context allow for scale up and deeper engagement
High	High	Maintain or cautiously increase	Performance is strong, but political volatility requires careful expansion
Medium	Low	Maintain investment with targeted support	Moderate performance can be improved with capacity building
Medium	High	Maintain with safeguards	Political risk may limit effectiveness; focus on resilience and risk mitigation
Low	Low	Decrease or restructure	Weak performance in a stable context suggests misalignment or capacity issues; consider redesign or new delivery partner
Low	High	Reassess engagement strategy	High risk and low performance may require exit, redesign, or alternative modalities

This matrix will be applied using evidence from MEL tools such as:

- Partner self-assessments and capacity logs
- Democracy context monitoring tool and risk review sessions
- Outcome harvesting and stakeholder feedback
- GEDSI and inclusion metrics.

This structured approach enables DFAT to make transparent, evidence-informed investment decisions that balance program effectiveness with political feasibility and risk management.

MEL Meetings

To ensure consistency, strategic alignment, and timely decision-making across the program, MEL meetings will follow a structured cadence that integrates monitoring, learning, and adaptive management. This approach ensures that data collection, analysis, and reflection occur at regular intervals, enabling partners to respond to emerging risks, refine strategies, and maintain coherence with DFAT reporting cycles and program milestones. The sequencing of these meetings draws on lessons best practices from DemRes and other DFAT programs, emphasising responsiveness, collaboration, and evidence-based learning.

Table 9: MEL Deliverables and Meeting Schedule

Meeting Type	Frequency	Purpose
Detailed MEL Framework updated and finalised	First 6 months	Establish agreed indicators, protocols, roles, tools and learning pathways
MIS operational and baseline data established	By Month 12	Enable real-time data capture, aggregation, and partner dashboards
MEL Clinics	Quarterly	Technical support, tool refinement, and thematic deep dives
Partner Reflection Notes	Quarterly	Capture real-time learning and challenges
Democracy context monitoring tool (MEL Hub) / Political Economy Analysis updates (Convenor)	6-monthly	Monitor political economy context and implications for delivery Provide recommendations on program strategy that incorporate political, economic, and conflict-sensitivity dimensions
Monitoring and reflection cycles, including the joint six-monthly reflection workshop	6-monthly	Partner-level learning, real-time decision-making, adaptive management managed by each spoke. Strategic review, scenario planning, and cross-program synthesis, facilitated by MEL Hub
TAP consultations as needed	Annually	Review MEL strategy, ethical safeguards, and innovation uptake
Outcome Harvesting	Biannually	Identify significant changes and unintended outcomes
End-of-phase review (independent, commissioned by DFAT)	Year 4	External validation of outcomes, lessons, and sustainability

These meetings will be further sequenced to align with broader governance arrangements, including DFAT reporting cycles and program planning milestones.

Learning Mechanisms

Learning is a central function of Partisipasi's MEL system and is essential for political responsiveness, inclusion, sustainability, and programmatic relevance. Learning will be embedded across all levels (program, partner, and sub-partner) using a Hub-and-Spoke model. The MEL Hub will serve as the central facilitator and knowledge integrator, while MEL personnel within implementing partners ('spokes') will lead on learning at their operational level.

The approach will prioritise:

- Local leadership in reflection, especially from partners in politically sensitive or subnational contexts.
- Timely, adaptive learning tied to real-world political windows.
- Inclusive methods that elevate diverse voices, including youth, women, and grassroots partners.
- Cross-program learning loops, ensuring that successful approaches in one region or stream are shared across others.

Table 10: Learning Mechanisms

Learning Mechanism	Purpose	Example Modalities
Annual Learning Workshops	Joint review of progress, political context, and recalibration of strategies. Program-wide review of what's working, what's emerging, and what's shifting.	National or regional workshops led by the MEL Hub and convening organisation, combining data analysis with scenario planning, stakeholder mapping, and IO deep dives. The MEL Hub produces a synthesis (written and visual) drawing on all learning sources. Includes summary briefs, trend analysis, and 'What to Watch' priorities.
MEL Clinics (6-monthly)	Thematic deep dives to unpack complex or high-priority issues.	Rolling clinics co-hosted by the Convenor (e.g. on youth disillusionment or coalition fragmentation). Use fishbowl dialogues or 'case walkthroughs' with evidence.
Partner Reflection Notes (quarterly)	Synthesised narrative insights from implementing partners and sub-partners.	Templates provided by the MEL Hub to partners to capture key learnings quarterly. May be written, audio-recorded, or submitted via mobile app for grassroots orgs.
Story Circles & Digital Diaries	Collect qualitative outcomes from subnational, youth, or marginalised partners.	Facilitated storytelling circles (in-person or virtual), or short digital diaries submitted by sub-partners describing change and reflection in their own voice.
Outcome Harvesting Workshops	Identify unintended outcomes and areas of significant change.	Co-led by the MEL Hub and relevant spokes, convened with program teams and sub-partners to harvest changes, using outcome cards, timelines, and ripple mapping.
Political 'After Action Reviews'	Real-time debriefs after sensitive activities.	E.g. after a contested election or polarising campaign, spokes conduct facilitated reflection with frontline actors to document adaptive strategies and insights.
Learning Spotlights	Highlight scalable practices, tools or innovations for cross-program uptake.	'Spotlight Series' of one-pagers, blogs, or mini-webinars led by spokes, curated by the hub and disseminated to all implementing partners and DFAT.

Stakeholder Information Needs

The MEL system will be designed to meet the distinct learning and accountability needs of a range of stakeholders:

Table 11: Stakeholder Information Needs

Stakeholder	Primary Information Needs	Use of MEL Data
DFAT	Strategic performance, EOPO and IO achievement, value for money, risk and safeguard management	Evidence of progress against EOPOs and IOs, program effectiveness and efficiency, risk management, GEDSI outcomes, performance reporting, accountability for public funds
	Inputs for program management and policy dialogue	Evidence for strategic engagement, DFAT visibility, ministerial briefings, PSC reporting, portfolio management, accountability for public funds, and Indo-Pacific policy positioning
Convenor and Implementing Partners	Outcome-level learning, program strategy adaptation, coalition/network	Adaptive management, internal program reflection, partner capacity development

Stakeholder	Primary Information Needs	Use of MEL Data
	strengthening, and localised effectiveness	
Government of Indonesia	Alignment with Gol priorities, partnership effectiveness, results of institutional strengthening and civic dialogue	Bilateral coordination, reform tracking, identification of successful engagement models
Civil Society Partners	Learning from peer experience, coalition effectiveness, participation impact, organisational strengthening	Strategy refinement, adaptive management, community engagement, funding diversification
Public and Media	Democratic progress, civic engagement opportunities, impact stories	Awareness, accountability, democratic discourse, social norm change

Partisipasi’s MEL system will directly support DFAT by:

- Generating credible, timely, and politically relevant data to inform decision-making across both Components 1 and 2.
- Capturing evidence of the impacts from Australia’s investment, including alignment with DFAT’s performance reporting frameworks.
- Contributing to cross-program learning.
- Documenting and showcasing locally driven innovations and adaptive responses.
- In collaboration with the PSU, producing evidence for tailored communication products (e.g. learning snapshots, partner case studies) for use in DFAT reports (including IMRs, FIMRs, and PAFs).

Guiding Principles and Practices

The Partisipasi MEL System will be anchored in a set of core guiding principles that respond to the complexity of Indonesia’s democratic landscape, and to the lessons learned from DemRes. These principles are operationalised through tangible practices, tools, and coordination mechanisms that are fit for purpose in a dynamic, sensitive, and diverse governance environment.

A. **Learning-Oriented and Adaptive Partisipasi prioritises learning as a central objective of MEL**, not just tracking activities or compliance. Learning will be embedded in program culture, enabling real-time adjustments and informed strategic shifts.

- Practice: Biannual learning workshops will bring together DFAT, the Convenor, Core Group Partners, and MEL actors to reflect on what is working, what is changing, and where adaptation is needed. MEL Clinics will be held quarterly or as needed to provide targeted support on methodological issues, strengthen partner capabilities, and refine learning questions.
- Tools: Outcome Harvesting will be used to capture emergent, non-linear results; Contribution Stories will document how different activities influence change in complex systems; and Partner Reflection Notes will provide rapid insight into what actors are learning, observing, or grappling with in real-time.
- Innovation: Micro-learning labs can be trialled with CSO partners to incubate adaptive MEL methods (e.g. rapid feedback loops, digital storytelling, and ‘fail fests’).

B. **Politically Informed and Risk-Aware**: The MEL system will take a realist and adaptive approach to navigating volatility and shrinking changes in civic space. It will help the program stay alert to changing conditions and recalibrate as needed.

- Practice: A democracy context monitoring tool will be developed and updated.

- Tools: Real-time feedback systems (e.g. simple mobile reporting tools, WhatsApp-based MEL updates), adaptive scenario logs, and risk-informed outcome monitoring.
 - Innovation: Scenario-testing workshops may allow partners to roleplay decision pathways and programmatic responses under different political futures, embedding readiness for change.
- C. **Equity-Focused and Gender-Sensitive:** The MEL system will place equity and GEDSI analysis at its core, recognising that inclusive democracy requires intentional tracking of who benefits, who participates, and who is left behind.
- Practice: All MEL activities will include GEDSI lenses. Outcome harvesting and Partner Reflection Notes will include guiding prompts on inclusion and representation. Quarterly ‘impact snapshots’ will analyse how different groups experience change.
 - Tools: Disaggregated data will be collected across all IOs (including sex, age, disability, and geographic location). Participatory GEDSI sessions will be used to interpret data and shape adaptations.
 - Innovation: Digital storytelling tools will capture nuanced narratives of change.
- D. **Collaborative and Co-Owned:** The MEL system will be built on mutual accountability and collaborative learning. Rather than top-down reporting, partners will co-develop plans, test ideas, and validate results.
- Practice: Annual MEL planning workshops will bring together all CSP actors to set learning priorities, revise indicators, and align strategies. Data will be validated through collective sense-making workshops and peer review.
 - Tools: Six-monthly joint reflection workshops, shared outcome frameworks, learning compacts, and rotating MEL focal groups to promote distributed leadership. Partner-led self-assessments will track organisational capacity and ownership. Local ownership indicators will measure the extent to which civic actors shape and lead outcomes. Data will be disaggregated by gender, disability, age, geography, and other relevant dimensions.
 - Innovation: ‘Learning compacts’ could be piloted to formalise commitments between DFAT and partners on learning priorities, with incentives for experimentation and iteration. Participatory ‘data walks’ and community scorecards can be piloted in targeted initiatives to democratise learning and encourage feedback from marginalised populations.
- E. **Coherence Across CSP:** To ensure that data, learning, and adaptation are consistent across partners and components, the MEL Hub will maintain a unifying MEL Framework and coordinate synthesis efforts.
- Practice: The MEL Hub will develop annual MEL Plans and consolidate learning from across the spokes. This will feed into strategic dialogue with DFAT and policy engagement with GoI.
 - Tools: A core MEL Framework, linked to the Program Logic and PAF,¹³ will ensure shared outcome measurement. A central digital knowledge repository will house tools, lessons, and data summaries for shared access.
 - Innovation: A real-time dashboard could be co-designed to visualise progress against selected IO-level indicators and outcome themes, with user-friendly interfaces for DFAT, partners, and local stakeholders.

Overall, these principles and practices reflect a shift from traditional MEL to a system that is adaptive, inclusive, and driven by learning. It is designed not only to measure results, but to support better decision-making, accountability to local actors, and continuous program improvement.

¹³ The **MEL Framework** is a program-specific structure that outlines desired results, indicators, data sources, and learning mechanisms. It guides internal monitoring, adaptive learning, and partner reflection. In contrast, the **Performance Assessment Framework** is a DFAT-wide structure used for formal performance reporting and strategic oversight. Indicators from the MEL Framework are mapped to PAF Tier 2 and Tier 3 indicators to ensure alignment and coherence.

Proposed Key Evaluation Questions (KEQs)

The Partisipasi MEL System will be guided by a small number of high-level preliminary Key Evaluation Questions (KEQs), aligned with the program’s EOPOs, DFAT’s MEL standards, and DFAT’s Development Evaluation Policy. These KEQs will ensure that the evaluation remains focused on outcomes related to democratic resilience, inclusivity, and governance, while allowing for an adaptive and reflective approach.

Table 12: Proposed Key Evaluation Questions

Evaluation Domain	Key Evaluation Question(s)	Lines of Inquiry
Relevance	To what extent does Partisipasi respond to Indonesia’s democratic resilience challenges and align with GoI and GoA priorities, as well as the needs of civil society actors?	<ul style="list-style-type: none"> Alignment with national development goals (e.g. RPJPN 2025–2045, ‘substantive democracy’ agenda). Responsiveness to changes in civic space, digital disinformation, GEDSI and climate-related governance risks. Extent to which the program’s Theory of Change and delivery modalities reflect intersectional needs (women, people with disability, youths, minority groups, climate-affected communities). Appropriateness of support modalities (e.g. informal civic coalitions, parliament engagement, peer-to-peer institutional exchange).
Coherence	How well does Partisipasi complement and coordinate with other DFAT initiatives, donor programs, and global evidence on democratic resilience?	<ul style="list-style-type: none"> Complementarity with DFAT programs (particularly INKLUSI, SKALA, AIPJ3). Coherence with multilateral and donor efforts (UNDP, EU, UK, Ford Foundation, OSF). Synergies between democratic resilience, gender equality, disability inclusion, and climate governance efforts. Integration of global lessons on challenges to democracy, media resilience, and civic engagement.
Effectiveness	To what extent has Partisipasi achieved its intended outcomes (EOPOs and IOs) in strengthening democratic institutions, civic actors, and collaborative democratic action?	<ul style="list-style-type: none"> Evidence of strengthened capacity and responsiveness of Indonesian institutions (KPU, Bawaslu, MOHA, DPR etc.). Improved capacity of civil society and coalitions to influence democratic processes and advance gender equality, disability rights, and climate-responsive governance. Quality of state–civil society collaboration (joint advocacy, dialogue, monitoring). Quality of state–civil society collaboration that is inclusive of WROs, OPDs, youth organisations, and climate/environment actors. Media’s contribution to countering disinformation and fostering accountability, including gendered and climate-related narratives.
Efficiency	How well are resources (financial, human, technical) used to deliver flexible, politically informed, and timely programming?	<ul style="list-style-type: none"> Value for money of adaptive delivery (balancing responsiveness and costs). Efficiency of management and delivery modalities (hub-and-spokes MEL, PSU structure, managing contractors). Balance between short-term election cycle costs and long-term democratic resilience investments. Efficiency of approaches used to reach women, people with disability, and climate-affected populations or localities.
Impact	What contributions has Partisipasi made to	<ul style="list-style-type: none"> Shifts in V-Dem, CIVICUS, WGI, and other global indices relevant to Indonesian democracy.

Evaluation Domain	Key Evaluation Question(s)	Lines of Inquiry
	strengthening democratic resilience and inclusive governance in Indonesia?	<ul style="list-style-type: none"> • Documented influence on democratic norms, accountability, and inclusion. • Evidence of outcomes for women, people with disability, and climate-vulnerable groups (e.g. access to participation, influence in policy, reduced barriers). • Examples of policy reforms, institutional changes, or civic agency that can be plausibly linked to program interventions. • Contributions to regional democratic discourse and Indonesia’s positioning as a democratic actor in ASEAN.
Sustainability	To what extent are the outcomes of Partisipasi likely to endure beyond the program period?	<ul style="list-style-type: none"> • Durability of civic capacities, coalitions, and networks (formal and informal). • Institutionalisation of reforms and practices within state institutions. • Resilience of democratic norms and discourses. • Evidence that local ownership, leadership, and GEDSI integration are embedded in supported initiatives. • Extent to which climate and environmental risks to civic participation and institutional reform are mitigated.
Cross-Cutting	How effectively has Partisipasi integrated gender equality, disability equity, and climate-resilient governance into strategy, delivery, and outcomes?	<ul style="list-style-type: none"> • Quality of GEDSI and climate safeguards in activity design and implementation. • Participation and leadership of women, OPDs, and marginalised groups in civic action, advocacy, and reform processes. • Evidence of climate governance and climate-affected communities represented in democratic accountability mechanisms. • Partner practice change: adoption of inclusive and climate-responsible institutional procedures, data, and standards. • Unintended consequences (positive and negative), including risks of harm, backlash, or exclusion.

The KEQs will be designed to provide both formative and summative insights to continuously shape the implementation of the program and track the broader impact of democratic resilience efforts in Indonesia.

Proposed Indicators

Key Performance Indicators (KPIs)

To ensure evidence-informed delivery and accountability, the MEL system will track progress against a suite of indicative indicators aligned to the Program Logic. All data will be disaggregated by gender, age, disability status, and other relevant GEDSI markers where feasible. The MEL system will also draw on partner data and government reporting, but will account for limitations in official data collection, particularly in GEDSI and digital rights indicators.

The Partisipasi MEL system will track progress through a structured yet flexible set of Key Performance Indicators (KPIs) at both outcome and output levels. These KPIs will align with the IDP’s own PAF, particularly Tier 2 indicators (investment-level outcomes) and Tier 3 indicators (portfolio-level contribution to development outcomes), while ensuring flexibility to reflect Indonesia’s evolving democratic context.

Partisipasi’s MEL system will focus on IO-level indicators that reflect contribution rather than attribution, with an emphasis on both qualitative and quantitative change. These indicators will be disaggregated by

gender, age, disability status, geography, and marginalised group identity, and complemented by qualitative assessments of inclusion, agency, trust, and network effectiveness.

Outcome Indicators

The table below includes examples of possible IO indicators that reflect progress across the 3 EOPOs, aligned with DFAT Tier 2 and Tier 3 indicators.¹⁴

Table 13: Illustrative Outcome Indicators

IO	Sample Indicators	DFAT Alignment
IO1.2 Key state actors demonstrate improved knowledge, skills, and practices that reinforce democratic processes and institutional integrity	<ul style="list-style-type: none"> • % of electoral/oversight bodies implementing inclusive safeguards • Qualitative evidence of electoral dispute resolution demonstrating fairness and inclusivity • Number of institutional measures adopted to strengthen election transparency and participation 	<p>Tier 2:</p> <p>Number of organisations supported to strengthen accountability and/or inclusion, including examples of assistance provided and significant policy change achieved.</p>
IO2.1 CSOs better equipped and collaborating, including youths, women, people with disabilities	<ul style="list-style-type: none"> • Qualitative evidence of CSOs using evidence-based monitoring, citizen feedback mechanisms • Evidence of these outputs influencing accountability processes • Number of monitoring reports, citizen feedback submissions, or advocacy briefs • # of women and persons with disabilities accessing capacity building • Qualitative assessment of women reporting increased confidence, empowerment, and voice • # of mentorships or leadership development opportunities for women and people with disability 	<p>Tier 2:</p> <p>ODA funding channelled to Women’s Equality Organisations and OPDs.</p> <p>Number of WROs and OPDs receiving capacity building support</p> <p>Tier 3:</p> <p>Number of local personnel, sub-contractors, and staff engaged</p> <p>Number and dollar value of local contracts and grants</p>

Output Indicators

The table below show a series of potential output indicators to track activities feeding into IO-level change. These outputs will be tracked via DFAT’s AidWorks system and reported in accordance with DFAT’s Performance Reporting Guidelines.

Table 14: Illustrative Output Indicators

Output Area	Sample Indicators
Short Courses and Technical Assistance	<ul style="list-style-type: none"> • # of participants trained (disaggregated) • % reporting application of learning (via post-training survey, follow-up interviews) • % of partner institutions adopting recommended practices
Peer Exchange and Mentoring	<ul style="list-style-type: none"> • # and quality (feedback scores) of bilateral peer exchanges • # of joint initiatives or follow-on collaborations

¹⁴ See <https://www.dfat.gov.au/sites/default/files/performance-delivery-framework.pdf>

Output Area	Sample Indicators
	<ul style="list-style-type: none"> • Documentation of mutual learning (case notes, outcome stories)
Media and Digital Literacy	<ul style="list-style-type: none"> • Reach, engagement, and audience feedback on civic media campaigns • # of counter-disinformation or digital safety initiatives supported • % of youth/women-led groups reporting improved digital resilience
Inclusive Grant Making	<ul style="list-style-type: none"> • % of grants awarded to local organisations (including WROs, OPDs, youth-led CSOs) • # of funded initiatives explicitly addressing GEDSI, civic inclusion, and/or climate justice • Grant recipient satisfaction (partner survey)

Innovation and Learning Indicators

To track adaptive innovation, civic tech experimentation, and localised learning, additional indicators will include:

- # of pilots or innovations tested and scaled
- % of CSP activities modified based on MEL insights
- Learning uptake (e.g. # of policy or program changes informed by evidence).

Inclusion and Disaggregation

All outcome and output indicators will be disaggregated consistent with DFAT best practice standard by:

- Gender (men, women, non-binary, trans)
- Age (especially youth 15–30)
- Disability status

Wherever feasible the program will also disaggregate all data by:

- Age (especially youth 15–30)
- Geographic region (urban, peri-urban, rural, Eastern Indonesia)
- Ethnic or Adat status, religion, or SOGIESC (where safely collectible)

Inclusion outcomes will also be captured through qualitative indicators, including:

- Self-assessed change in voice, agency, or leadership opportunities for under-represented groups
- Participant satisfaction and self-reported safety in program spaces.

Monitoring, Data Collection and Analysis Tools

The Partisipasi MEL System will balance rigour with usability, focusing on facilitating reflection and adaptive learning rather than generating excessive reporting burdens. It will integrate political analysis, civic mapping, qualitative tracking, and real-time feedback as the core MEL functions critical for program adaptation and decision-making. All tools will be adapted to:

- Prioritise accessibility and inclusion (for youths, women, people with disabilities, and other marginalised groups)
- Be politically informed
- Apply ‘do no harm’ principles for implementing partners and stakeholders involved in the program
- Enable timely feedback, particularly at the subnational level
- Support partner-led MEL through simple, co-created approaches.

Table 15: Monitoring Functions and Tools

Function	Critical (Core)	Optional/Budget-dependent
Strategy & Coherence	<ul style="list-style-type: none"> Annual review of Theory of Change. Scenario-Based Outcome Mapping. Annual Work Planning Clinics. 	
Monitoring & Evidence	<ul style="list-style-type: none"> Outcome Harvesting. Baseline, Midline and Endline data collection and analysis. 	<ul style="list-style-type: none"> Digital Sentiment Analysis (requires technical partner).
Inclusion & Localisation	<ul style="list-style-type: none"> GEDSI Impact Snapshots. Disaggregated Outcome Analysis. Partner-developed Local Ownership Indicators. 	<ul style="list-style-type: none"> Community-Led Rubrics (useful but more resource-intensive).
Digital & Civic Space	<ul style="list-style-type: none"> Democracy context monitoring tool 	<ul style="list-style-type: none"> Misinformation Monitoring Dashboards.
Networks & Coalitions	<ul style="list-style-type: none"> Network Health Survey (trust, collaboration, influence). 	<ul style="list-style-type: none"> Coalition Cohesion Index (partner co-designed metric).
Partner Reflection & Learning	<ul style="list-style-type: none"> Annual Learning Workshops & MEL Clinics. Partner Reflection Notes. 	<ul style="list-style-type: none"> After Action Reviews aftershocks. Audio Diaries/Voice Notes (useful in constrained civic spaces).

Assessing Significant Contribution

Partisipasi's MEL approach goes beyond tracking outputs and routine indicators, it is designed to capture and document: stories of significant contribution; instances where program-supported actors, networks, or initiatives demonstrably strengthen Indonesia's democratic resilience. These stories help illustrate how the program's investments in institutional reform, civic capacity, and collaborative democratic action translate into tangible, meaningful democratic outcomes.

Procedural Democracy Contributions: MEL will track key indicators reflecting the robustness of procedural democracy, including electoral integrity, accountability mechanisms, rule-bound policymaking, and effective checks and balances. These indicators help demonstrate whether democratic institutions operate transparently, consistently, and impartially, even under stress.

For example, a story of significance might focus on an election cycle where independent monitors report that the proportion of free, fair, and inclusive election processes meets high standards, demonstrating public trust and institutional credibility. Similarly, documenting how electoral disputes are resolved through formal legal channels can highlight functional accountability mechanisms.

Partisipasi's MEL system will collect data through a combination of partner-led self-assessments, audits, official election reports, and observations from independent monitoring organisations. Success in these areas reflects procedural resilience: institutions functioning as intended, citizens trusting legal and electoral systems, and safeguards against abuse of power being actively enforced.

Substantive Democracy Contributions: Partisipasi's MEL processes will also document contributions to substantive democracy, including civic space and civil liberties, freedom of expression, democratic culture, resilience, and coalition building. These areas capture the vibrancy of Indonesia's civil society, the effectiveness of watchdog functions, and public adherence to democratic norms.

Stories of impact may include, for instance, a coalition of youth-led, women-led, and minority CSOs mobilising quickly in response to a civic space restriction, generating visible policy or institutional responses. Or independent media outlets producing investigative reporting that galvanises citizen engagement. By tracking indicators such as the number and diversity of CSOs engaged in advocacy, media freedom scores,

survey measures of public democratic support, and reach of counter-disinformation initiatives, MEL can identify and narrate how these actors collectively reinforce democratic norms.

These stories will be triangulated against Tier 2 and Tier 3 indicators (e.g. governance effectiveness, civic participation and inclusion, regional stability) to demonstrate both immediate and system-level contributions. By weaving together these data sources, Partisipasi can highlight how investments in collaborative democratic action, strategic advocacy, and communication translate into democratic resilience and inclusivity.

Monitoring Risks and Safeguards

Operationalising a decentralised MEL system in politically sensitive contexts presents several risks. Disputes over data quality may arise if inputs are perceived as unreliable. To mitigate this, shared data validation protocols and peer review mechanisms will be established. Partner capacity gaps will be addressed through targeted support from STAs, especially during start-up or deep-dive evaluations. Political sensitivity and other risks will be managed through anonymised reporting, do no harm approaches, and secure data collection tools. Risk and safeguard monitoring will be embedded into Partisipasi’s MEL system to support early warning, adaptive responses, and accountability to DFAT and local stakeholders.

Table 16: Monitoring Risks and Safeguards

Risk Area	Monitoring Approach
Political Sensitivity & Backlash	Stakeholder pulse checks; quarterly risk reflection with partners; safe feedback channels
Digital & Information Risks	Monitoring of digital threats, disinformation narratives, and online harassment risks using real-time civic tech tools
Institutional Receptiveness	Qualitative check-ins with institutional partners; ‘change readiness’ snapshots
Safeguards (Gender, Disability)	Safeguards tracking through GEDSI-integrated MEL tools; regular validation with OPDs and community stakeholders
Local Partner Capacity & Risk	Partner risk profiles updated annually; capacity building logs; dual accountability (with Convenor and Core Group oversight)

Partisipasi MEL Framework at Design

Goal: To help strengthen democratic resilience and participation in Indonesia in ways that align with national development goals.

Objective: To support Indonesian state and non-state actors to strengthen substantive democracy.

Global indicators: V-Dem ‘Deliberative Component Index’, ‘Civil Society Participation Index’, World Bank Worldwide Governance Indicators – ‘Voice and Accountability’ sub-indicator, CIVICUS Monitor ‘Civic Space’ rating for Indonesia, Edelman Trust Barometer – Trust in Government and Trust in NGOs.

Table 17: Partisipasi MEL Framework at Design

Desired Result/EOPO & IO	Indicative Indicators	Data Sources	Assumptions/Risks	Baseline	Target	Who Will Use/Purpose
<p>EOPO1 Strengthened Institutional Resilience Key Indonesian state actors are better equipped to enhance public engagement and safeguard democracy.</p>	<ul style="list-style-type: none"> • Number of state actors reporting improved capacity to uphold democratic governance • Qualitative evidence of responsiveness to public input • Number of policy change, procedural improvements, or institutional practices introduced • % of women in leadership roles within government institutions or advisory bodies supported by the program • Tier 2: Number of government institutions supported, examples of assistance provided, and significant policy reforms achieved (by type and level) • Tier 3: Number and dollar value of local technical assistance (contracts) or grants for local engagement. 	Partner self-assessments; independent evaluations; program monitoring reports; stakeholder interviews	Willingness of institutions to share sensitive data; attribution challenges	To be determined during inception	Targets to be set after baseline	DFAT and GoI – assess contribution to democratic resilience and inform policy dialogue
IO1.1 Key Indonesian and Australian state actors have improved linkages and shared learning to reinforce democratic practices.	<ul style="list-style-type: none"> • Number of joint initiatives, exchanges, or training programs • Qualitative evidence of mutual policy learning influencing institutional practices • Number and types of joint initiatives engaging women and people with disability 	Program activity records; partner self-reports; interviews; case studies	Willingness to share politically sensitive engagement data; attribution challenges	Baseline to be confirmed	Annual increase	DFAT, GoI, partner institutions – strengthen bilateral democratic cooperation
IO1.2 Key state actors demonstrate improved knowledge,	<ul style="list-style-type: none"> • % of electoral/oversight bodies implementing inclusive safeguards 	EMB records; partner reports; election	Data availability outside election periods;	Baseline to be set during	Progressive increase	Electoral bodies, DFAT, GoI – adaptive

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Desired Result/EOPO & IO	Indicative Indicators	Data Sources	Assumptions/Risks	Baseline	Target	Who Will Use/Purpose
skills, and practices that reinforce democratic processes and institutional integrity.	<ul style="list-style-type: none"> • Qualitative evidence of electoral dispute resolution demonstrating fairness and inclusivity • Number of institutional measures adopted to strengthen election transparency and participation • Qualitative evidence of women and people with disability accessing training and advisory support 	observation data; CSO monitoring reports	politicisation of electoral data	early program phase		support and election cycle planning
EOPO2 Democratic Integrity Indonesian civil society actors enhance public engagement and promote democratic integrity in targeted areas.	<ul style="list-style-type: none"> • Number/% of CSOs reporting improved capacity to influence democratic processes • Number of advocacy initiatives or policy submissions addressing democratic integrity, inclusion, or accountability • Documented examples of CSO advocacy influencing policy or practice • % of women-led initiatives supported; % of resources accessed by women or WROs • Qualitative assessment of women reporting increased influence in decision-making spaces • Tier 2: ODA funding channelled to CSOs, WROs, OPDs; number of staff trained; number of organisations of persons with disabilities supported • Tier 3: Number of local personnel, sub-contractors, and staff engaged; Number and dollar value of local contracts and grants. 	Partner reports; independent evaluations; advocacy tracking tools; media monitoring; key informant interviews	Political sensitivities; self-report bias; attribution challenges	To be established during inception	Year-on-year increase	DFAT, Gol, CSO partners – inform capacity building, civic space, gender and disability inclusion support
IO2.1 Civil society actors are better equipped and increasingly collaborate with each other to promote democratic resilience, including with youths, women, people with disabilities and for climate justice.	<ul style="list-style-type: none"> • Qualitative evidence of CSOs using evidence-based monitoring, citizen feedback mechanisms • Evidence of these outputs influencing accountability processes • Number of monitoring reports, citizen feedback submissions, or advocacy briefs • # of women and persons with disabilities accessing capacity building • Qualitative assessment of women and people with disability reporting increased confidence, empowerment, and voice • # of mentorships or leadership development opportunities for women and people with disability 	CSO monitoring data; citizen feedback platforms; partner reports; interviews	Security risks for CSOs in politically sensitive contexts; institutional openness to feedback	To be set during early program phase	Incremental increase over program period	DFAT, CSOs, oversight institutions – strengthen democratic checks and balances, promote gender and disability inclusion

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Desired Result/EOPO & IO	Indicative Indicators	Data Sources	Assumptions/Risks	Baseline	Target	Who Will Use/Purpose
	<ul style="list-style-type: none"> Evidence on how program outputs influencing accountability processes and climate justice actions 					
IO2.2 The media are better able to deliver quality and independent journalism, uphold integrity, and counter mis/disinformation.	<ul style="list-style-type: none"> Number and qualitative evidence of media outlets adopting fact-checking, GEDSI-sensitive reporting, collaborative investigative practices Reach and engagement metrics of supported media content Documented influence on public discourse or institutional accountability # of women journalists, media managers, or content creators participating in program initiatives # of accessible media initiatives for persons with disabilities 	Media content analysis; audience engagement analytics; fact-checking platform records; program monitoring; key informant interviews	Media reluctance to share internal data; political/commercial pressures; attribution challenges	To be established during Inception Phase	≥8 media organisations demonstrate strengthened reporting practices; year-on-year increase in reach/engagement; ≥3 documented cases influencing policy	DFAT MEL team; implementing partners; media actors – strengthen professional standards and audience trust, gender and disability inclusion
EOPO3 Collaborative Democratic Action Indonesia’s state and non-state actors effectively engage with each other and internationally to strengthen democratic participation.	<ul style="list-style-type: none"> Evidence of joint state–civil society initiatives (co-drafted policies, joint monitoring, advocacy campaigns) Perceived quality of dialogue Qualitative assessment of women and persons with disabilities influencing dialogue or policy Tier 2: Number of organisations supported and outcomes achieved: a. Government institutions, b. Civil society, c. Private sector (by type/level) Tier 3: Number of local personnel, sub-contractors, and staff engaged; Number and dollar value of local contracts and grants 	Program reports; stakeholder interviews; joint initiative documentation; perception surveys; V-Dem dataset	Stakeholders willing to share information; political sensitivity; survey respondents feel safe	Baseline mapping Year 1	≥6 joint initiatives; improved perception and V-Dem scores; increased participation of women and people with disability	DFAT program team; implementing partners; Gol and CSO partners
IO3.1 Both state and non-state actors are better equipped and actively engage in more sustained democratic dialogue with each other.	<ul style="list-style-type: none"> Number and diversity of stakeholders in structured dialogues; % of dialogues with agreed follow-up actions Proportion of women and persons with disabilities participating Participant satisfaction with inclusiveness and fairness Qualitative assessment of perceived empowerment of women and people with disability 	Event records; attendance lists; participant feedback surveys; meeting minutes; WGI dataset	Reliable participation records; willingness to provide feedback; global indices updated annually	Baseline diversity index Year 1	20% increase in participation diversity; 70% dialogues with follow-up actions; improvement in satisfaction	DFAT MEL team; implementers; CSOs and state agencies

ANNEX I: CROSS-CUTTING THEMES ANALYSIS

This Annex provides a comprehensive analysis of Gender Equality, Disability, and Social Inclusion (GEDSI) and other cross-cutting issues context and key considerations guiding the design of Partisipasi. It synthesises relevant quantitative and qualitative evidence, national policy frameworks, international commitments, and insights from in-country consultations to assess systemic barriers and propose practical, evidence-based strategies for embedding meaningful and practical GEDSI enhancements that will contribute to strengthening Indonesia's democratic resilience.

Gender Equality, Disability, and Social Inclusion

The analysis presented below aligns with DFAT standards, including the GEDSI Analysis Good Practice Note, Gender Equality in Monitoring and Evaluation and Reporting Good Practice Note, and the Gender Equity Strategy, among others. It considers structural and institutional barriers in detail and conceptualises GEDSI as a core mechanism for advancing democratic resilience, ensuring that civic and institutions actors reflect and include the diverse perspectives of marginalised groups in Indonesia, including women, people with disabilities and youths.

Gender Equity

Indonesia's commitment to gender equality is strongly implied by the text of its 1945 Constitution, and in particular Article 27 which asserts that '*All citizens are equal before the law and in government and duty to respect the law and government, with no exceptions*'.¹⁵ Indonesia had likewise signed and ratified CEDAW in 1984, almost 15 years prior to *reformasi*. More recent national policy and legal frameworks such as the Gender Mainstreaming Strategy, Presidential Instruction No. 9/2000, and the Long-Term, and Medium-Term National Development Plans all articulate specific gender equity objectives, particularly in relation to poverty reduction, education, health, and governance.

Notwithstanding these conducive structural settings, significant inequalities persist between men and women, and intersectionally among women of different social strata, geographic location, ability status, and sexual orientation. For instance, women remain significantly under-represented in the executive, judicial, and legislative branches of government. Despite increasing almost threefold since 2000, only 21.1% of national parliamentary seats are held by women, lagging both regional and global averages.¹⁶ Quota systems that require political parties to ensure 30% of their candidates are women exist, but are often not implemented or enforced, particularly at the subnational level.¹⁷ This inadequate representation limits women's abilities to shape critical legislation and policies that affect all citizens. For instance, less than half of all Parliamentary Committees include women in their leadership; roles that are vital for setting legislative agendas, convening hearings on draft laws, and engaging in substantive debates during the lawmaking process.¹⁸

Gender-based violence (GBV) remains endemic, with almost 30% of all women aged 15–64 years experiencing violence in their lifetime¹⁹, and almost 9% of women aged 15–49 years subjected to physical and/or sexual violence by a current or former intimate partner on an annual basis.²⁰ According to Komnas Perempuan, over 400,000 cases of violence against women were reported in 2023.²¹ Although this represented a year-on-year decrease, many thousands of cases likely went under-reported, leaving the true prevalence rate unknown.²²

¹⁵ The Constitutional Court of the Republic of Indonesia, *The 1945 Constitution of the Republic of Indonesia* (Jakarta: MKRI), 2022. https://en.mkri.id/download/constitution/constitution_1_1625426222_4c1e13f466840d7ed721.pdf.

¹⁶ World Bank. 'Proportion of Seats Held by Women in National Parliaments (%).' *World Bank Data*, 2024. [world bank data](https://data.worldbank.org/SD53).

¹⁷ Kramer, Elisabeth. 'Even with a 30% Quota in Place, Indonesian Women Face an Uphill Battle Running for Office.' *The Conversation*, March 22, 2024. <https://theconversation.com/even-with-a-30-quota-in-place-indonesian-women-face-an-uphill-battle-running-for-office-222387>.

¹⁸ Friedrich-Ebert-Stiftung Asia. 'The Paradox in Women's Political Representation in Indonesia: More Women in Politics, but What Changes?' *FES Asia*, January 30, 2024. <https://asia.fes.de/news/the-paradox-in-womens-political-representation-in-indonesia-more-women-in-politics-but-what-changes.html>.

¹⁹ United Nations Development Programme (UNDP) Indonesia. 'Gender Equality'. *UNDP*, 2025. <https://www.undp.org/indonesia/gender>.

²⁰ UN Women. 'Indonesia.' *UN Women Data Hub*, 2025. <https://data.unwomen.org/country/indonesia>.

²¹ Asia Pacific Solidarity Network. 'Komnas Perempuan Records General Decline in Violence against Women in 2023.' *Asia Pacific Solidarity Network*, March 7, 2024. <https://www.asia-pacific-solidarity.net/news/2024-03-07/komnas-perempuan-records-general-decline-violence-against-women-2023.html>.

²² Ibid.

Social norms that implicitly facilitate GBV remain prevalent; in 2017, over 30% of women agreed that a ‘husband is justified in beating his wife’ for any of 5 reasons, including ‘burn[ing] the food’, ‘refusing sex’, and ‘go[ing] out without telling him’.²³

The passage of the 2022 Law on Sexual Violence Crimes (UU TPKS) marked a significant milestone in Indonesia’s legal and gender justice landscape, following over a decade of advocacy, public debate, and resistance rooted in conservative interpretations of religious teachings.²⁴ Although the law represents hard-won progress for women’s safety and autonomy, its implementation remains deeply uneven. Survivors continue to face stigma, inadequate institutional support, and barriers to justice, especially outside urban centres, where the national complaint mechanism is largely inaccessible.²⁵ CSOs report that public officials often treat cases bureaucratically, with minimal oversight and limited commitment to due process.²⁶

Likewise, economic empowerment through equitable market participation remains elusive for many Indonesian women, and especially those in comparatively poorer, predominantly eastern provinces. Labour force participation rates for women (54.52%) continue to significantly trail that of men (83.26%), and women are disproportionately employed in informal, low-paid, or precarious jobs.^{27,28} These structural inequalities are compounded by limited access to productive assets such as land, credit, and training, especially for women entrepreneurs and rural workers. Significant and unequally shared unpaid care responsibilities further restrict women’s time and mobility, limiting their ability to engage not only in economic activities but also in civic and political life.

The digital divide also poses a growing threat to gender equity within democratic spaces. Although internet penetration is increasing, significant gaps in access and digital literacy persist, especially in rural and low-income regions, and for more elderly women.²⁹ Women are also disproportionately exposed to gendered online harassment, including sexist trolling, non-consensual image sharing, stalking, and rape threats, which deter them from participating in civic discourse online. Campaigns of gendered dis/misinformation, targeting female political candidates and activists with sexist rumours, objectification, and reputational attacks, have surged in both frequency and severity, with significant implications for democratic representation.³⁰

Disability Equity

Since *reformasi*, Indonesia has taken important legislative steps to support the rights of persons with disabilities, including the ratification of the *UN Convention on the Rights of Persons with Disabilities* in 2011, and the passage of the *National Law on Persons with Disabilities* (Law No. 8/2016). Consistent with the implied freedoms stated in the Constitution, this law mandates equal rights and non-discrimination across education, employment, and political participation for people with disabilities.

Despite these improved legal and policy settings, substantial barriers to inclusive democratic participation remain. Official estimates of disability prevalence vary (typically ranging between 2–11%) and are likely subject to significant under-reporting. Census data collected in 2020 suggests that at least 10 million Indonesians, or approximately 4.3% of the population, live with some form of disability.³¹ More than 8 million households, or 13.3%, include at least one person with a disability, underscoring the wide-reaching impacts on families and communities as well as individuals.³² Women experience slightly higher disability rates than men, and a

²³ World Bank. ‘Proportion of Women Subjected to Physical and/or Sexual Violence in Last 12 Months (%)’. *World Bank Data*, 2024. [World Bank Data for Women Subject to Violence](#).

²⁴ The Asia Foundation. ‘Delivering Justice: Helping Victims of Sexual Violence in Indonesia by Training Advocates and Paralegals.’ *The Asia Foundation*, April 26, 2023. <https://asiafoundation.org/delivering-justice-helping-victims-of-sexual-violence-in-indonesia-by-training-advocates-and-paralegals/>.

²⁵ *Ibid.*

²⁶ *Ibid.*

²⁷ *Op. Cit.* UNDP. 2025.

²⁸ *Op. Cit.* UN Women. 2025.

²⁹ UNDP Indonesia. ‘UNDP Policy Volume: Indonesia Needs Strong Digital Inclusivity Index.’ *UNDP*, July 3, 2024. <https://www.undp.org/indonesia/press-releases/undp-policy-volume-indonesia-needs-strong-digital-inclusivity-index>.

³⁰ Suardana, I Ketut. ‘Inclusive Education for the Disabled in Indonesia: Policy and Implementation.’ *Malaysian Journal of Communication* 40, no. 1 (2024). <https://ejournal.ukm.my/mjc/article/view/54709>.

³¹ *Op. Cit.* UNDP Indonesia. 2024.

³² Statistics Indonesia (BPS). *Portrait of Persons with Disabilities in Indonesia: Long Form PC2020 Results*. Jakarta: BPS, December 20, 2024. <https://www.bps.go.id/en/publication/2024/12/20/43880dc0f8be5ab92199f8b9/portrait-of-persons-with-disabilities-in-indonesia-long-form-pc2020-results.html>.

greater proportion of people with disabilities are under the age of 65 years, reflecting both the country's youth bulge and its relatively lower life expectancy.³³

Disability in Indonesia is predominantly primarily acquired, with diseases and accidents accounting for around 76% of cases, compared to just 17% caused by congenital factors; highlighting the scope for more effective prevention and health policies.³⁴ The most common functional difficulties relate to vision, hearing, and mobility, and many people live with multiple disabilities, yet access to support remains limited. The majority of people with disabilities do not use assistive devices.³⁵ For example, 80% of people who report needing glasses do not have them, and more than a quarter of those needing a white cane go without.³⁶

Consistent with global trends, persons with disabilities in Indonesia face systemic exclusion and poorer socio-economic outcomes than their peers without disabilities. Educational attainment is significantly lower; children with moderate disabilities average just 4.4 years of schooling, compared to 6.5 years for those without disabilities, and only 2.8 years for those with severe disabilities. Households with a member with a disability also report lower per capita expenditures, with female-headed households particularly vulnerable. These disparities are compounded by significantly limited access to health care, livelihood opportunities, and public services, which have cascading impacts across the lifecycle.

Stigma and exclusion extend to political life and public participation. Electoral processes often lack basic accessibility features such as sign language interpreters, barrier-free polling stations, or braille ballots, and many people with disabilities lack access to legal identification papers that enable them to vote.³⁷ The result is that a very small proportion of all people with disabilities are able to participate in free and fair elections, drastically limiting their ability to influence political decision-making, advocate for their rights, or hold public institutions accountable.³⁸ Representation of people with disabilities is also minimal; very few candidates with disabilities have contested recent elections at the national or subnational level, and no mechanisms currently guarantee their inclusion.³⁹ In civic forums and public consultations, people with disabilities are frequently absent or tokenistically included, often without the necessary accommodations to ensure meaningful participation.⁴⁰

Social Inclusion

Social inclusion in Indonesia is shaped by complex intersections of age, location, ethnicity, socio-economic status and gender identity. While the government has committed to inclusive development through via the RPJMN and the Sustainable Development Goals, many marginalised communities remain systematically excluded from democratic processes, civic engagement, and public decision-making.

One key dimension of intersectional marginalisation that affects access to and participation in democratic processes is geographic and identity-based. Rural, remote, and Adat communities, particularly in Eastern Indonesia, face entrenched barriers to participation. These include limited infrastructure, poor connectivity, and weak state presence. Adat communities are further constrained by insecure land tenure; a 2022 study by found that only 36% of those living in forest zones hold recognised land rights, restricting their access to agricultural value chains and state support.⁴¹ The absence of legal identity also poses a major barrier to inclusion: more than 10 million Indonesians remain undocumented, disproportionately affecting Adat groups,

³³ Ibid.

³⁴ Monash University. *Disability in Indonesia*. Melbourne: Monash University, 2019. https://www.monash.edu/_data/assets/pdf_file/0003/1107138/Disability-in-Indonesia.pdf.

³⁵ Ibid.

³⁶ Ibid.

³⁷ <https://www.thejakartapost.com/news/2015/02/14/voters-with-disabilities-want-greater-access> Parlina, Ina. 'Voters with Disabilities Want Greater Access.' *The Jakarta Post*, February 14, 2015. <https://www.thejakartapost.com/news/2015/02/14/voters-with-disabilities-want-greater-access.html>

³⁸ Soeriaatmadja, Wahyu. 'People with Disabilities in Indonesia Aim for Seats in Parliament in Hope of Endorsing Friendly Rules.' *The Straits Times*, May 4, 2023. <https://www.straitstimes.com/asia/se-asia/people-with-disabilities-in-indonesia-aim-for-seats-in-parliament-in-hope-of-endorsing-friendly-rules>.

³⁹ *Straits Times: People with Disabilities in Indonesia Aim for Seats in Parliament*

⁴⁰ Op. Cit. Soeriaatmadja. 2023.

⁴¹ Aliansi Masyarakat Adat Nusantara (AMAN). *Catatan Tahunan 2022*. Jakarta: AMAN, 2023. [AMAN publication](#).

migrants, and women, and restricting their access to essential services such as education, health insurance (BPJS), and social protection schemes (PKH).⁴²

Another dimension of intersectional marginalisation is with religious minorities and migrants, who also face systemic constraints on civic participation.⁴³ The last decade has seen increasing incidents of discrimination, particularly against minority sects in Java and Sumatra.⁴⁴ Rising populist rhetoric and uneven enforcement of assembly laws have undermined pluralism and discouraged participation in civil society.⁴⁵

Barriers to Inclusion in Democratic Processes

Ensuring Partisipasi’s effectiveness requires a nuanced understanding of the interlocking demand-side and supply-side influences that shape who accesses, participates in, and benefits from democratic processes in Indonesia. These influences are deeply shaped by social norms, structural inequalities, institutional capacity, and the broader political environment. The table below outlines key demand- and supply-side constraints currently shaping GEDSI outcomes in civic participation and democratic governance.

Table 18: Demand and Supply-Side Barriers

Demand-Side Influences: <i>namely, barriers experienced by individuals and communities attempting to access and participate in democratic processes.</i>	Supply-Side Influences: <i>namely, institutional and systemic limitations in the enabling environment for inclusive governance.</i>
Stigma, discrimination, and fear of backlash prevent women, persons with disabilities, religious minorities and other marginalised groups from participating safely in civic or political forums, weakening communities’ ability to surface early warning signals of democratic erosion.	Tokenistic engagement processes limit the participation of marginalised groups in policy dialogue, planning, and oversight, eroding trust and fuelling disenfranchisement.
Limited access to accurate information, civic education, or digital tools restricts awareness of rights, civic duties, and political processes, leaving communities vulnerable to manipulation and harmful narratives.	Institutional reluctance to engage on sensitive topics such as electoral reform or minority inclusion reduces civic trust and institutional responsiveness, enhancing polarisation.
Geographic isolation, poor transport, and digital exclusion hinder civic access for Adat, remote and rural communities, amplifying elite capture and undermining democratic legitimacy.	Weak enforcement of inclusion mandates in electoral processes, public consultations, legislative and policy development limits, institutional accountability, reinforcing exclusionary norms.
Online harassment and sexualised disinformation particularly during electoral periods deter political engagement, especially for women and other marginalised groups. This works to silence dissenting voices that are critical for pluralism and democratic resilience.	Limited GEDSI capacity within institutions results in inaccessible forums, lack of reasonable accommodations, and exclusion of minority perspectives in governance. This reduces democratic resilience by leaving decision-making unrepresentative and contested.

⁴² Rahmadi Usman, Marsha Habib, Santi Kusumaningrum, and Widi Sari, ‘Improving the Civil Registry and Vital Statistics System in Indonesia Must Begin at the Village Level,’ *Tolerance.ca*, August 27, 2021. <https://theconversation.com/improving-the-civil-registry-and-vital-statistics-system-in-indonesia-must-begin-at-the-village-level-165892>.

⁴³ Asia News Network. ‘Indonesia Still Denies Religious Minorities Freedom to Worship.’ *Asia News Network*, January 24, 2024. <https://asianews.network/indonesia-still-denies-religious-minorities-freedom-to-worship/>.

⁴⁴ Stop the Persecution. ‘Discrimination Against Minority Groups Rampant: Komnas HAM.’ *Stop the Persecution*, January 4, 2024. <https://stopthepersécution.org/discrimination-against-minority-groups-rampant-komnas-ham/>.

⁴⁵ Op. Cit. Asia News Network. 2024.

Demand-Side Influences: <i>namely, barriers experienced by individuals and communities attempting to access and participate in democratic processes.</i>	Supply-Side Influences: <i>namely, institutional and systemic limitations in the enabling environment for inclusive governance.</i>
Time poverty and unpaid care work reduces the ability of women and caregivers to engage in public life or sustained civic action, narrowing the diversity of perspectives in civic debate.	Civic space restrictions particularly for activists and CSOs working on sensitive issues, suppresses public participation.
Lack of legal identity documentation excludes marginalised individuals from voting, accessing public services, or engaging formally with the state, undermining the inclusiveness of democratic institutions.	Under-resourced engagement mechanisms at national and subnational levels fail to include or support grassroots organisations, particularly those led by women, youths, or people with disabilities, weakening feedback loops between affected communities and the institutions designed to support them.

GEDSI Learning from DemRes

The DemRes pilot surfaced a series of critical lessons on how to meaningfully embed GEDSI considerations in democratic resilience programming. These lessons directly shaped the design of Partisipasi, and include:

- **Meaningful inclusion must be facilitated:** DemRes demonstrated that simply opening spaces for participation is not sufficient. For marginalised groups to meaningfully engage, programs must invest in accessible design, trauma-informed facilitation, and trust-building. This learning is reflected in Partisipasi’s emphasis on universal design standards, inclusion scans during co-design, and the creation of safe and responsive engagement mechanisms (about which, see below for further discussion).
- **Demand- and supply-side engagements need greater support to be bridged:** The pilot confirmed that inclusive democratic reform requires structured interaction between civil society and state actors. Partisipasi draws on DemRes learning by embedding enhanced mechanisms within its 2 program components, facilitating joint platforms for participatory dialogue, and other engagements between diverse actors, with a focus on the enhanced inclusion of traditionally marginalised communities.
- **Clarity of purpose and framing matters.** Some DemRes partners expressed uncertainty over whether their mandate was to deliver ‘inclusion’ or ‘democratic resilience.’ Partisipasi resolves this by explicitly framing inclusion as the mechanism of resilience. Equitable participation (especially by women, youths, and people with disabilities) is in part what enables democracy to strengthen civic trust, and counter harmful narratives. This alignment ensures partners understand that inclusion is not a parallel agenda but an enabler of democratic integrity.

GEDSI Strategy and Partners

The Partisipasi program adopts a twin-track approach to embedding GEDSI:

- **Mainstreaming GEDSI across all program components:** All activities—whether focused on civic participation, parliamentary engagement, or media resilience—will integrate gender equality, disability inclusion, and broader social inclusion. The activities will embed gender-sensitive design, equitable participation requirements, and accessibility standards. This ensures that democratic reforms benefit women, people with disabilities, youths, and marginalised groups. In addition, all program committees – not only the PAB – will include gender balance targets, with the Convenor responsible for monitoring compliance.
- **Targeted partnerships and initiatives:** Partisipasi will work with organisations representing women, such as women-led groups, WROs, OPDs, youth and student groups, Indigenous/Adat groups, and women-led media collectives. Special attention will be given to young women, rural women, and

women experiencing climate or economic shocks, in recognition of the intersectional inequities identified in the GEDSI analysis.

Through these partnerships, Partisipasi will amplify marginalised voices in democratic spaces and ensure civic and institutional reforms reflect inclusive priorities.

Embedded GEDSI Commitments

To operationalise GEDSI, Partisipasi will integrate commitments into:

- **Governance structures:**
 - A GEDSI focal point in the CSP Steering Committee and within the Convenor's Terms of Reference.
 - Gender balance targets for the Program Advisory Board, CSP Steering Committee, and other decision-making bodies.
 - TORs for all key personnel include gender equality responsibilities.
 - Performance reviews and contractor assessments will measure contribution to GEDSI outcomes.
- **Design and delivery:**
 - All Core Group Partners required to demonstrate how they will embed GEDSI principles in proposals, with flexibility for targeted initiatives (e.g. women-led media outlets, OPD-led civic education).
 - Grant making criteria will explicitly incentivise gender programming, including participation targets for women, women-led organisations, and WROs.
- **Budgeting and MEL systems:**
 - Dedicated GEDSI allocations, including earmarked funds for gender advisers, targeted women's leadership initiatives, and climate-related gender inclusion.
 - Gender-responsive MEL indicators tracking women's leadership, safety, access, and influence in decision-making.
 - Disaggregated data (sex, age, disability, rural/urban, minority groups).

Rather than creating a siloed action plan, Partisipasi will establish a GEDSI Implementation Toolkit and costed workplan to guide Core Group Partners, which is embedded within the CSP Strategy. This will:

- Be informed by consultations with OPDs, WROs, youth and Indigenous groups.
- Identify synergies with DFAT bilateral/regional initiatives (e.g. INKLUSI, SKALA, KONEKSI, Investing in Women) and Australian parliamentary and electoral institutions.
- Provide guidance such as fact sheets, talking points for policy engagement, case studies of inclusive champions, and practical tools for GEDSI mainstreaming.
- Provide tools for gender-sensitive policy engagement, safeguarding, risk management, and leadership development.
- Include a gender-responsive MEL toolkit with specific indicators on women's leadership, participation, and safety and indicators on accessibility, leadership, and participation for people with disability.
- Include climate-related considerations and indicators that consider the experiences and participation of women, youth and persons with disabilities.

Resourcing and Accountability

To ensure meaningful GEDSI integration across the program:

- **Dedicated GEDSI budget:** A proportion of program funds earmarked for GEDSI activities and innovation.
- **GEDSI technical assistance:** Partisipasi will ensure dedicated gender and disability expertise through the program's Technical Advisory Panel (TAP). The Convenor, with input from the Core Group

members, may nominate recognised Indonesian gender equality and disability equity specialists to provide contextual advice, review activity design, and support partner capacity where needed (this expertise may be drawn from amongst the core group membership or sourced independently). This approach balances technical oversight with local ownership. These experts could advise on safeguards and monitor progress on gender and disability objectives.

- **GEDSI in MERL:** GEDSI-specific KPIs and indicators (e.g. women's and persons with disabilities' influence in decision-making, representation in civic coalitions, accessibility of electoral processes). Disaggregate data on participation (sex, age, disability, other marginalised identities). Gender-responsive MEL toolkit tracks women's participation, safety, and leadership.
- **Safeguarding:** Risk mitigation strategies will be strengthened to address gender-specific threats, including backlash against women's participation, online harassment, and exclusion from political processes.
- **Diversity in delivery:** The Convenor and Core Group Partners will demonstrate inclusive staffing and procurement, including preference for women-led and disability-led CSOs.
- **Grant-making:** grant making criteria will incentivise gender-sensitive and disability-focused programming, including participation targets for women, youths, people with disability and organisations that represent them, such as OPDs, WROs/women groups, and youth groups.
- **Performance incentives:** Contractor performance assessments will include achievement of GEDSI outcomes.

DFAT Policy Alignment and Gender Policy Marker

Partisipasi is expected to qualify as a gender equality significant investment under the OECD DAC Gender Equality Policy Marker, with justification including:

- Gender and inclusion analysis informing program design.
- Explicit GEDSI-related outcomes in the Program Logic (refer to IO2.1).
- Integration of sex-, age-, and disability-disaggregated data in MEL.
- Ongoing monitoring, evaluation, and reporting on GEDSI outcomes.

Table 19: GEDSI Integration Framework for Partisipasi

EOPO/IO	Mainstreamed GEDSI Actions (embedded across all activities)	Targeted GEDSI Actions (specific initiatives for marginalised groups)	Examples from Outputs/Activities
<p>EOPO1 Strengthened Institutional Resilience</p> <p>IO1.1 Key Indonesian and Australian state actors have improved linkages and shared learning to reinforce democratic principles.</p> <p>IO1.2 Key state actors demonstrate improved knowledge, skills and practices that reinforce democratic processes and institutional integrity.</p>	<ul style="list-style-type: none"> • Ensure all institutional strengthening support includes a GEDSI lens (e.g. electoral reforms consider accessibility for people with disability, gender parity in voter registration systems). • Mainstream GEDSI into short courses, exchanges, and TA, ensuring balanced participation of women, youths, and people with disability. • TORs of government liaison personnel include GEDSI responsibilities. 	<p>Gender Equality:</p> <ul style="list-style-type: none"> • Leadership development pathways for women in electoral commissions and parliaments. • Gender-responsive civic education and voter information reforms. • Gender advisers engaged in electoral reform and accountability processes. <p>Disability Equity:</p> <ul style="list-style-type: none"> • Accessibility pilots – universal polling station design, braille/large print ballots, sign language interpreters. • Disability leadership development within EMBs and oversight bodies. • OPD representation in reform consultations and advisory groups. 	<ul style="list-style-type: none"> • GEDSI audits for state institutions. • Short courses with gender/disability quotas. • Pilots on participatory policy processes inclusive of women, youths, people with disability. • Gender Equality and Disability Equity advisers input to institutional reforms.
<p>EOPO2 Democratic Integrity</p> <p>IO2.1 Civil society actors are better equipped, and increasingly collaborate with each other to promote democratic resilience, including with youths, women, people with disabilities, and for climate justice.</p> <p>IO2.2 The media are better able to deliver quality and independent journalism, uphold integrity, and counter mis/disinformation.</p>	<ul style="list-style-type: none"> • Require all CSO coalitions supported by Partisipasi to embed inclusive leadership and decision-making (youths, women, people with disability representation). • Ensure media capacity building includes gender-sensitive reporting and accessibility principles. • Grant making criteria include targets for women’s organisations and women-led CSOs. 	<p>Gender Equality:</p> <ul style="list-style-type: none"> • Fund women-led CSOs and journalist associations to drive civic innovation and media integrity. • Programs to counter gender-based online harassment and disinformation. • Leadership pipelines for young women in civic and media sectors. <p>Disability Equity:</p> <ul style="list-style-type: none"> • Fund OPD-led innovation pilots and civic education initiatives. • Support disability advocates and journalists in countering discrimination and online abuse. • Inclusive media literacy and content production training for people with disabilities. 	<ul style="list-style-type: none"> • Microgrants for youth/women/OPD-led initiatives. • Coalition governance support emphasising inclusive practices. • Media literacy programs tailored for women, youths, people with disability.

EOPO/IO	Mainstreamed GEDSI Actions (embedded across all activities)	Targeted GEDSI Actions (specific initiatives for marginalised groups)	Examples from Outputs/Activities
<p>EOPO3 Collaborative Democratic Action</p> <p>IO3.1 Both state and non-state actors are better equipped and actively engage in more sustained democratic dialogue with each other.</p>	<ul style="list-style-type: none"> • Ensure all dialogue platforms include diverse representation (quota for women, youths, people with disability). • Apply safeguarding and ‘do no harm’ principles in multi-stakeholder forums. • Integrate GEDSI into cross-border knowledge sharing (highlighting inclusive democratic practices). 	<p>Gender Equality:</p> <ul style="list-style-type: none"> • Women leaders as co-facilitators in state–civil society dialogues. • Sponsor participation of women in ASEAN/global democracy forums. • Support Indonesian innovations showcasing women’s leadership and digital safety. <p>Disability Equity:</p> <ul style="list-style-type: none"> • OPDs co-facilitating policy dialogues and social accountability processes. • Resource participation of people with disabilities in regional and global forums. • Support civic tech and dialogue tools designed for accessibility. 	<ul style="list-style-type: none"> • Deliberative processes with inclusive facilitation. • Safe convening norms that address risks of exclusion and harassment. • Indonesian women and disability leaders featured in regional/global forums.

Climate Change

Partisipasi will integrate climate and disaster resilience throughout implementation as a lens for inclusive participation, civic voice, and legitimacy in governance. Partisipasi is a secondary-objective climate program, and the program will allocate its funding through mainstreaming, consistent with DFAT guidance. Partisipasi also aligns with Indonesia's NDC commitments, the National Adaptation Plan (2020), and climate-resilient development priority in the RPJPN (2025–2045). Program partners – state and non-state – can use participation, accountability and public dialogue mechanisms to increase responsiveness to these national priorities.

This approach is underpinned by strong global evidence indicating that climate governance and democratic resilience are deeply interconnected. The Intergovernmental Panel on Climate Change (IPCC) concludes with 'very high confidence' that climate-resilient development is enabled when decision-making is inclusive, equitable, and participatory.⁴⁶ Conversely, where marginalised voices are excluded, climate policies lack legitimacy, public trust erodes, and societies become more vulnerable to both environmental and political shocks.⁴⁷ These linkages are particularly salient in Indonesia, where rural women, Adat communities, youths, and people with disabilities are simultaneously among the most exposed to climate risks and the least represented in formal decision-making structures.⁴⁸ Their exclusion not only exacerbates inequality but also undermines the perceived fairness and effectiveness of adaptation efforts, weakening both social cohesion and democratic resilience.

Climate shocks also place direct stress on institutions. Research shows that natural disasters increase the likelihood of democratic backsliding, in part because governments invoke emergency powers that outlast the crisis or centralise authority in ways that weaken checks and balances.⁴⁹ Emergency responses, when poorly designed, can squeeze civic space and sideline parliaments or oversight bodies.⁵⁰ In Indonesia, the risks are compounded by the country's decentralised governance system and varying provincial capacity to manage disaster response. Without inclusive and transparent processes, these shocks risk eroding institutional credibility and fuelling polarisation.

The information environment is another domain where climate change intersects with resilience. The spread of climate mis/disinformation is increasingly recognised as a democratic challenge, distorting risk perception, undermining deliberation, and weakening support for collective action.⁵¹ These narratives often intersect with broader populist or conspiratorial discourses that polarise debate and corrode trust in democratic institutions. In Indonesia, online misinformation has already influenced electoral discourse, and there is a high risk that climate narratives could be co-opted to delegitimise reform or scapegoat vulnerable groups. Strengthening information integrity around climate issues is therefore a democratic as well as an environmental imperative.

At the same time, inclusive climate participation offers important opportunities for resilience. Evidence from citizen climate assemblies in Europe and elsewhere demonstrates that deliberative engagement can broaden social licence for difficult policy choices, translate protest energy into constructive dialogue, and strengthen the legitimacy of institutions.⁵² Applied in Indonesia, inclusive climate engagement could provide a practical entry point for building trust between citizens and state institutions, particularly in regions where communities experience both high climate vulnerability and low democratic confidence.

⁴⁶ Intergovernmental Panel on Climate Change (IPCC). *Climate Change 2022: Impacts, Adaptation and Vulnerability*. Working Group II Contribution to the Sixth Assessment Report. Cambridge: Cambridge University Press, 2022. <https://www.ipcc.ch/report/ar6/wg2/>

⁴⁷ Intergovernmental Panel on Climate Change (IPCC). *Summary for Policymakers*, in *Climate Change 2022: Impacts, Adaptation and Vulnerability*. Cambridge: Cambridge University Press, 2022. <https://www.ipcc.ch/report/ar6/wg2/chapter/summary-for-policymakers/>

⁴⁸ International Institute for Democracy and Electoral Assistance (International IDEA). *Climate Change and Democracy: Insights from Asia and the Pacific, Chapter 6*. Stockholm: International IDEA, 2023. <https://www.idea.int/sites/default/files/publications/chapters/climate-change-and-democracy-insights-from-asia-pacific/ch6-climate-change-and-democracy-insights-from-asia-pacific.pdf>

⁴⁹ Anna Lührmann and Bryan Rooney, *Autocratization by Decree: States of Emergency and Democratic Decline*, V-Dem Working Paper No. 85 (Gothenburg: Varieties of Democracy Institute, University of Gothenburg, 2020), https://v-dem.net/media/publications/wp_85.pdf

⁵⁰ Ibid.

⁵¹ United Nations Development Programme (UNDP). 'What Are Climate Misinformation and Disinformation and How Can We Tackle Them?' *UNDP Climate Promise*, May 1, 2025. <https://climatepromise.undp.org/news-and-stories/what-are-climate-misinformation-and-disinformation-and-how-can-we-tackle-them>

⁵² Willis, Rebecca, Nicole Curato, and Graham Smith. 'Deliberative Democracy and the Climate Crisis.' *Wiley Interdisciplinary Reviews: Climate Change* 13, no. 2 (2022). <https://doi.org/10.1002/wcc.754>

For these reasons, Partisipasi will integrate climate change as a cross-cutting theme and include outcome 2.1. Climate resilience will be implemented through an annex to the CSP Strategy, not as a separate strategy. The program will support civil society and institutional partners to apply a climate justice lens in their work, ensuring that environmental risks are treated as barriers to participation and inclusion. This will include embedding climate sensitivity in co-design and MEL processes, encouraging partners to identify how climate risks shape participation, and enabling targeted initiatives (e.g. youth-led organisations contributing to climate dialogues) where feasible. In this way, climate, like inclusion, becomes a mechanism of democratic resilience, broadening accountability, reinforcing legitimacy, and strengthening Indonesia's capacity to withstand both environmental and democratic shocks.

Table 20: Partisipasi Climate Integration Framework

EOPO	Entry Point for Climate Integration	Examples of Activities/Approaches	Intended Contribution to Democratic Resilience	Notes/Safeguards
EOPO1 Institutional Resilience	Strengthen institutional continuity and oversight during environmental shocks	<ul style="list-style-type: none"> • Scenario planning and simulation exercises with electoral bodies and parliaments on disaster-related disruptions (e.g. polling during floods, wildfire displacement). • Peer exchanges with regional bodies on climate-responsive governance. • Targeted technical assistance to embed crisis-response tools in institutional SOPs, voter registration systems, and accountability mechanisms. 	<ul style="list-style-type: none"> • Increased preparedness of democratic institutions to function during climate/ disaster shocks. • Strengthened citizen trust in state institutions’ ability to deliver during crises. 	Climate lens applied selectively – only where directly linked to institutional resilience and accountability.
EOPO2 Democratic Integrity	Strengthen CSO advocacy linking climate governance to democratic reform	<ul style="list-style-type: none"> • Small grants for civil society coalitions to integrate climate justice into governance campaigns. • Partnerships between governance-oriented CSOs and environmental NGOs. • Support to women/youth/faith-based groups on climate accountability and anti-corruption in resource management. • Technical assistance for CSOs on disability-inclusive climate communication and accessible community monitoring tools. 	<ul style="list-style-type: none"> • Civil society more capable of holding government accountable for climate-related policy decisions. • Broader inclusion of youths, women, and marginalised groups in civic action around climate justice. 	Avoids over-extension, only supports CSOs already engaging on climate and governance intersections.
EOPO3 Collaborative Democratic Action	Position climate as a governance and accountability issue in public dialogue and media	<ul style="list-style-type: none"> • Dialogue platforms linking subnational governments and citizens on climate-related budgeting and service delivery. • Storytelling/media labs amplifying citizen voices on democratic impacts of climate shocks. • Support to community media and digital platforms to ensure content is accessible (captioning, sign language, screen-reader-friendly). 	<ul style="list-style-type: none"> • Strengthened citizen–state dialogue on shared challenges. • Increased legitimacy of democratic participation by linking it to lived realities (e.g. climate impacts). 	Treated as a governance/ participation issue, not an environmental program; opportunistic and demand-driven.

Innovation

Partisipasi will support inclusive democratic innovation to address structural barriers to participation, voice, and influence, especially for marginalised groups. The program recognises that traditional models of engagement are insufficient to meet the needs of diverse civic actors and that new, community-driven innovations, particularly those led by young people, women, and marginalised groups, can catalyse enhanced democratic resilience.

Partisipasi will support adaptive and inclusive democratic innovation by embedding experimentation, iterative learning, and user-centred design into its delivery and partnerships. Areas of focus may include:

- Bridging digital access gaps through community-based digital literacy programs for women, people with disabilities, and rural youths, reducing vulnerabilities to mis/disinformation.
- Piloting and scaling creative civic engagement platforms (e.g. such as mobile apps, localised polling tools, social media campaigns) to enhance accountability and participatory decision-making.
- Supporting participatory MEL innovations (e.g. digital storytelling, crowdsourced monitoring, outcome harvesting) to amplify marginalised voices and surface grassroots contributions to democratic resilience.
- Co-designing and scaling locally developed innovations from grassroots organisations (e.g. interactive public forums, visual storytelling campaigns, civic tech solutions) that support pluralist participation.
- Supporting community-led disinformation response strategies, including local fact-checking initiatives, watchdog networks, and inclusive content co-creation to strengthen information ecosystems and protect civic discourse from polarisation.
- Investing in media literacy and critical thinking tools designed for women, youths, and people with disabilities, equipping communities to resist harmful narratives and sustain inclusive dialogue.

All innovation initiatives will be informed by inclusive learning loops and will prioritise those that contribute directly to democratic resilience, civic participation, and GEDSI outcomes.

ANNEX J: SUSTAINABILITY AND LOCALLY-LED DEVELOPMENT

Sustainability

Partisipasi is deliberately designed for long-term sustainability—building institutional strength, civil society resilience, and durable democratic infrastructure. The program recognises the risks posed by changing civic space, volatility, and reform challenges. Its sustainability model therefore applies a dual-track approach:

1. Local ownership and leadership so that change is driven by Indonesian actors; and
2. System and policy strengthening so that reforms endure beyond the life of the investment.

The tables below provide information on the strategies Partisipasi will employ to embed sustainability, as well as MEL indicators to measure sustainability.

Table 21: Partisipasi Sustainability Framework at Design

Sustainability Dimension	What Partisipasi Will Do	End-State After Program
Local Ownership & Leadership	Co-design approaches; Indonesian-led implementation; Core Group co-managing grants, MEL, adaptation, and safeguarding	Indonesian partners lead agenda-setting, resource mobilisation, and coordination with limited external support.
Institutional Reform & Systems Change	Strengthen key institutions; embed GEDSI, digital access, safeguards	Democratic processes more transparent, accessible, inclusive, and resilient.
Civil Society & Social Infrastructure	Multi-year grants; coalition building; youth and women leadership; civic tech	Strong, diverse civic ecosystem capable of advocacy and public accountability.
Policy & Funding Uptake	Align inclusion standards with national/subnational policies; budget transparency; <i>swakelola</i>	Domestic financing and regulatory frameworks sustain reforms.
Climate & Crisis Resilience	Scenario planning; continuity of participation during shocks; inclusive communication channels	Democratic participation and safeguarding continue in emergencies.

Table 22: MEL Indicators for Sustainability

Area	Indicator	Data Source
Local ownership	% of senior roles in Convenor and Core Group held by Indonesian staff % of program decisions led by Indonesian Core Group Partners	HR records; governance minutes
Institutionalisation	Number of democratic inclusion standards (GEDSI, digital access, safeguarding) adopted into KPU/Bawaslu/MOHA/local regulations	Partner reports; document review
Civil society resilience	Number of CSOs/WROs/OPDs accessing multi-year funding and demonstrating expanded networks or partnerships	Grant reports
Domestic financing	% of reform initiatives supported by national/subnational budgets	Budget review; interviews
Crisis resilience	Number of partners adopting climate/crisis-responsive participation mechanisms	Partner reports; scenario audits

The sustainability of Partisipasi assumes continued political space for reform, cooperation from key state institutions, and stable operating conditions for civil society. A core assumption is that reform-minded actors in government, electoral bodies, and parliament will remain open to technical collaboration and will institutionalise standards on transparency, digital access, safeguarding, and inclusion. It is also assumed that CSOs, WROs, OPDs, and independent media will retain freedom to organise, advocate, and communicate with constituencies.

However, a number of risks could impact long-term sustainability. Reform momentum may weaken as political priorities shift, or if electoral bodies undergo restructuring. Changes in civic and digital space could limit CSO participation or increase security risks for activists, particularly women, youths, and marginalised groups. Localisation may progress slower than planned if fiduciary systems or compliance standards are not yet fully trusted to Indonesian entities, creating dependency on international intermediaries. Sustainability is also vulnerable to funding gaps if domestic budget allocations do not materialise or if donors reduce support. Smaller organisations remain at risk of exclusion due to resource constraints, geographic remoteness, or accessibility barriers.

To mitigate these risks, the program will embed reforms within regulations, budgets, and institutional procedures; build cross-party reform coalitions; and strengthen legal and digital protection mechanisms. A phased localisation model—supported by coaching, peer learning, and joint financial management—will reduce fiduciary risks while increasing national ownership. Targeted grants, funded participation in governance structures, and accessible processes will help ensure smaller CSOs, OPDs, and WROs are not pushed out of reform spaces. Through these measures, the program aims to ensure that Partisipasi’s systems, networks, and institutional partnerships remain durable beyond the life of the investment.

Locally Led Development

Partisipasi is committed to advancing DFAT’s localisation commitments, placing local and national actors at the heart of its governance, delivery, and learning systems. The program sees localisation not as a transfer of administrative responsibilities, but as a shift in power, resources, and leadership toward Indonesian civil society, communities, and institutions. In this way, Partisipasi’s locally led development approach will both enhance equity, and act as another mechanism of democratic resilience; anchoring inclusion in Indonesia’s own civic fabric, making it less vulnerable to shocks.

Key commitments to localisation include:

- Embedding local actors, such as CSOs, WROs, OPDs and youth organisations, into core governance and advisory structures, including the CSP and multi-stakeholder policy dialogue mechanisms to ensure decision-making reflects diverse civic voices and strengthens legitimacy.
- Designing inclusive, flexible, and accessible grant making approaches that reduce compliance barriers and support direct funding for diverse local actors, including emerging groups and informal networks to build resilience at the community level.
- Developing a Localisation Roadmap during the Inception Phase (embedded within the CSP Strategy), co-designed with partners, to set clear benchmarks for increased local leadership, capacity development, and budget allocation over time.
- Ensuring that adaptive learning and outcomes monitoring reflect local perspectives, with civil society actors actively shaping and interpreting evidence and lessons learned.
- Supporting peer learning platforms that elevate local democratic innovation and build linkages between Indonesian civic actors and regional counterparts.

The Localisation Roadmap will provide time-bound benchmarks for transitioning leadership, systems, and decision-making to Indonesian institutions and CSOs. It will include:

1. **Governance and Leadership**

- Indonesian as PSU Manager and leading Partisipasi convenor team, where possible (and if not, transitioning to Indonesian leadership by Years 3-4).

2. **Institutional Power-Sharing**

- CSP Core Group co-management of grants, MEL, adaptation, and safeguarding
- Advisory and governance bodies include CSOs, OPDs, WROs, youth platforms, and independent media—with funded participation to avoid unpaid labour

3. **Workforce Localisation**

- Staffing targets for Indonesian technical and operational positions
- Scholarships, exchanges, and peer learning to build national expertise

4. **Systems & Financial Localisation**

- Gradual transfer of fund management, procurement, due diligence, and risk management to Indonesian entities
- Domestic resource mobilisation strategies and engagement with partners in national and local governments.

ANNEX K: KEY DEFINITIONS

This annex provides working definitions for terms used in the Partisipasi program. Definitions are drawn from international standards and global research on democratic governance, civil society, and inclusion.

Democracy

A system of governance in which power is vested in the people and exercised through institutions, norms, and processes that guarantee participation, representation, accountability, and respect for fundamental freedoms (UNDP, 2020; Diamond, 2021).

Democratic Resilience

The capacity of democratic institutions, actors, and norms to withstand pressures—including authoritarian tendencies, polarisation, corruption, and disinformation—while continuing to function inclusively, transparently, and accountably. Resilience involves adaptation and sustained citizen engagement (OECD, 2022; V-Dem, 2023).

Inclusive Governance

Decision-making processes and institutional arrangements that actively enable participation by all groups, including women, youths, people with disabilities, and minority communities (UNDESA, 2019). Inclusive governance ensures diverse voices influence policy, oversight, and service delivery.

Civil Society

The sphere of collective action outside the state and market, encompassing registered and informal organisations, networks, and associations that advocate for accountability, inclusion, and democratic participation (World Bank, 2019; CIVICUS, 2023).

Civil Society Resilience

The capacity of civil society actors—both formal and informal—to sustain advocacy, representation, and accountability efforts in the face of political, social, economic, or digital pressures. Resilient civil society maintains operational continuity, adapts strategies to changing contexts, protects civic space, and continues to engage citizens, even under restrictive or high-risk conditions (CIVICUS, 2023; OECD, 2022; UNDP, 2020).

Pluralism

A democratic principle and practice in which diverse political, social, cultural, and religious groups coexist, express views freely, and participate in public life. Pluralism supports tolerance, dialogue, and respect for difference (Diamond & Plattner, 2020; UNDP, 2020).

Electoral Integrity

The adherence of electoral processes to principles of fairness, transparency, inclusivity, and accountability. This includes impartial administration, equal participation rights, credible dispute resolution, and meaningful access for women, youths, and people with disabilities (ACE Electoral Knowledge Network, 2023; IFES, 2022).

Accountability

The obligation of state and non-state actors to justify decisions and actions to the public and to face consequences for non-compliance. Accountability is vertical (citizens to institutions) and horizontal (institutions to each other) (World Bank, 2019).

Civic Participation

The active involvement of individuals and groups in shaping public policies, monitoring governance, and influencing social and political processes, including voting, advocacy campaigns, and dialogue with state actors (OECD, 2022; UNDESA, 2019).

Disinformation/Misinformation

- **Disinformation:** Deliberately false or misleading information spread to manipulate, deceive, or cause harm.

- **Misinformation:** False or inaccurate information shared without harmful intent. Both undermine trust in democratic institutions and distort public debate (Wardle & Derakhshan, 2017; OECD, 2022).

Voter Suppression

A deliberate or systemic actions that hinder or discourage eligible citizens from exercising their right to vote. This can include restrictive registration procedures, intimidation, misinformation, logistical barriers, or other practices that disproportionately affect certain groups such as women, youths, or people with disabilities (Britannica, n.d.).

Coalition Building

The process by which diverse civil society, state, and private sector actors align around common democratic goals to amplify voice, build legitimacy, and sustain reform momentum (Keck & Sikkink, 1998).

Adaptive Learning

A programmatic approach using continuous monitoring, reflection, and feedback to adjust strategies and activities in response to changing political dynamics and civic needs (Ramalingam et al., 2019).

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ANNEX L: ACRONYMS GLOSSARY

Abbreviation	Full Form/Meaning
AEC	Australian Electoral Commission
AICHR	ASEAN Intergovernmental Commission on Human Rights
AII	Australia–Indonesia Institute
AIPJ	Australia–Indonesia Partnership for Justice
AIYEP	Australia–Indonesia Youth Exchange Program
AJI	Aliansi Jurnalis Independen (Alliance of Independent Journalists)
ANFREL	Asian Network for Free Elections
ARF	Adviser Remuneration Framework
ASEAN	Association of Southeast Asian Nations
BNPT	Badan Nasional Penanggulangan Terorisme (National Counter-Terrorism Agency)
BPJS	Badan Penyelenggara Jaminan Sosial (Social Security Administering Body)
BPS	Badan Pusat Statistik (Statistics Indonesia)
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CFI	Countering Foreign Interference
CIVICUS	Global Alliance of Civil Society Organisations
CRPD	Convention on the Rights of Persons with Disabilities
CSIS	Centre for Strategic and International Studies
CSO	Civil Society Organisation
CSP	Civil Society Partnerships [Partisipasi]
CSP	Comprehensive Strategic Partnership [Australia–Indonesia]
DAC	Development Assistance Committee [OECD]
DemRes	Democratic Resilience Pilot Program
DFAT	Department of Foreign Affairs and Trade [Australia]
DHOM	Deputy Head of Mission
DPC	Development Programming Committee [DFAT]
DPP	Development Partnership Plan
DPR	Dewan Perwakilan Rakyat (House of Representatives – Indonesia)
EIU	Economist Intelligence Unit

Abbreviation	Full Form/Meaning
EMA	Electoral Management Authority
EOI	Expression of Interest
EOPO	End of Program Outcome
EU	European Union
FIMR	Final Investment Monitoring Report [DFAT]
FTE	Full-Time Equivalent
GBV	Gender-Based Violence
GEDSI	Gender Equality, Disability, and Social Inclusion
GHD	GEDSI and Human Development [DFAT]
Gol	Government of Indonesia
G2G	Government-to-Government
IDD	Investment Design Document [DFAT]
IDERS	International Disability Equity and Rights Strategy [DFAT]
IDI	Indonesian Democracy Index
IDP	Australia's International Development Policy [DFAT]
IFES	International Foundation for Electoral Systems
IGES	Australia's International Gender Equality Strategy [DFAT]
IGO	Intergovernmental Organisation
IMR	Investment Monitoring Report [DFAT]
INGO	International Non-Governmental Organisation
INKLUSI	Australia-Indonesia Partnership Towards an Inclusive Society
IO	Intermediate Outcome
IPCC	Intergovernmental Panel on Climate Change
IPR	Institute for Peace and Reconciliation [ASEAN]
ISR	Independent Strategic Review
ITE	Informasi dan Transaksi Elektronik (Information and Electronic Transactions Law)
JDG	Justice and Democratic Governance [DFAT]
KEQ	Key Evaluation Question
KPI	Key Performance Indicator

Abbreviation	Full Form/Meaning
KPK	Komisi Pemberantasan Korupsi (Corruption Eradication Commission)
KPU	Komisi Pemilihan Umum (General Elections Commission)
LAN	Lembaga Administrasi Negara (National Institute of Public Administration)
LES	Locally Engaged Staff
MC	Managing Contractor
MEL	Monitoring, Evaluation, and Learning
MIS	Monitoring Information System
MK	Mahkamah Konstitusi (Constitutional Court of Indonesia)
MOHA	Ministry of Home Affairs [Indonesia]
MOU	Memorandum of Understanding
NGO	Non-Government Organisation
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OPD	Organisation of People with Disabilities
PAB	Program Advisory Board [Partisipasi]
PAF	Performance Assessment Framework
PEA	Political Economy Analysis
PSC	Political and Strategic Communications Branch [DFAT]
PSEAH	Protection from Sexual Exploitation, Abuse, and Harassment
PSU	Program Support Unit [Partisipasi]
QISS	Quality Investment Support Service [DFAT]
RANHAM	Rencana Aksi Nasional Hak Asasi Manusia (National Action Plan for Human Rights)
RPJMN	Rencana Pembangunan Jangka Menengah Nasional (National Medium-Term Development Plan)
RPJPN	Rencana Pembangunan Jangka Panjang Nasional (National Long-Term Development Plan)
RSF	Reporters Without Borders (Reporters Sans Frontières)
SA	Subsidiary Arrangement [between DFAT and GoI]
SDG	Sustainable Development Goal
SOGIESC	Sexual Orientation, Gender Identity and Expression, and Sex Characteristics

Abbreviation	Full Form/Meaning
STA	Short-Term Adviser
TAF	The Asia Foundation
TAP	Technical Advisory Panel
TPKS	Tindak Pidana Kekerasan Seksual (Law on Sexual Violence Crimes)
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
UU	Undang-Undang (Law)
V-Dem	Varieties of Democracy Institute
VfM	Value for Money
WGI	Worldwide Governance Indicators [World Bank]
WRO	Women's Rights Organisation

ANNEX M: ALTERNATIVE TEXT FOR DIAGRAMS

Figure 1: Program Logic Model

Long Term Goal:

Strengthened democratic resilience and participation in Indonesia in ways that align with national development goals.

Strategic Objective:

To support Indonesian state and non-state actors to strengthen substantive democracy.

End of Program Outcomes

EOPO1: Strengthened Institutional Resilience: Key Indonesian state actors are better equipped to enhance public engagement and safeguard democracy.

EOPO2: Enhanced Democratic Integrity: Indonesian civil society actors enhance public engagement and promote democratic integrity in targeted areas.

EOPO3: Collaborative Democratic Action: Indonesia's state and non-state actors effectively engage with each other to strengthen democratic participation.

Intermediate Outcomes

IO1.1: Key Indonesian and Australian state actors have improved linkages and shared learning to reinforce democratic

Outputs:

- Peer-to-peer exchanges completed
- Joint study visits and workshops delivered
- Dialogue forums held

IO1.2: Key state actors demonstrate improved knowledge, skills, and practices that reinforce democratic processes and institutional integrity.

Outputs:

- Short courses, workshops, mentoring, and study visits completed (with GEDSI targets (Comp 1)
- Technical Assistant delivered (Comp 2)
- Policy- relevant and GEDSI sensitive tools developed and in use (Comp 2)

IO2.1: Civil society actors are better equipped, and increasingly collaborate with each other to promote democratic resilience, including with youths, women, people with disabilities, and for climate justice.

Outputs:

- Functional CSO coalitions
- Leadership programs delivered for youths, women, and people with disabilities
- Locally led initiatives funded
- Safeguard, scenario-planning and adaptive tools adopted

IO2.2: The media are better able to deliver quality and independent journalism, uphold integrity, and counter mis/disinformation.

Outputs:

- Trained media professionals apply integrity and verification skills
- Watchdog and fact-checking networks strengthened
- Civic education products/campaigns produced and disseminated
- Media literacy programs delivered at target scale

IO3.1: Both state and non-state actors are better equipped and actively engage in more sustained democratic dialogue with each other.

Outputs:

- Informal and formal multi stakeholder forums and deliberation platforms operational
- Community-driven dialogue outputs and agreements documented
- Safe-convening and risk mitigation protocols adopted

The PSU manages component 1, which focuses on IO1.1 and IO1.2.

The CSP manages component 2, which focuses on IO1.2, IO2.1, IO2.2 and IO3.1.

Focus Areas

- Electoral integrity
- Parliamentary Engagement
- Civic Participation and Education
- Independent and Quality Media
- Countering Mis/Disinformation

Figure 2: Civil Society Partnership (CSP)

Figure 2 summarises the Civil Society Partnership in picture format. At the centre is the CSP Steering Committee led by the Convenor. Around this are 6 hexagon shapes showing partners representing different parts of civil society and working on different themes: 1) media (traditional and social); 2) academic and think tanks; 3) parliament accountability; 4) electoral integrity; 4) civic participation and education; 5) others (potential for future iterations).

Figure 3: Partisipasi Governance and Management Structure

Figure 3 describes the Partisipasi Governance and Management Structure. It sets out how functions relate to the DFAT Strategic Civil Society Coordination Meeting and/or the Program Advisory Board, as described in sections 5.1 and 5.2. The DFAT Partisipasi Reference Group communicates with other relevant DFAT programs and supports the Program Advisory Board. The DFAT Strategic Civil Society Coordination Meeting oversees other relevant DFAT programs. The Program Advisory Board provides advice on both Components 1 and 2. The CSP Steering Committee focuses on Component 2.