



INVESTMENT DESIGN  
DOCUMENT



# **Australia-Indonesia Partnership Towards an Inclusive Society**

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# ACRONYMS AND ABBREVIATIONS

INKLUSI	Australia-Indonesia Partnership Towards an Inclusive Society
Bappenas	Ministry of National Development Planning (Government of Indonesia)
BAST	Berita Acara Serah Terima / Financial reporting obligations to Government of Indonesia
Covid-19	Corona Virus Disease 2019
CSOs	Civil Society Organisations, including Disabled Peoples Organisations
DFAT	Department of Foreign Affairs and Trade (Government of Australia)
DNH	Do No Harm
DPOs	Disabled People's Organisations
EOPO	End of Program Outcome
GEDSI	Gender Equality, Disability and Social Inclusion
GoA	Government of Australia
Gol	Government of Indonesia
GRB	Gender Responsive Budget
IDD	Investment Design Document
IDF	Investment Design Framework
IMR	Investment Monitoring Report
KQs	Key Questions
MAMPU	Australia-Indonesia Partnership for Gender Equality and Women's Empowerment
M&E	Monitoring and Evaluation
MERL	Monitoring, Evaluation, Research and Learning
MELP	Monitoring, Evaluation and Learning Plan
MIS	Management Information System
PEDULI	A Government of Indonesia initiative designed to improve social inclusion of six of Indonesia's most marginalised groups
PES	Policy Engagement Strategy
PL	Program Logic
PMG	Partnership Management Group
PPA	Partnership Performance Assessment
PSC	Program Steering Committee
PSEAH	Preventing Sexual Exploitation, Abuse and Harassment
RPJMN	Medium-Term Development Plan of the Government of Indonesia
SDGs	Sustainable Development Goals
TWG	Technical Working Group
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
VAW	Violence Against Women

## GLOSSARY OF TERMS AND PHRASES

TERM	DEFINITION
<b>Accessibility</b>	The extent to which people with disabilities can access products, services, facilities, information, communications, and/or environments, on an equal basis with others.
<b>INKLUSI</b>	Refers to the Australia-Indonesia Partnership Towards an Inclusive Society, INKLUSI (the program).
<b>INKLUSI Facilitating Partner</b>	INKLUSI Facilitating partner (INKLUSI FP) refers to the managing contractor team who implement the INKLUSI Governance and Technical Secretariat and INKLUSI Operations and Grants Management.
<b>Civil Society Organisation<sup>1</sup></b>	The wide array of non-governmental and not for profit organizations that have a presence in public life, express the interests and values of their members and others, based on ethical, cultural, political, scientific, religious or philanthropic considerations
<b>CSO enabling Environment<sup>2</sup></b>	The enabling environment for civil society includes the presence of space for CSOs in policy dialogue; effective support for and engagement with CSOs by official development co-operation providers; enabling legal and regulatory frameworks for CSOs; and effective, accountable and transparent CSOs
<b>Coverage</b>	The extent to which a Program/intervention is being implemented in the right places (geographic coverage) and is reaching its intended target population (individual coverage).
<b>Disability</b>	This is a diverse and evolving concept. How disability is experienced varies between individuals. Disability is based on the relationship between an individual's impairment and the barriers that person faces in society. For the purpose of this strategy, disability is represented as follows:  <b>Disability = impairment + barriers</b>
<b>Disability inclusive development</b>	Disability Inclusive Development is based on principles such as stakeholder participation, non-discrimination, and accessibility.
<b>Disaggregated data</b>	This refers to data that is broken down into parts. The 2030 Agenda for Sustainable Development and other international frameworks now commit to disaggregating, or dividing, data into groups on the basis of gender (sex), age and disability. This is a minimum requirement and can assist in monitoring social inclusion in policy and practice as well as to help identify the needs of specific demographic groups that may have experienced social, economic and political exclusion.
<b>Empowerment</b>	A multidimensional social process that enables people to gain control over their lives. Strategies for empowerment therefore often challenge existing power allocations and relations and access to resources to give disadvantaged groups more power.

<sup>1</sup> World Bank definition of Civil Society <https://www.worldbank.org/en/about/partners/civil-society/overview>

<sup>2</sup> <https://www.oecd-ilibrary.org/sites/f2aef4ad-en/index.html?itemId=/content/component/f2aef4ad-en>

TERM	DEFINITION
<b>Gender</b>	This refers to the socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men. These vary from society to society and culture and can be changed. Gender roles and expectations are learned. They can and do change over time. Systems of social differentiation such as political status, class, ethnicity, physical and mental disability, age and more, modify gender roles. This is especially true in conflict situations.
<b>Gender Equality</b>	This means that women and men have equal conditions for realising their full rights and for contributing to, and benefiting from, economic, social, cultural and political development. Gender equality is therefore the equal valuing by society of the similarities and the differences of men and women, and the roles they play. It is based on women and men being full partners in their home, their community and their society.
<b>Gender Equity</b>	Refers to the consideration and provision to meet different needs, preferences and interests of women and men. <i>E.g.</i> , this may mean that different treatment is needed to ensure equality of opportunity, leading to substantive equality (or equality of results). It requires considering the different realities of women's and men's lives and what is a fair division of existing resources and opportunities to achieve equal results.
<b>Gender Norms</b>	Refers to beliefs about women and men, boys and girls that are passed from generation to generation through the process of socialization. They change over time and differ in different cultures and populations. Gender norms lead to inequality if they reinforce: a) mistreatment of one group or sex over the other; b) differences in access to power and opportunities.
<b>Gender Relations</b>	Refers to social relations between and among women and men that are based on gender norms and roles. Gender relations often create hierarchies between and among groups of men and women that can lead to unequal power relations, disadvantaging one group over another.
<b>Gender Roles</b>	Refers to what female and males are expected to do (in the household, community and workplace) in a given society. For example, men are typically expected to be family breadwinners while women are expected to take care of domestic work.
<b>Gender Stereotypes</b>	Images, beliefs, attitudes or assumptions about certain groups of women and men. Stereotypes are usually negative and based on assumed gender norms, roles and relations. Refers to where, how and under what conditions women and men work (for or without pay) based on gender norms and roles.
<b>Impairment</b>	A physical or mental condition that causes or is likely to cause a loss or difference of a physiological or psychological function.
<b>Intersectionality</b>	This refers to the complex and cumulative manner in which the effects of multiple forms of discrimination (such as racism, sexism, and social stratification) combine, overlap or intersect, especially as related to the experiences of marginalized individuals or groups.
<b>Mainstreaming Approach</b>	Refers to a process of embedding gender, social and disability inclusion in all aspects of the organization (policies, processes, systems, partnerships, monitoring and evaluation, projects, service delivery, infrastructure and so on). You can also use the term to integrate gender, social and disability inclusion to mean the same process.

TERM	DEFINITION
<b>Marginalisation</b>	<b>Marginalisation describes both a process, and a condition, that prevents individuals or groups from full participation in social, economic and political life. Marginalised people are individuals or groups that experience exclusion from full participation in social, economic or political life.</b>
<b>Management Information System (MIS)</b>	A Management Information System is an information system used for decision-making, and for the coordination, control, analysis and visualisation of data.
<b>Monitoring Matrix</b>	A table that describes the indicators that are used to measure the program against key learning questions including data source, baselines and targets/indicators if relevant, frequency of collection, who is responsible etc.  It is <i>one part</i> of the monitoring, evaluation and learning plan.
<b>MEL Plan</b>	The Monitoring Evaluation Learning Plan describes how the whole MEL system for the program works, including things like who is responsible, what forms and tools will be used, how the data will flow through the organisation, and who will make decisions using the data. Essentially it links strategic information obtained from various data collection systems to decisions that will improve programs.  It is a living document that should be referred to and updated on a regular basis.  <i>See also M&amp;E System</i>
<b>M&amp;E System</b>	Refers to all the indicators, tools and processes that you will use to measure a program. It is described in a document called a MEL Plan.
<b>OPDs or DPOs</b>	Organisations of People with Disabilities, which are run by and for people with disabilities. Sometimes referred to as Disabled People's Organisations.
<b>People with Disabilities</b>	People who have long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.
<b>Protection from violence</b>	Refers to a countries obligations to provide protection from violence to vulnerable or marginalised people. Exploitation, violence and abuse include: advocacy of hatred that constitutes incitement to discrimination, hostility or violence, economic exploitation of children, abuse of people with disability, sexual abuse or exploitation of children, trafficking of adults and children, and gender-based violence. Parties to the ICCPR, CERD, CEDAW, CRC and CRPD are obliged to take all appropriate legislative, administrative, social, educational and other measures to protect the persons whose rights are guaranteed by those treaties from all forms of exploitation, violence and abuse.
<b>Reasonable Accommodation or adjustment</b>	Necessary and appropriate modifications or adjustments that do not impose a disproportionate or undue burden, where they are needed in a particular case, to ensure people with disabilities' participation and benefit on an equal basis with others.
<b>Safeguarding</b>	Taking all measures to prevent and respond to all forms of sexual harassment and violence, and sexual exploitation and abuse of children and vulnerable adults, promote staff awareness and training, and effective systems for reporting and monitoring.



TERM	DEFINITION
<b>Sex</b>	<b>This describes the biological differences between men and women.</b>
<b>Social Inclusion</b>	This is the process of improving the terms on which individuals and groups take part in society—improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity. <sup>3</sup>
<b>Sustainability</b>	Whether the benefits of the activity will continue after Australia’s funding has ceased, with due account of partner government systems, stakeholder ownership and the phase-out strategy.
<b>Inclusion – Indonesian Definition<sup>4</sup></b>	An approach to building and developing an increasingly open environment; in which all can enter and which includes everyone with various differences in background, characteristics, abilities, status, condition, ethnicity, culture, and others.
<b>Social Model of Disability</b>	A social construct that recognises how people with disabilities are disabled by barriers within the society and therefore places emphasis on changing society to support people living with impairment, rather than changing people living with impairment to accommodate society.
<b>Social Norms</b>	Most simply they are social rules of behaviour that have consequences if transgressed. Understanding and diagnosing norms is critical for planning, monitoring and evaluating interventions meant for social change, especially behaviour change.
<b>Transformation</b>	This is both a process - <i>something that can be done</i> - and an <i>outcome</i> that can be achieved. Transformative process fosters meaningful inclusion of the marginalised in mainstream activities and decisions. By genuinely listening to new voices, we can create deep and lasting change. By supporting opportunities for greater levels of voice and influence by the oppressed or marginalised, we can disrupt and change the mainstream way of doing things. Thus, a cycle of change is set in train, leading to transformation (outcome).
<b>Transformative practice</b>	This is an explicit intention to transform unequal power relations. This goes beyond improving the economic <i>condition</i> of the lives of women and other marginalised groups. It also seeks to improve their social <i>position</i> (how they are valued in society) as well as the full realisation of their rights. It actively promotes redistribution and sharing of power and control over decision-making, resources and benefits. Transformative practice varies in response to different contexts, but leads to transformative outcomes with regard to improving the lives of women and other marginalised groups from an economic, social, rights and power relations perspective.
<b>Twin track approach</b>	An approach that recognises that for development Programs to be accessible to certain groups, it is important to recognise the specific needs and vulnerabilities of different demographic groups. Thus a responsive approach needs to include two aspects. Firstly, a track and set of actions that ensures that GEDSI is being integrated into organisational functions, processes and systems. Secondly, a targeted approach which adopt a specific set of targeted interventions focused on a particular identified at risk group, while still taking overlapping/intersecting factors that place them at risk into account.
<b>Universal design</b>	The design of products, environments, Programs, and services to be usable by all people to the greatest extent possible, without the need for adaptation or specialised design.

<sup>3</sup> World Bank definition, <https://www.worldbank.org/en/topic/social-inclusion>

<sup>4</sup> Proboiwi, Ratih, *Inclusive Villages as Manifesto of Sustainable Development for People with Disabilities*, November 2017. You can access on <https://ejournal.kemensos.go.id>

# EXECUTIVE SUMMARY

*This INKLUSI Investment Design Document (IDD) builds on and supersedes the INKLUSI Investment Design Framework (IDF) - informed by inception phase analysis, consultation, and design finalisation activities.*

## What is INKLUSI?

**The Australia-Indonesia Partnership Towards an Inclusive Society (INKLUSI) is an 8-year investment with a total value up to \$120 million.** This includes up to \$75m over 5-years (2021-26) with a possible 3-year extension of up to \$45 million (2026-2029). **INKLUSI will contribute to the broader development goal of: No one is left behind – more marginalised people participate in and benefit from Indonesia’s sociocultural, economic, and political development.**

**INKLUSI continues Australia’s support to Indonesia’s prosperity, building on advancements in the areas of gender equality and women’s empowerment, disability rights, social inclusion, and civil society strengthening.** This includes experience and lessons working in community driven development, civil society programs, women’s empowerment, and inclusive development programs. INKLUSI continues the work of government, civil society organizations (CSOs) and social movements in Indonesia, including the women’s movement to promote gender equality, fulfillment of the rights of persons with disabilities, and social inclusion.

## What is its rationale?

**INKLUSI** is an important part of Australia’s development partnership in Indonesia for several reasons:

- **It is a direct response to the impacts of the Covid-19 pandemic.** The impacts of the Covid-19 pandemic in Indonesia are being disproportionately felt by marginalised Indonesians who already face systemic barriers to participating and benefiting from Indonesia’s social, economic, and political opportunities. Working in partnership with government and other actors, CSOs can respond quickly and adaptively to these impacts, including for groups that government may struggle to reach. The pandemic has also exacerbated challenges faced by CSOs, particularly in maintaining pre-pandemic operational capacity levels. With the barriers to sustainability of operations increasing for CSOs, their valuable and vital role in helping to reach marginalised communities at the grassroots level is being compromised. INKLUSI therefore has an important role in mitigating the impacts of the pandemic on the lives of Indonesia’s marginalised people and providing critical long-term, predictable support to CSOs.
- **It strengthens the long-term role of civil society in addressing structural causes of marginalisation in Indonesia.** Transformative benefits for marginalised Indonesians require fundamental change at multiple levels - social norms and power relations; formal structures, including policy and institutions; resourcing (e.g., GoI budgets, CSO funding); and individual knowledge, skills, and self-belief. Civil society bring the legitimacy, relationships, and flexibility needed to work across these levels in locally appropriate ways. INKLUSI will support civil society to conduct this work in partnership with the marginalised groups they aim to benefit.
- **It complements other GoI and GoA investments that take more instrumental approaches to CSO engagement.** Various GoI programs and Australia-Indonesia development partnership investments engage CSOs to support developmental change processes, including as partners in service delivery, providers of technical expertise and advice, as well as facilitators of reform processes. Complementary to, and building on this experience, INKLUSI is about strengthening civil society as organisations, networks, and a sector, so that they can work in partnership and on equal terms with GoI, private sector, academia, media, and other stakeholders to bring about meaningful changes across a range of sectoral and/or policy focus areas. Rather than narrowly prescribing the focus of CSO activity, INKLUSI supports partner CSOs to organise and mobilise around the issues that align best with their own mandates,

constituencies, and values, and are consistent with GoI and GoA overarching policy settings. While other development partners also invest in civil society strengthening, INKLUSI is unique in that it integrates a focus on marginalisation and is positioned within a broader bilateral partnership that can be used to promote GoI-CSO collaboration.

**INKLUSI supports the shared policy priorities of GoI and GoA.** It is aligned with Pillar One of the Indonesia-Australia Comprehensive Strategic Partnership and its Plan of Action, which commits to cooperation to “*address poverty and inequality [and] promote women's leadership and empowerment [and] on disability inclusive development*”; the Economic and Stability and Economic Recovery Pillars of the Australia-Indonesia COVID-19 Development Response Plan; and the Government of Indonesia (GoI) Medium-Term Development Plan (RPJMN IV 2020-2024 and its successor RPJMN V 2025-2029). INKLUSI supports the RPJMN agenda of “*enhancing the quality and competitiveness of human resources*”, and specifically the RPJMN’s Gender Equality and Women Empowerment policy and its Social Inclusion policy direction. It also supports Indonesia’s commitment to the Sustainable Development Goals (SDGs), and the call to “*Leave no one behind*” in development, while responding to the impacts of the Covid-19 pandemic, including the disproportionate socioeconomic impacts on women and communities experiencing marginalisation as well as the potential threats posed to civil society spaces.

## What will it do and achieve?

**INKLUSI has two inter-connected end of program outcomes (EOPOs).** EOPO 1 is focused on direct results for marginalised people (e.g., improved access to services, improved livelihoods), achieved by partner CSOs within the scope of their INKLUSI-funded Initiatives. EOPO 2 is focused on deeper systems change (e.g., social norms or policy change) that CSOs can help promote, stimulate or broker through collective action, indirectly delivering longer-term benefits for marginalised people at larger scales.

***EOPO 1: Partner CSO’s empower marginalised people in the areas of access to services and protection from violence, inclusive citizenship and participation and economic recovery and livelihoods.***

Under EOPO 1, INKLUSI will support its CSO partners to deliver Initiatives that directly empower marginalised people in the following areas:

- **Access to services and protection from violence (socio-cultural development):** Priorities will be addressing barriers to obtaining legal identity so that marginalised people can access GoI Covid-19 recovery program benefits; improving access to social protection and basic services including reproductive health and services for VAW survivors; protection from all forms of violence against marginalised people, including women and children, through prevention activities, social norms change, protection and response activities; and elimination of child marriage through improved regulations, guidelines, and public education for implementation of child marriage law
- **Inclusive citizenship and participation (political development):** Priorities will be improving community participation by marginalised people, including in government decision making processes e.g., leadership development, community education, strengthening women coalitions/movements and their networks, promoting participation of marginalised people in national and sub-national planning, budgeting and program implementation
- **Economic recovery and livelihoods (economic development):** Priorities will be economic (livelihood) recovery support for micro and small enterprises owned by marginalised people; and improving access to fair and safe employment as part of economic recovery for marginalised people

INKLUSI will achieve EOPO 1 primarily by providing grants (project and core funding) and multi-faceted capacity development support to selected CSOs (e.g., training, technical advice, process coaching, actionable research) and counterpart GOI agencies; so that they can deliver on their mandates in more competent, adaptive, accountable and GEDSI-responsive ways (Intermediate Outcome 1). The sustainability of these efforts over the

longer term, including the CSO financial and human resource dimensions, will be supported through activities under EOPO 2 (see below).

***EOPO 2: Partner CSO's, GOI and other stakeholders collaborate to influence systemic change in the GOI policy process, CSO enabling environment and social norms and public discourse.***

Under EOPO 2, INKLUSI will help CSOs to work with GOI and other stakeholders to collectively address policy or system constraints to achieving the 'direct results' above at larger scales and over longer timeframes. CSO-led collective action agendas will aim to bring about change in one or more of the following domains:

- **GOI policy process** *i.e.*, enhanced policy development, adoption, and implementation process by creating inclusive policy consultation, strengthening CSO and GOI collaboration in public service delivery, as well as endeavoring policy instrument or regulation change;
- **CSO enabling environment** *i.e.*, improved mechanism to support CSO roles in policy implementation, including but not limited to sustainable and non-government financing and capacity building for participation in public service delivery;
- **Social norms and public discourse** *i.e.*, promote changes in public attitudes and social norms among target audiences by measuring changes in social media sentiment as well as establishing public dialogue and discourse on gender equality, disability, and social inclusion issues.

INKLUSI will achieve EOPO 2 primarily by facilitating the formation and adaptive delivery of collective action agendas by CSOs, brokering dialogue between CSOs, GOI, and other key stakeholders, and assisting CSOs to identify and address gaps in knowledge required to support the collective agendas. Grant and capacity development support (noted above) will also contribute to EOPO 2. As a result of its support, INKLUSI expects to see measurable improvements in coordination, policy dialogue, and collaboration among partner CSOs, government, private sector and key stakeholders (Intermediate Outcome 2).

Importantly, EOPO 1 and 2 reinforce each other. Direct results of INKLUSI-funded CSO Initiatives contribute to the evidence base of what works in social inclusion programs and help to identify what changes are needed in the enabling environment to scale effective models. Conversely, systems changes achieved by CSO collective action can enable the direct work of CSO Initiatives, for example by improving GOI budget allocation to CSO priority issues and marginalised groups. The specific outputs which will contribute to the achievement of EOPO 1 and 2 will be determined during joint CSO partner work planning and will be approved by the Program Steering Committee as part of the annual work plan approval.

## **How will INKLUSI work?**

**Implementation of INKLUSI will be grounded in the following principles, determined collaboratively with CSOs and GOI stakeholders:** (i) equality and inclusion in all processes and approaches; (ii) promoting the legitimate and sustainable role of CSOs; (iii) harmonisation with GOI, GoA, and broader development priorities; (iv) collaborative partnership between GOI, GoA and CSOs; (v) flexible, innovative and iterative approaches; (vi) evidence informed policy and implementation reform.



In line with these principles, the management and governance arrangements for INKLUSI are underpinned by a strong partnership model. CSOs, Gol, and the INKLUSI Facilitating Partner (INKLUSI FP) share in decision making and accountability. Monitoring, evaluation, research, and learning will support these partners to adopt evidence-based, critically reflective and adaptive approaches to program delivery.

While there are multiple marginalised groups with which the project could work, given the multiple layers of discrimination, disadvantage and marginalisation that women and persons with disabilities experience, and frequently the organisations that work with them, both should be considered a priority for early project support.

**The geographic focus of activities will be determined in partnership with selected CSO partners, and subsequently confirmed by Gol and GoA through INKLUSI governance mechanisms.** Overall, and drawing on lessons learned from previous programs, it is expected that INKLUSI will have a national reach while working more intensively in specific regions, based on analysis of existing and emerging development priorities and identified areas of policy reform momentum. Once selected, INKLUSI will work with Partner CSOs to identify and strengthen opportunities to promote geographical convergence of their Initiatives. Where CSOs agree to jointly target high-need localities, INKLUSI will support them to explore ways to strengthen coordination of their activities - as well as opportunities to coordinate with activities supported through other DFAT and/or development partners in the same localities. Informed by international thinking on ‘place-based approaches’, this could involve establishment of shared mechanisms for accountability to beneficiaries, local Gol entities and other local stakeholders in these localities.

**Target populations and priority issues will also be defined jointly with CSOs and Gol, informed by existing Gol priorities set out in the RPJMN and SDG commitments, as well as consultations with CSOs’ constituencies and networks,** particularly at the grassroots level, and other stakeholders. An early focus for programming may include supporting groups that have been disproportionately affected by the Covid-19 pandemic. Ultimately, activities will be agreed and documented on a rolling and annual basis through the INKLUSI governance mechanisms.

# 1. Development Context Update

**Indonesia is grappling with the immediate and foreseeable health, social and economic impacts of the Covid-19 pandemic.** In terms of absolute numbers, it is currently the worst affected Southeast Asian country with both the highest caseload, at 3,082,410 confirmed Covid-19 cases, and the highest death toll (80,598 deaths).<sup>5</sup> Restrictions on travel and movement have resulted in increased food insecurity, more challenges to accessing services (notably education and healthcare), high unemployment and an increased burden on women as they take on additional caring responsibilities. According to Statistics Indonesia (BPS, 2020), 2.67 million people had lost jobs by August 2020 due to the pandemic, pushing the unemployment rate to a nine-year high of 7.07%. In February 2021, unemployment remained at a high of 6.26%. As of July 1<sup>st</sup>, the World Bank officially reclassified Indonesia from an *upper-middle income* country to a *lower-middle income* country due to negative economic growth as a result of the pandemic<sup>6</sup>.

**The immediate impacts of the crisis have been disproportionately felt by marginalised groups** who already face systemic barriers to participating and benefiting from Indonesia's social, economic, and political opportunities.<sup>7</sup> More commonly employed in the informal economy or sectors hardest hit by the economic downturn (hospitality, manufacturing, education), marginalised people have fewer protections including health insurance and access to health care if they contract the virus. Essential services and programs are either unable to keep pace with the rising needs, or reach the most marginalised and therefore, those who need support the most are often those who fall through the cracks. Thus, the pandemic may result in devastating impacts on the Indonesian population, by exacerbating structural inequalities and intensifying social exclusion. The GoI is aware of the social and economic dynamics for women and disadvantaged groups, as reflected in its comprehensive response to the pandemic, and has extended social protection programs, launched initiatives to support frontline (mostly female) workers, and instituted education programs for prevention and treatment of gender-based violence.

**The pandemic has also exacerbated challenges faced by CSOs,** particularly in maintaining pre-pandemic operational capacity levels due to Covid-associated restrictions and a sharp decline in available funding. Research undertaken by INFID reported that 72% of CSOs surveyed were impacted by the pandemic to a significant, risky, or critical degree.<sup>8</sup> Of these, most were required to reduce the volume of their program implementation, delay work or cancel projects completely. It has also resulted in CSOs being unable to pay staff or afford rent for their offices. Regional disparities are evident in the experiences of CSOs, with those in Sumatera, Kalimantan, Sulawesi, and regions in Eastern Indonesia (Bali, Nusa Tenggara, Maluku and Papua) reporting the most significant impacts, while those in Java are relatively stable. With the barriers to sustainability of operations increasing for CSOs, their valuable and vital role in reaching marginalised communities at the grassroots level is being compromised.

**In addition, deeply held social and cultural beliefs and attitudes that work against equality, tolerance and inclusiveness are widespread and slow changing, reinforced by vested interests particularly at the local levels.** Forms of social exclusion and discrimination and their drivers also vary across regional and political

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<sup>5</sup> These are the latest figures shared by the World Health Organization on 23<sup>rd</sup> July 2021. The context of Covid-19 Pandemic is evolving and as such these figures are changing rapidly. For the latest figures, please visit: <https://covid19.who.int/region/searo/country/id>

<sup>6</sup> World Bank. July 01 2021. *New World Bank country classifications by income level: 2021-2022*. <https://blogs.worldbank.org/opendata/new-world-bank-country-classifications-income-level-2021-2022>

<sup>7</sup> UNESCO. 2020. Policy Report – *Inequitable Impact of Covid-19 in Indonesia: Evidence and Policy Response*. <https://en.unesco.org/inclusivepolicylab/e-teams/inequalities-time-covid-19/documents/inequitable-impact-covid-19-indonesia-evidence-and-0>

<sup>8</sup> Tempo Institute and INFID, 2020, Laporan: Survey Persepsi CSO atas Program Pemerintah dalam Penanganan Covid-19. Study supported by USAID-MADANI Civil Support Initiative

settings and specific groups<sup>9</sup>. For example, people with disabilities are sometimes perceived as not having full functioning ability or as being ‘deficient’ in some ways, rather than being recognised as having the capacity to be productive members of society if their social and physical environments were more inclusive and accessible. Efforts to increase opportunities and advance women’s rights are received more positively<sup>10</sup>. However, while a narrow view of “women’s empowerment” within the confines of established gender norms and spaces is looked upon favourably, “gender equality” itself continues to be a controversial term, impeding transformative change. While these attitudes may find their roots in dominant cultural norms and values, they have been brought to prominence by the rise of conservatism, which in recent years has acted as a powerful counterforce to GEDSI in Indonesia<sup>11</sup>.

**Policy and legal reforms in GEDSI.** Indonesia’s policy and legal framework have allowed for many recent progressive measures, particularly in increasing access to services and creating the conditions necessary for “quality and competitive human resources” – one of the seven RPJMN priorities. However, while the women’s movement has driven significant wins such as the passing of the Law on Elimination of Domestic Violence (Law 23/2004), it has faced consistent hurdles in advancing more sensitive reforms such as the proposed law on sexual violence, which faced strong opposition from politically organised religiously conservative and anti-feminist groups. Where progressive policy and regulatory provisions have been instituted at the national level, implementation is often hampered by entrenched norms and powerful informal institutions.

**Finally, barriers to effecting systemic reforms in GEDSI include the various impediments that civil society actors face in convening, accessing and influencing power and decision-making by government.** While civil society actors have increasingly gained greater legitimacy with government and are viewed as central to the development process, their role and influence within key political and policymaking spaces remain to be strengthened – and this has been exacerbated by the Covid-19 crisis. The policymaking processes, requires sharing of information and data across government, preventing jurisdictional bottlenecks, building consensus within and across state institutions, and the reality of balancing multiple competing interests through political trade-offs, and engage civil society actors more systematically. Adding to this, CSO collaboration on policy issues has been limited to certain issues and has also been at times fractured as CSOs pursue their own issues of focus, and the capacity to resource such collaboration has been further undermined by the current pandemic as outlined above<sup>12</sup>.

**Given this development context, the approach and focus of INKLUSI is relevant and timely.** The program seeks to address the continued inequality and exclusion experienced by marginalised people in participating in and accessing the benefits of development; the need for inclusion and accommodation of diversity and relative advantage / disadvantage; and under-resourcing of the role of civil society organisations and networks to promote gender equality, disability and social inclusion in Indonesia.

**INKLUSI builds on decades of progress in social, economic and political reform throughout Indonesia’s democratic transition.** In particular, it builds on achievements made in GEDSI, led by an increasingly vibrant and active civil society working collaboratively with Gol to advance Indonesia’s development agenda. INKLUSI underscores the growing recognition, among Gol, of the legitimate and central role of CSOs in promoting GEDSI and human rights. With the support of DFAT’s targeted investments in GEDSI, such as through the previous MAMPU and Peduli Programs, CSOs have been effective in raising the visibility of marginalised groups and

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<sup>9</sup>The Asia Foundation, Understanding Social Inclusion in Indonesia: A Meta-analysis of Program Peduli’s Theory of Change Documents, Program Peduli, July, 2016

<sup>10</sup> Ibid

<sup>11</sup> Gillian Brown, Influencers and Shapers of Women’s Roles, Empowerment and Gender Equality in Indonesia, MAMPU, June 2019; Syafiq Hasyim, A Growing Intolerance and Conservatism as Challenge for Women’s Empowerment in Indonesia, MAMPU; Policy Brief: The Elimination of Sexual Violence Bill (RUU PKS): Mapping the Challenges, MAMPU, 2019

<sup>12</sup> Jonatan Lassa and Dominggus Elcid Li, NGO Networks and the Future of NGO Sustainability in Indonesia, Cardo, January 2015; MAMPU Program Completion Report, MAMPU, 2020

shaping governance and service delivery models that are grounded in the realities of marginalised populations. Further, legal changes to increase the age of marriage from 16 to 19 for girls, and bringing the Elimination of Sexual Violence Bill to the national legislative agenda represent significant positive gains in gender equality and women's rights. A national law on the protection and placement of Indonesia's overseas migrant workers, passed in 2017 represented significant reforms to the role of local governments in regulating and providing essential services for Indonesia's overseas migrant workers. Similarly, the revised Disability Law passed in 2016 creates a rights-based approach for people with disability to equal and fair treatment. A priority for the program in August 2021 is to finalise a comprehensive review of lessons learned from the Peduli and MAMPU programs to further inform understanding of the context, strengthen implementation and ensure that INKLUSI is building on the momentum generated by these investments.



## 2. What does INKLUSI aim to achieve?

This section updates the program logic included in the DFAT INKLUSI IDF, informed by consultation with CSOs, DFAT, and GoI. The diagram is displayed and explained on the following page. The program logic will be reviewed annually, with any significant revisions to be approved by the Program Steering Committee.

### 2.1 What GoI and GoA policy goals will INKLUSI contribute to?

INKLUSI contributes to the broader Australia-Indonesia bilateral relationship by promoting a stable and prosperous Indonesia. The **development goal** of the program is that:

*No one is left behind: More marginalised people participate in and benefit from decisions about Indonesia's sociocultural, economic, and political development.*

The **objective** of the program, in support of the broader development goal, is:

*To strengthen the contributions of civil society, in partnership with government, to gender equality, disability and social inclusion for marginalised people.*

Both the goal and overarching objective are aligned with the key development priorities and policy frameworks of GoA and GoI, including Pillar One of the Indonesia-Australia Comprehensive Strategic Partnership and its Plan of Action, which commits to cooperation to “*address poverty and inequality [and] promote women's leadership and empowerment [and] on disability inclusive development*”.

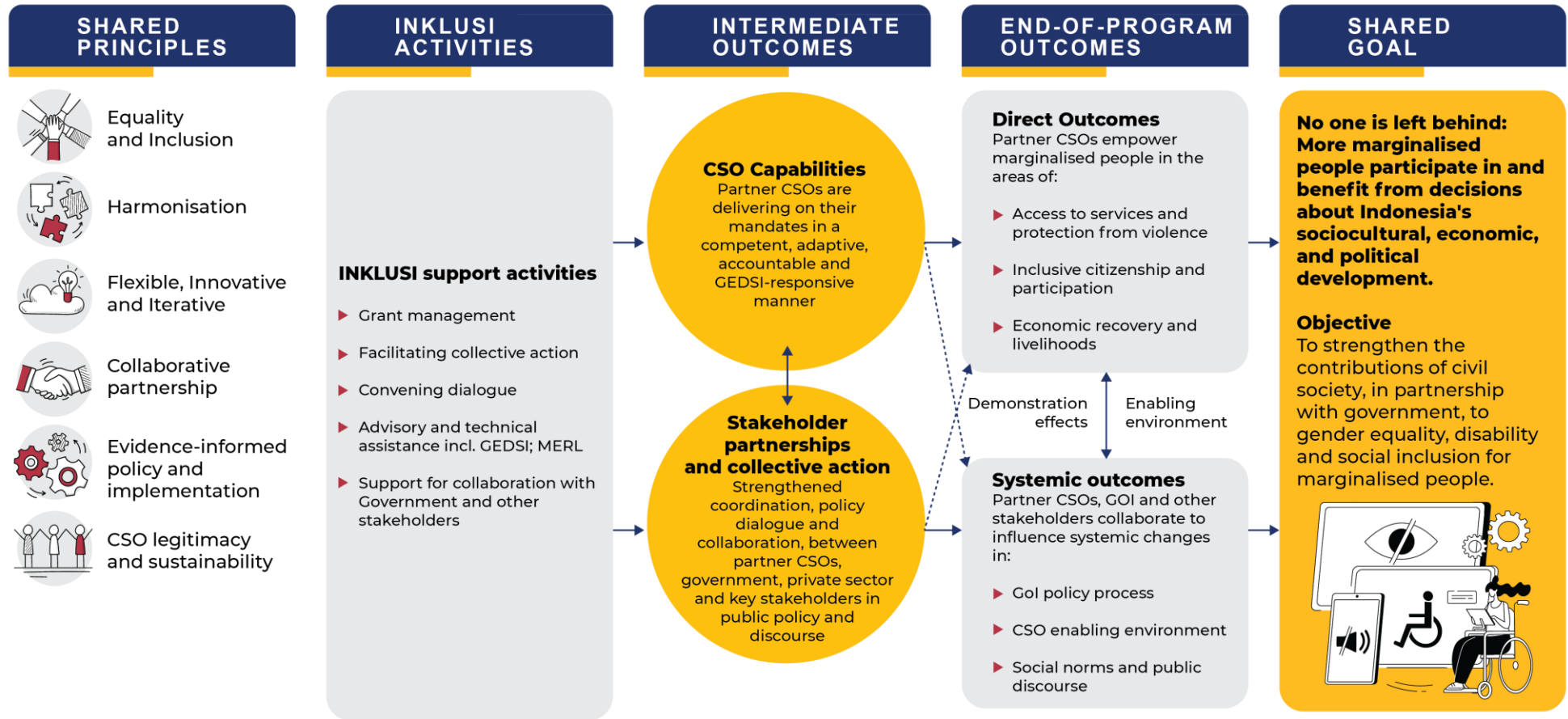
Australia's response to the Covid-19 pandemic in Indonesia focuses on the areas of health security, stability and economic recovery. This is underpinned by a strong emphasis on protecting those most vulnerable, especially women and girls. The policy recognises the pandemic's impact on inequality in Indonesia. It also states that ‘*reducing poverty in all its forms, strengthens stability*’ because ‘*effectively addressing the needs of the most vulnerable provides the bedrock for social cohesion*’. The Partnerships for Recovery framework includes an emphasis on building broad partnerships with non-state and private sector partners and ‘*forging new relationships and novel ways of working*’ to ensure that ‘*efforts are informed by local knowledge, support local priorities, and contribute to local capacity and accountability*’.

The GoI's development priorities, along with the Medium-Term Development Plan (the RPJMN), similarly emphasise equality and equitable development, as well as building social and cultural capital as principles and catalysts of development to achieve a prosperous and equitable society. This is also consistent with GoI's commitment to the SDGs (see Annex E for more details on INKLUSI-SDG alignment). The Gender Equality and Women Empowerment policy of the RPJMN includes “*increasing the role and participation of women in development, especially in education, health, economy, labour and politics, public office and decision-making*’. The Social Inclusion policy direction of the RPJMN includes: ‘*strengthening social services for vulnerable groups, strengthening of minimum service standard implementation in social affairs to fulfil the citizen's basic needs, and implementation of a People Living with Disabilities Master Plan*’.<sup>13</sup>

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<sup>13</sup> In line with Government Regulation no. 70 of 2019 on the Planning, Establishing and Evaluating the Respect, Protection and Fulfilment of the Rights of Persons with Disabilities, to realise inclusive development.

**Figure 1** INKLUSI Program Logic



## 2.2 What principles will guide INKLUSI?

INKLUSI' commitment to the autonomy and responsiveness of civil society makes it a highly flexible and adaptive program. Given this flexibility, principles are an important anchor for INKLUSI, guiding it through adaptive decisions about where to focus, and how to engage. INKLUSI principles articulate how its key stakeholders will come together and work practically towards the goal of improved gender equality, disability and social inclusion for marginalised groups in Indonesia. These principles will be revisited annually with key stakeholders including CSO Partners, GoI and GoA, and will inform decision-making across all program levels and activities. The degree to which key stakeholders are upholding the guiding principles will be evaluated through the INKLUSI MEL system. These principles are shown in Figure 2 below:

**Figure 2** INKLUSI Guiding Principles



These guiding principles have been refined through consultation with stakeholders from the INKLUSI Team, DFAT, GoI and CSOs during the first half of 2021. Once CSO partners have been selected, the INKLUSI Team will work with them throughout the second half of 2021 to revisit the principles and articulate how they will be implemented and practically shape the program. Progress markers of adherence to the principles will also be collaboratively developed, as described in the INKLUSI MEL Plan. This process will be completed by December, and changes will be incorporated in the INKLUSI MEL Plan. No changes will be made to the IDD.

## 2.3 What outcomes will INKLUSI work with partners to achieve?

Central to INKLUSI' underlying development theory and approach is the understanding that changes to underlying social norms and power relations, changes in formal structures, including policy and institutions, changes in resourcing (e.g., GoI budgets, CSO funding), and changes in individual self-belief, knowledge, and skills are all necessary conditions to achieving the development goal and objective. This is reflected in the scope of INKLUSI' expected outcomes.

**INKLUSI has two inter-connected end of program outcomes (EOPOs).** EOPO 1 is focused on direct results for marginalised<sup>14</sup> people, achieved by partner CSOs within the scope of their INKLUSI-funded Initiatives. EOPO 2 is focused on deeper systems change that CSOs can promote, influence or broker through collective action, indirectly delivering longer-term benefits for marginalised people at larger scales.

**Under EOPO 1, INKLUSI will support its CSO partners to deliver Initiatives that directly empower marginalised people in three areas that align to INKLUSI' development goal.** These three areas are listed below. In the INKLUSI context, marginalisation refers to the specific demographic groups that civil society and the GoI define as being socially, economically and/or politically excluded to the point where this exclusion and related discriminations affect their ability to maintain adequate living conditions, participate fully in their communities and societies and realise their basic human rights.

Under each, priority results are nominated, which INKLUSI will work with its CSO partners to focus on. These priorities are informed by analysis and consultation during the design phase about the needs and priorities of marginalised people and the comparative advantage of civil society in Indonesia – with consideration of Covid-19 impacts. Additionally, they are informed by a stakeholder analysis which details the interlinkages between INKLUSI, other DFAT Programs and other donors to ensure the program is working in complementary ways and identifying opportunities to collaborate. The priority areas represent areas of momentum established through the MAMPU and Peduli programs. Further detail on these priorities are provided in *Annex E*.

**i. Access to services and protection from violence (socio-cultural development).**

This direct outcome aims to see more marginalised people able to safely and equally participate in society and realise their right to essential services. INKLUSI priorities will be:

- Addressing barriers to obtaining legal identity - such as cost, geography and stigma – so that marginalised people can access GOI Covid-19 recovery program benefits;
- Improving access to social protection, basic services, including reproductive health and services for VAW survivors;
- Elimination of all forms of violence against marginalised people, including women and children, through prevention activities, social norms change, protection and response activities, and referral pathways;
- Elimination of child marriage through improved implementation regulations, guidelines, and public education for implementation of child marriage law.

**ii. Inclusive citizenship and participation (political development)**

This direct outcome aims to see marginalised people enjoying equal opportunities to contribute to decision making. INKLUSI priorities will be:

- Improving community participation by marginalised people, including in government decision making processes *e.g.*, leadership development, community education, strengthening women coalitions/movements and their networks, promoting participation of marginalised people in national and sub-national planning, budgeting and program implementation.

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<sup>14</sup> A note on definitions: a marginalised group is always likely to be vulnerable, but some groups are more vulnerable than others even within a distinct marginalised group. This speaks to the issue of intersectionality.

### iii. Economic recovery and livelihoods (economic development)

This direct outcome aims to see marginalised people enjoying the opportunity to benefit from fair, safe and productive employment and livelihoods (and Indonesia's economic recovery). INKLUSI priorities will be:

- Economic (livelihood) recovery for micro and small enterprises owned or managed by marginalised people, through access to vocational training, government subsidies, and business development assistance;
- Improving access to fair and safe employment as part of economic recovery for marginalised people e.g., CSOs, private sector and GOI partnering to end human trafficking and sexual harassment in the workplace, expanding social insurance for migrant workers.

**Under EOPO 2, INKLUSI will help CSOs to work with GOI and other stakeholders to collectively address policy or system constraints to achieving the 'direct results' above at larger scales and over longer timeframes.** INKLUSI will support CSOs to identify and take forward collective action agendas to promote targeted systems change with and through relevant stakeholder coalitions and forums. Aligned with EOPO1, and building on policy momentum built under MAMPU and Peduli, INKLUSI priorities (see Annex E) will be:

- Socio-cultural: scaling effective legal identity services; strengthening policy implementation and service delivery systems for social protection, disability, health, violence against women, and child marriage prevention;
- Political: CSO-GOI strengthening of village level monitoring of Inclusion and SDG villages implementation; coalition and movement building for CSOs and community-based organisations and networks involving and representing marginalised groups and communities; and improving laws and regulations related to CSO enabling environment e.g., amendment of regulation on CSO legal status, freedom of expression for CSOs;
- Economic: institutionalising CSO-GOI partnerships for implementation of Covid-19 economic recovery programs, monitoring of implementation of the Undang-Undang Perlindungan Pekerja Migran Indonesia (UU-PPMI)<sup>15</sup> and Jaminan Sosial Pekerja Migran Indonesia 18/2018<sup>16</sup>; and strengthening CSOs, GOI and private sector partnerships for the protection the rights of migrant workers.

Across the various policy issues targeted by CSO-led collective action agendas, it is expected that the agendas will aim to bring about change in one or more of the following domains:

#### i. GOI policy processes

This includes changes in the policy development, adoption, and implementation process (e.g., more inclusive policy consultation processes, increased CSO collaboration and partnership approaches in public service delivery); changes in the content of targeted policies, laws, and regulations; and changes in policy rhetoric among targeted decision makers.

#### ii. CSO enabling environment

This includes changes in the enabling environment for civil society effectiveness, such as sustainable and non-government funding arrangements to support CSO roles in policy implementation, or CSO legal status legislation that impacts on their financial sustainability.

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<sup>15</sup> <https://peraturan.bpk.go.id/Home/Details/64508/uu-no-18-tahun-2017>

<sup>16</sup> <https://jdih.djsn.go.id/assets/file/18-bpjs-2018.pdf>

### iii. Social norms and public discourse

This includes changes in perceptions, attitudes and norms among target audiences (e.g., social media sentiment), and changes in public dialogue and discourse on gender equality, disability and social inclusion issues (e.g., mainstream media coverage).

**Importantly, EOPO 1 and 2 reinforce each other.** Direct results of INKLUSI-funded CSO Initiatives contribute to the evidence base of what works in civil society and GEDSI programming, and help to identify what changes are needed in the enabling environment to scale effective models. Some direct results may also be focused on changing GoI policies/programs or shifting social norms in specific localities or contexts – with the potential to scale these changes nationally through CSO collective action agendas. Conversely, systems changes achieved by CSO collective action can enable the direct work of CSO Initiatives, for example by improving GoI budget allocation to CSO priority issues and target groups.

**Two intermediate outcomes have been identified as necessary preconditions to achieving both EOPOs.** These are:

- *Strengthened CSO capabilities.* Partner CSOs are delivering on their mandates in a competent, adaptive, accountable and GEDSI-responsive manner.
- *Strengthened stakeholder partnerships and collective action.* There is strengthened coordination, policy dialogue, and collaboration between partner CSOs, government, private sector and key stakeholders in public policy and discourse.

Both these outcomes are expected to lead to improvements in both the direct work of partner CSOs with their target beneficiaries (**EOPO 1**) as well as participation by these same CSOs in collective action agendas to contribute to systems change (**EOPO 2**). The specific outputs which will contribute to the achievement of EOPO 1 and 2 will be determined during joint CSO partner work planning and will be approved by the Program Steering Committee as part of the annual work plan approval.

## 2.4 What activities will INKLUSI deliver?

To achieve both the intermediate and end of program outcomes, INKLUSI will deliver several complementary activities:

- **Facilitating collective action.** INKLUSI will convene networks of CSO partners to co-develop strategy and coordinate action in pursuit of collective action agendas on mutually agreed priorities to further progress gender equality, disability and social inclusion.
- **Convening dialogue.** INKLUSI will bring together key stakeholders and facilitate dialogue centred on issues related to gender equality, disability and social inclusion between civil society, governments and service providers through governance and decision-making processes to enable joint advocacy, capacity development and planning.
- **Advisory and technical assistance, particularly on GEDSI.** INKLUSI will provide advisory and technical assistance to partners to strengthen their capacity for relevant, sustainable, and effective program delivery and policy engagement. There will be a particular and significant emphasis on developing the capacity of partners in gender equality, disability, and social inclusion.
- **Monitoring, evaluation, research and learning (MERL).** INKLUSI will establish and manage a robust, useful, and user-friendly MEL system and research agenda that enable civil society,

government, and other key stakeholders to access timely evidence in service of learning and adaptation and contributing to a knowledge base for advocacy and policy development.

- **Grant management.** INKLUSI will award, disburse, and manage multi-year grants to CSO partners, including both core and program funding, as well as funding to enable them to test and refine their ideas and advocate for change on issues that progress gender equality, disability and social inclusion. This includes managing finance, risk and audit services to ensure accountability and transparency.

## 2.5 Risks

The following key risks have been identified for the INKLUSI Program and particularly relate to the design strategy and approach, as well as the context:

Risk	Impact	Mitigation strategy
Operating environment for civil society is not sufficiently conducive to collaboration with government and other stakeholders so opportunities for reform are reduced	CSOs focus on local level activities and advocacy and are not able to contribute towards broader policy reforms	<ul style="list-style-type: none"> <li>• Governance and management developed as a partnership to build cooperative and constructive relationships between GoI and civil society</li> </ul>
Civil society is too fractured and self-interested to deliver the scale and influence from collaboration on commonly agreed issues that is expected. Collaboration becomes unproductive and engagement and relationships become too internally focused	Too much effort goes to trying to make collaboration successful and lack of momentum for collective effort on important priorities	<ul style="list-style-type: none"> <li>• Careful selection of CSOs initially and mechanisms for joint planning so work 'with the grain' of momentum rather than force collaboration where there is insufficient interest</li> </ul>
External stakeholders (private sector, religious groups, unions, political parties, independence groups, activities) actively work against tolerance and inclusiveness as it suits their individual purposes and interests	Lack of traction on broader social change and contribution to policy and services of government	<ul style="list-style-type: none"> <li>• Strategy to engage broadly with stakeholders to get buy in and involvement in collaboration with GoI</li> </ul>
Administrative arms of government at national, regional, district, local levels lack capacity to engage or seek to reinforce existing power and decision-making structures that work against openness and engagement with stakeholders (including civil society) in policy development and service delivery	Lack of responsiveness by government agencies at all levels	<ul style="list-style-type: none"> <li>• Strategy to work collectively on common issues and to partner with GoI throughout the program, using existing entry points</li> </ul>
Deeply held social and cultural beliefs and traditions remain unresponsive to education, information, advocacy and influence so that social change is limited, and external factors have greater impact on personal and collective norms working against tolerance and inclusiveness	Limited impact on the underlying social norms and power relations	<ul style="list-style-type: none"> <li>• The strategies to empower individuals and communities, work with women's organisations and excluded groups to amplify their voice and influence in society, as well as to engage with movements and coalitions of CSOs rather than focus on specific beneficiary groups or activities</li> </ul>

Risk	Impact	Mitigation strategy
Continued impact of the Covid-19 pandemic	Delays in implementation of activities on the ground; delays in funding disbursement; exacerbation of inequalities	<ul style="list-style-type: none"> <li>• Adaptive and flexible program can respond to new and emerging priorities</li> <li>• Continued investment in creative ways of working through online platforms/means and build the capacity of our counterparts in line with these ways of working</li> <li>• Partners' workplans will ensure safety of staff and communities while still delivering priority activities.</li> <li>• Regular communication between INKLUSI team and Partners on activities workplans, expenditure and developments in the local context, and adjustments will be made accordingly</li> <li>• Mainstreaming of disaster risk reduction and management into development planning in the context of the Covid-19 pandemic</li> </ul>

For more detail on how these risks will be monitored, see the INKLUSI MEL Plan.



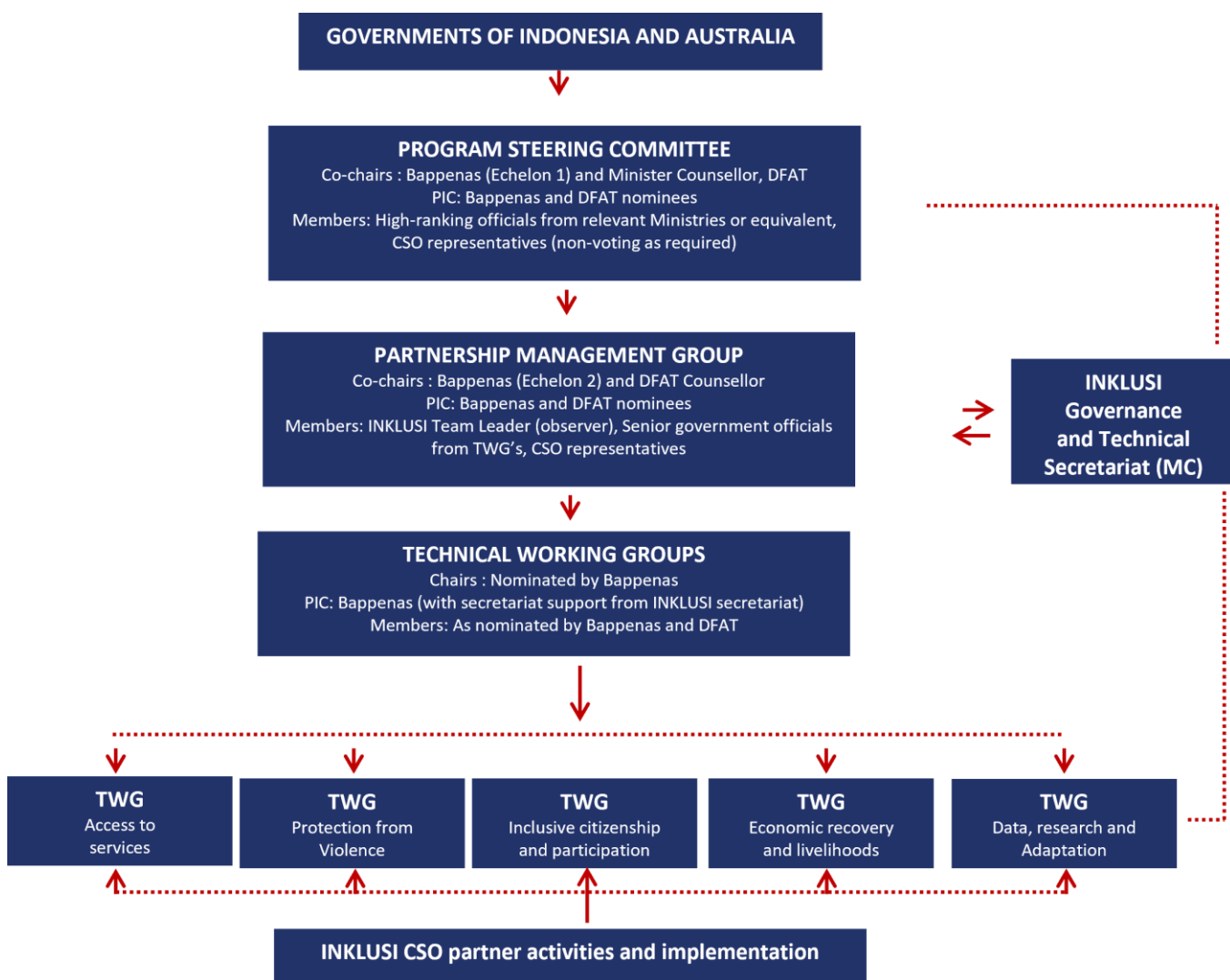
### 3. How is INKLUSI governed?

#### 3.1 Overview of INKLUSI governance

The governance and management structure for INKLUSI have been drafted through consultations with Gol and an initial small group of CSOs to ensure it meets the needs of GoA, Gol and CSO partners. The structure will be tested during the first year and iterated as appropriate in response to lessons learned in implementation to ensure it is able to function effectively.

The governance structure operates across three tiers, each serving a different function: Program Steering Committee (PSC); Partnership Management Group (PMG); and Technical Working Groups (TWG). These are depicted in Figure 3 and further detail on each is provided below.

**Figure 3** INKLUSI Governance Structure



The PSC, PMG and TWGs will include CSO representation as part of INKLUSI' approach to promote civil society voice in decision-making and strengthening partnerships between civil society and government. The governance arrangements are informed by lessons learned through the MAMPU and Peduli programs and are structured to contribute to the long-term sustainability of government and civil society collaboration. They provide a formalised process and platform to bring together diverse interests and institutional backgrounds, reflecting a strong partnership model.

Refinements to the governance arrangements and inclusion of further detail on membership, roles and responsibilities will be made once the INKLUSI design is approved, in further consultation with GoA, Gol and partner CSOs, and in response to lessons learned in implementation. Efforts will be undertaken to ensure that governance membership is reflective/representative of GEDSI and geographical regions (urban/rural).

Detailed governance arrangement will be included in the Guidelines for INKLUSI Program procedures, to be prepared in consultation with the Government of Indonesia and the Government of Australia.

### 3.2 Program Steering Committee

**The PSC provides overall policy and strategic direction for the program** and meets annually for 2-3 hours. Its membership includes: a DFAT Minister Counsellor as representative of the GoA; a Gol representative from Bappenas (Echelon 1); Gol representatives from selected agencies; 2 representatives from partner CSOs (selected on a rotating basis every 2 years, non-voting members), with secretariat support from the INKLUSI team (Facilitating Partner). Each of these organisations will nominate their own representatives (independent representatives to be approved by Co-chairs; Gol and GoA). The key functions of the PSC are as follows:

- Ensure that INKLUSI is aligned with Gol and GoA strategies and priorities, based on advice from the PMG;
- Assess INKLUSI progress and performance against stated goals/outcomes and objectives and provide guidance on adjustments as required;
- Assist with resolving strategic level issues and risks;
- Appoint members of the PMG; and
- Review and endorse the INKLUSI Annual Work Plan

### 3.3 Partnership Management Group

**The PMG provides accountability and decision making for the program and is the mechanism for managing the multi-stakeholder partnership which underpins INKLUSI.** It meets every six months for 2-3 hours. Its membership includes: a DFAT Counsellor as representative of GoA; a Gol representative from Bappenas (Echelon 2); CSO partner representatives; INKLUSI Team Leader (observer); and other non-voting attendees from relevant TWGs on an as-needed basis. Selection of PMG members will be undertaken by the PSC, and it will be chaired by Gol and GoA officials. The key functions of the PMG are as follows:

- Coordinate and support the multi-stakeholder partnership between Gol, GoA, CSO partners and INKLUSI managing contractor to deliver INKLUSI;
- Monitor INKLUSI progress and communicate to PSC;
- Provide advice and guidance on implementation issues facing INKLUSI; and
- Review and recommend the Annual Work Plan for PSC endorsement.

### 3.4 Technical Working Groups

The TWGs provide opportunities for collaboration and dialogue on implementation of GoI policy/programs, provide technical input/evidence, and coordinate efforts of CSOs in selected sectors, policy and program areas. They meet at least every six months for 2-3 hours and membership includes: CSOs; GoI officials from Bappenas, central and line agencies; academics, university representatives and subject matter experts. Government officials will be invited to participate by appointment only. Other ad hoc members to be selected by invitation. The TWGs will be chaired by a relevant Bappenas senior official (or delegated central or line agency), with secretariat support from the INKLUSI team (Facilitating Partner). GoA (DFAT) may engage strategically as needed. The key functions of the TWGs are as follows:

- Provide information to CSOs on GoI policies and program priorities, and discuss CSO planned activities;
- Coordinate the efforts of CSOs within these priorities;
- Identify and share challenges for policy and program implementation;
- Provide opportunities for shared dialogue and advocacy on government service delivery; and
- Share lessons on effective models and experiences in implementation to be taken to scale.

Effective communication and coordination strategies for the TWG's will be developed to ensure that projects are aligned at the national and subnational levels.

## 4. How does INKLUSI select and work with partners?

Initial INKLUSI partners will be selected through the finalisation of a procurement process begun by DFAT as part of the IDF, which will select partners who can effectively contribute to the INKLUSI early priorities outlined in Annex E. Should partners need further refinement during implementation, the governance mechanisms will be used to agree and approve the required changes.

### 4.1 Roles and responsibilities

In summary, the IDF notes that INKLUSI partners will have the following roles and responsibilities:

- **DFAT** will provide strategic oversight and decision-making, through the INKLUSI governance arrangements, as well as facilitate coordination across the Australia-Indonesia development partnership. DFAT will also play a key role in policy dialogue with Gol and contribute to INKLUSI communications and public diplomacy activities.
- **Bappenas**, in line with its role in ensuring convergence of planning and budgeting for national and sub-national development programs, will play the central role as coordinating authority to support taking the learning, models and pilots generated by INKLUSI to scale. They will play a crucial role in providing strategic oversight and decision-making, through the INKLUSI governance arrangements, as well as facilitating coordination across the Gol.
- **Other GOI agencies** through participation in the Program Steering Committee for key agencies and through the Technical Working Groups for others, will play an important role as implementers and collaborators with CSO Partners. Line agencies and other government partners will also be central to ensuring alignment, coherence and coordination of INKLUSI with government priorities across a broad range of issues.
- **CSO Partners** will work as intermediaries to enable civil society organisations to deliver a broad range of activities at local and national level that involve and empower citizens, in key priority areas. They will lead coalition and movement building, collective action work, empowerment of grassroots organisations and voices, and day to day engagement with government at all levels and community actors – which are all pivotal to INKLUSI’ policy influence and engagement work. CSO partners may also be selected to provide technical, research and capacity building services according to the annual work planning process. They will deliver a broad range of activities at local and national level that involve and empower citizens, and/or provide technical, capacity building and research services in key outcome areas as determined by the Annual Priorities agreed between Partners and the PMG/PSC.
- **Facilitating Partner (contractor)** will have three overarching areas of responsibility:
  - Relationships, Partnerships, and Coalitions: including program governance arrangements, engagement with and across civil society, government and private sector partners, supporting civil society networks and coalitions, coordination and collaboration with other DFAT development programs on GEDSI and civil society strengthening, bilateral and multilateral partners;
  - Policy and Technical: including provision of expertise and advice - through research and analysis, including strengthening CSO-led generation of actionable evidence, policy dialogue, monitoring, evaluation and learning, strategic communications, and identification of strategic opportunities - to support the achievement of program objectives; and

- **Operations:** including human resource management, finance and grant management, risk management and audit services.

A more detailed outline of implementation roles and responsibilities is provided at Annex F.

## 4.2 Partner selection

From December 2019 – February 2020, potential civil society partners and contractors were shortlisted through an Expression of Interest process. They have been engaged in the collaborative design process and their inputs contributed to the development of the INKLUSI IDF.

In August 2021 in the CSO Partner selection process, INKLUSI, in coordination with DFAT and Bappenas, formally invited 13 selected shortlisted CSOs to submit a proposal outlining how they would contribute to INKLUSI early priorities (Annex E). Criteria for partner selection includes:

1. **RELEVANCE:** The extent to which the intervention is relevant to Australian and Indonesian Government Development Policy (RPJMN and SDGs on Gender Equality, Disability and Social Inclusion and Covid-19 response and recovery strategies and plans).
2. **EFFECTIVENESS:** The extent to which the intervention will deliver positive, measurable GEDSI impact to marginalised people.
3. **EFFICIENCY:** The extent to which the intervention budget and timeframe are realistic and achievable.
4. **SUSTAINABILITY:** The extent to which the intervention supports and builds on genuine partnerships and demonstrates the sustainability of benefits for marginalised people.
5. **SAFEGUARDS:** The extent to which your organisation will implement this intervention in a way that does not harm people or the environment and is consistent with DFAT safeguards.

The goal of the selection process is to engage a strong group of initial CSO partners that together bring the required capacity and experience to best meet the objectives of INKLUSI. Selection will also be based on an assessment of the diverse activities, constituencies, priority issues, geographic reach, capacity, types of networks, and level of government and community engagement (national, provincial, district) that CSO Partners represent together, to maximise complementarity, innovation, and impact.

Through this competitive process, a small group of CSOs will initially be selected as INKLUSI' 1<sup>st</sup> round CSO partners. These partners would then develop detailed activity plans through the work planning cycle (see below). Once the INKLUSI Program Design is finalised in August 2021, and planned early activities being implemented by the Program are underway, additional CSO partners will be selected through a revised competitive process to support and respond to the full scope of INKLUSI. There will be an opportunity for INKLUSI to engage CSO Partners outside of the group of shortlisted organisations, to ensure the Program's ability to respond and adapt to changing needs and the uncertainty associated with the Covid-19 pandemic. This may result in new areas of focus or geographic concentrations in response to changing priorities.

## 4.3 Collaborative design of outputs and work plans

Phase 4 of the INKLUSI design finalisation process runs from November 2021 to April 2022 and will be conducted jointly with CSO Partners and with engagement from DFAT and Gol. The process and parameters of this phase will be determined with selected CSO partners. It is expected to include the following stages:

### Concept

- INKLUSI socialising the IDD and MEL Plan with CSO Partners.

- CSO partners discussing their program concepts with each other (noting that concepts will be submitted as part of the selection process).
- INKLUSI and CSOs identifying shared programming priorities among partner CSO concepts. These areas of convergence are likely to relate to 1) target groups e.g. survivors of gender-based violence, 2) geographical focus e.g. at the provincial level, and/or 3) topic areas e.g. improving access to social protection. INKLUSI will support CSOs to strengthen these linkages during the design stage (see below).
- Identifying shared policy/systems change priorities around which to develop collective action agendas. These will be informed by the INKLUSI priorities and potential GOI collaborating agencies described at Annex E and the priorities proposed by CSOs in their submitted concepts.

### **Project Design and Planning**

- Each Partner CSO leading their own program design process in consultation with key stakeholders, including sub-national GOI agencies
- Partner CSOs conducting joint design activities on shared programming priorities (see above), with facilitation support from INKLUSI as needed. For example, CSOs may agree to take a more coordinated approach to program delivery in shared geographical focus areas. Drawing on international lessons from place-based approaches<sup>17</sup>, this could involve establishing a shared advisory group made up of beneficiary representatives, local government and other key stakeholders.
- Initial joint analysis and planning to develop agreed collective action agendas, with facilitation support from INKLUSI as needed (noting that CSOs will be able to participate in one or more collective agendas that align with their priorities and mandates).

### **Peer review and finalisation**

- Sharing of each CSO's preliminary design process findings with each other, the INKLUSI Facilitating Partner, DFAT, and GOI for preliminary feedback.
- Finalisation of designs based on feedback.

Key outputs of the process will be:

- Draft collective agendas for shared priority policy/systems issues, including key objectives, partners, strategies, and initial progress markers (based on an outcome mapping approach as described in the INKLUSI MEL Plan).
- CSO Partner Program Designs including robust program logics, outputs and initial activity plans.

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<sup>17</sup> For example, see Wilks S, Lahaussé J, and Edwards B. 2015. *Commonwealth Place-Based Service Delivery Initiatives Key Learnings project*, available at <https://aifs.gov.au/publications/commonwealth-place-based-service-delivery-initiatives>

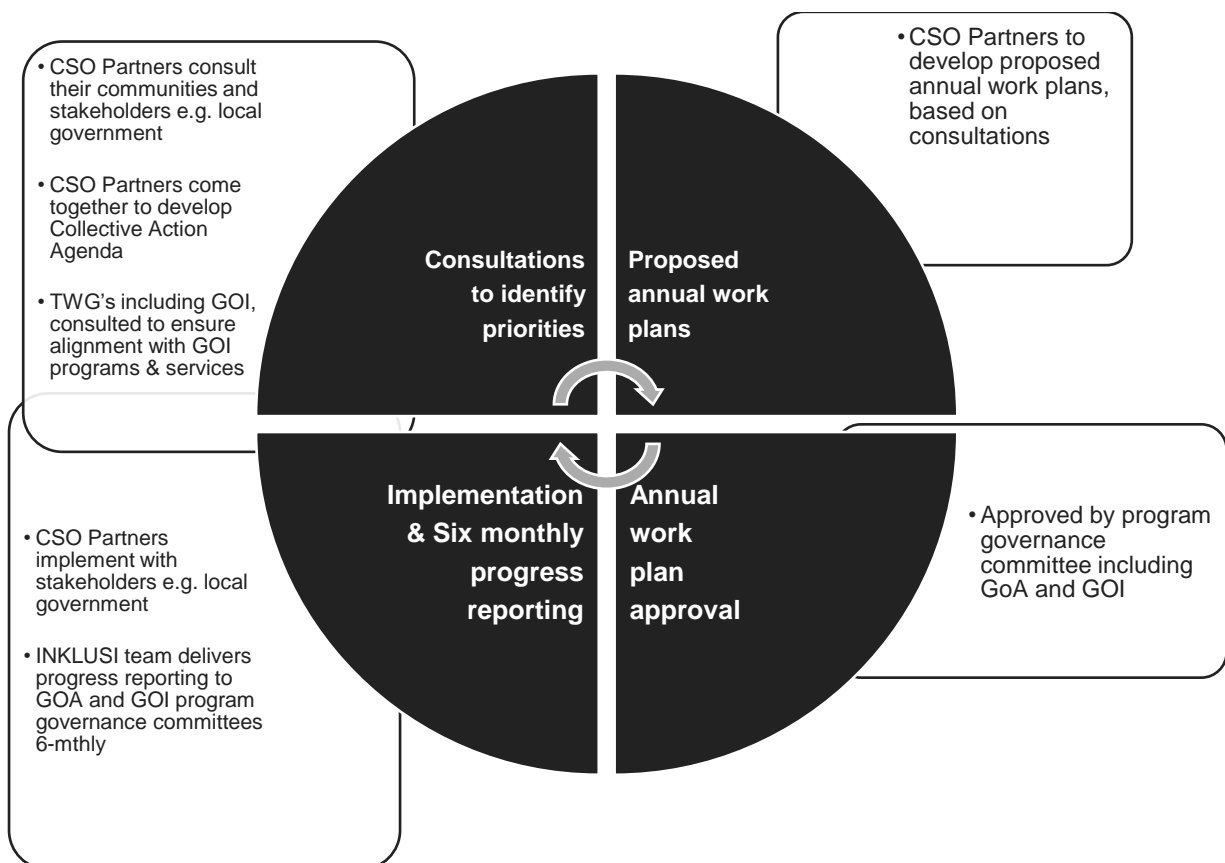
## 4.4 Annual planning and funding cycle

An Annual Planning and funding allocation cycle (see Figure 4), to be facilitated by the INKLUSI Team, will bring program partners together to jointly identify the annual work plan priorities, outputs and plan funding allocations. These proposed plans will then be approved by GoA and GoI via the program governance committees. This approach builds on processes that functioned well under the previous MAMPU program.

This process has the following key features:

- The planning is led and driven by the CSO Partners. This approach has the benefit of CSO Partners having a long-term commitment and predictability of funding, yet flexibility in the annual planning cycle for them to adapt to changing circumstances and priorities (so not locked into a multi-year plan). In addition, new partners can be selected each year, and there is a proportion of funding which is variable to be allocated across all Partners depending on annual priorities.
- The development of a Collective Action Agenda includes a broader group of self-selecting CSOs, with funding allocated to the activities by the CSO Partners for each outcome area, which may include a range of sub-grantees to the CSO Partner, and also may include selection of new CSO Partners for that Agenda.
- The Program Steering Committee (PSC) retains ultimate control over the strategic direction, and funding priorities of the Program, but implementation level decision making is made by the Program Management Group (PMG), which includes GoI and GoA participation, within the priorities and direction laid out by the PSC with six monthly review points.

**Figure 4** Annual work planning and funding cycle



A draft template for the strategic Annual Plan will be jointly developed by the Partners early in implementation, as well as templates for CSO Partner Annual Workplans. Final formats will be recommended by the PMG and approved by the PSC.

A more detailed description of key steps in the annual cycle is at *Annex G: INKLUSI Annual Cycle*.

## 4.5 Capacity development support

Throughout the design phase and the annual cycle described above, INKLUSI FP will engage technical expert to develop a multi-faceted approach to CSO capacity development. This will build on similar support previously received as part of the MAMPU and Peduli programs and take account of new needs and priorities emerging from Covid-19 impacts.

INKLUSI FP will co-design a framework and methodology for CSO self-assessment and improvement of their organisational capacities. Either directly or through a contracted partner, INKLUSI FP will facilitate each CSO partner through this self-assessment and planning process, so that they can use evidence to identify their own strengths and weaknesses, take account of their own existing organisational capacity development efforts (including those that may be being supported by other development partners), and then identify the priority areas for improvement that CSO leaders are committed to taking forward – recognising that INKLUSI Partner CSOs will be diverse in terms of the type of work they do *e.g.* service delivery, research, community empowerment etc. The approach will be strengths-based *i.e.* building on existing partner CSO capacities and momentum rather than concentrating on deficits.

Informed by this process, INKLUSI will help partner CSOs take a multi-faceted approach to strengthening their priority capacities. This will include a tailored mix of various capacity development interventions, depending on the needs of each partner and the extent to which these needs are shared by multiple CSO partners. Examples include training, coaching, sharing good practice guidance, technical advice, facilitation of action learning, and formation of communities of practice to strengthen networks and cross-learning.

As much as possible, these interventions will be built into core INKLUSI processes for supporting CSO Initiatives and CSO collective action agendas. For example:

- As they design their Initiatives, INKLUSI will support CSOs to strengthen their knowledge and skills in program logic development;
- As part of six-monthly Participatory Analysis and Reflection workshops, INKLUSI will assist CSOs to strengthen their capacities in critical reflection and adaptive management; and
- Through participation in the collective action agenda process, CSOs will have the opportunity to deepen their political economy analysis and policy engagement skills.

Organisational capacity development support will be resourced either by each Partner CSO out of its INKLUSI grant funding, or by INKLUSI – either through deployment of INKLUSI personnel (*e.g.* GEDSI advice from INKLUSI GEDSI specialist) or by contracting relevant expertise (*e.g.* contracting leadership development expertise to support shared action learning by a group of Partner CSO leaders.)

INKLUSI recognises that stronger CSO organisations (the focus of intermediate outcome 1) are necessary but not sufficient to expand the contribution of civil society to Indonesia's development. INKLUSI will also support partner CSOs to collectively contribute to a stronger CSO enabling environment in Indonesia (EOPO 2). This will be taken forward as part of collective action agendas. Depending on how Partner CSOs agree to frame these agendas, this work will either be:



- mainstreamed across all agendas (e.g. a consistent focus across several policy-focused agendas – such as legislation reform to address violence against women – on expanding the space for civil society participation in the policy process); and/or
- treated as its own agenda (e.g. specific collective action agenda focused on regulatory constraints to CSO financial security).

In addition to capacity development support for CSO partners, INKLUSI will provide support to Government of Indonesia partner agencies engaging with the program at the local, provincial and national levels, to better address GEDSI, intersectionality and marginalisation issues. This CD support will be approved as part of the annual work plan by the Program Steering Committee and will bring CSO's and GOI together for co-design, learning and development, consistent with the overall INKLUSI partnership approach.

INKLUSI' capacity development approach will be detailed in a Partner Capacity Development and Sustainability Plan, to be finalised in mid 2022.

# ANNEX A: Overview of Design Finalisation Process

## Background to the Design Finalisation Process

Through late 2019 and 2020, DFAT began a collaborative process to design the INKLUSI Program. The purpose of this process was to create opportunities for meaningful consultation with GoI and CSOs; build consensus on program outcomes and approach; and establish shared ownership of the INKLUSI Program. Through that initial process, an indicative Investment Design Framework (IDF) was established; a Managing Contractor selected; 21 CSOs were shortlisted as potential early partners; and indicative governance and implementation arrangements, and priority areas were proposed. The IDF proposed that an INKLUSI Investment Design Document (IDD) be finalised during the inception period.

Throughout the first half of 2021 therefore, a key priority of the program Inception Phase was to continue this collaborative process, and finalise the INKLUSI IDD, in close consultation with GoI and civil society partners. This has been especially significant given the challenges posed by the current pandemic to stakeholder engagement and participation but overcome through adapting to online forums.

## Phased approach to finalising the design

A four-phase approach has been taken to finalising the INKLUSI Program design, as shown below. Phase 1-3 are complete as of July 2021 and Phase 4 will continue to December 2021.

1. **Setting up for success.** This phase involved agreeing on ways of working for the design process, clarifying the 'givens', and deeply understanding the context and unresolved design issues. Key stakeholders were identified for the consultations in the Discover Phase.
2. **Discover.** This phase involved consultation with approximately 150 people from key stakeholder groups (CSOs, DFAT, GoI) with regards to the program logic and any governance issues, through consultations, workshops and a survey. It supported refinement of the program logic and identification of issues with consensus and any other issues requiring further work.
3. **Define.** This phase involved drafting and submitting the IDD, with revisions to the governance structure, the program logic, the principles and the high-level MEL parameters.
4. **Operationalise.** This phase involves deep engagement with CSO Partners to identify Collective Action Agendas, more fully develop the MEL Plan, and define/identify a process for selecting geographic areas and target groups. As part of this process, the INKLUSI team has and will continue to consult with GoA, GoI, and CSOs. The process undertaken thus far has emphasised collaboration through participatory workshops and created multiple opportunities for stakeholder input; both verbal and written.

In relation to the program logic, the process aimed to gain a reasonable level of consensus and clarity amongst key partners, so that implementation is set up for success. At the same time, there was broad recognition that:

- INKLUSI is a flexible and iterative program, with some features of a 'facility' and a strong partnership approach. Therefore, the **final program logic and design document need not be over-prescribed**. Instead, it needs to remain sufficiently flexible yet have strong enough "bones" to create a clear structure for rolling plans and annual cycles of analysis, consensus building and planning.
- With such diverse parties, it is possible no one program logic will satisfy all stakeholder interests, especially if it is highly specified. An overly specified program logic would also be more difficult to communicate, which may impact stakeholder buy-in to the program.

Internationally, there has been a recent rise in the use of principles-focused approaches to both design and evaluation<sup>18</sup>. Informed by this thinking, it was seen that INKLUSI could benefit from a relatively high-level program logic, underpinned by an agreed set of principles that all partners buy into, which will anchor program implementation, monitoring and learning. These were presented for stakeholders to respond to and space created for co-refinement to ensure broad ownership.

## Stakeholder Consultations

Stakeholder consultations within the first three of these phases were guided by the following questions:

<b>Program Logic</b>	<ul style="list-style-type: none"> <li>• What fundamental principles will support INKLUSI effectiveness, which all parties can agree and commit to?</li> <li>• Is the revised high-level program logic acceptable to key partners? If not, what changes are needed so that it works for all parties? What details need further elaboration? What are the assumptions implicit in this logic?</li> <li>• Based on above, what is the 'identity' or 'strategic narrative' of INKLUSI? How is this distinct from the MAMPU/Peduli programs, and other DFAT or development partner programs working on similar issues?</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Is the governance model proposed in the design document workable and the optimal structure? If not, how can it be reconfigured to maximize outcomes?</li> </ul>
<b>MEL</b>	<ul style="list-style-type: none"> <li>• What would success look like at key points over the life of the program?</li> <li>• What are the key evaluation questions and metrics that the MEL system should include?</li> </ul>

To date, the first three phases have involved consultations with approximately 150 individuals through conversation, workshops and a survey with:

- **The Department of Foreign Affairs and Trade** (Australia);
- **The Government of Indonesia**, including representatives from Badan Perencanaan Pembangunan Nasional (Bappenas); Kementerian Pemberdayaan Perempuan dan Perlindungan Anak (KPPPA); Kementerian Desa, Pembangunan Daerah Tertinggal dan Transmigrasi (Kemendesa); Kementerian Koordinasi Bidang Pembangunan Manusia dan Kebudayaan (Kemendikbud); Kementerian Ketenagakerjaan (Kemnaker); Kementerian Pendidikan dan Kebudayaan (Kemendikbud)<sup>19</sup>; and Kementerian Sosial (Kemensos);
- **Indonesian Civil Society Organisations**, including the 21 shortlisted organisations; and
- **The INKLUSI Team**, including specialists in GEDSI, design, monitoring and evaluation, governance and social inclusion programming

This document reflects the findings from these consultations. In particular, the revisions in response to feedback include:

- the introduction of and refined articulation of guiding principles;

<sup>18</sup> See, for example, Patton, M. Q. (2018). *Principles-Focused Evaluation - The GUIDE*. New York: Guilford Press.

<sup>19</sup> As of April 2021, the Ministry's nomenclature changed from Kemdikbud to Kemdikbudristek; Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi

- a simpler and more logical set of causal pathways in the program logic, linking activities, intermediate outcomes, end of program outcomes, and the overarching objective and goal;
- further clarity about how change is expected to occur and who the targets of change are;
- identification of additional key program activities to support CSO capabilities and collective action;
- Identification of the first 7 key priorities for collective action (see Annex E), acknowledging that these will need to be validated in consultation with CSO partners;
- the highlighting of two parallel and mutually supportive change pathways are reflected in the program logic: that the work of partner CSOs will contribute to both direct, tangible and instrumental benefits for target groups as well as the longer-term systemic and transformative change in norms and formal structures;
- description of the five change pathways embedded in the program logic;
- a proposed shift away from thematic areas (which were used, for example, in the previous MAMPU and Peduli programs) as an organising device to a more integrated and expansive approach of understanding program priorities, which would support CSO partners to work effectively on a range of relevant and intersecting issues; and
- refinements to the governance model for INKLUSI to clarify linkages, roles, tasks and coordination mechanisms; and ensuring flexibility and space to engage with a broad range of actors who are part of the institutional fabric (*e.g.*, conducting policy dialogue with ministries beyond Bappenas). To note that further detail will need to be confirmed with GoI and elaborated in the Program Governance Manual, including the role of sub-national governments.

This document also provides further information about INKLUSI' approach to achieving its GEDSI and policy reform outcomes, informed by indicative program strategies developed during the Inception Phase.

## **Next steps in the process**

As noted above and throughout the IDD, refining the intent, scope, and pathways of change of INKLUSI will continue in the second half of 2021 as the program selects and engages extensively with its partner CSOs to further co-develop key elements of the INKLUSI program. Revisions will be undertaken to the detailed program logic pathways, but not to the body of the IDD.

# ANNEX B: How Does INKLUSI Approach Gender Equality, Disability and Social Inclusion?

*Under development, will be finalised in implementation and shared with the Partnership Management Group*

## What guides the INKLUSI approach to GEDSI?

**INKLUSI recognises that the integration of gender equality, disability and social inclusion (GEDSI) leads to more equitable and sustainable outcomes, and is guided by the following international, national and program conventions, policies and commitments that reference diverse aspects of Inclusion:**

- **Links with international commitments:**

**SDGs:** There are 17 SDGs, aspects of all of which touch upon GEDSI as a core and cross-cutting principle for the SDGs overall. Several SDGs also focus more specifically on key areas related to GEDSI, e.g., SDG 2, “Ensure healthy lives and promote wellbeing for all at all ages; SGD 4, “Ensure inclusive and quality education and promote lifelong education for all; SDG 5, “Achieve gender equality and empower all women and girls”; SDG 8, “Ensure sustained, inclusive and sustainable economic growth, full and productive work and employment for all; and SDG 11, “Make cities and human settlements inclusive, safe, resilient and sustainable; SDG 16, “Promote peaceful and inclusive societies sustainable development, access to justice for all and build effective, accountable and inclusive institutions at all levels”.

INKLUSI is also guided by the United Nations Charter of Human Rights, the Convention on the Elimination of Discrimination Against Women, the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), the Convention on the Rights of the Child (CRC) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

- **Links with key DFAT policies and strategies:** Partnerships for Recovery: Australia’s COVID-19 Development Response (2020); Foreign Policy White Paper (2017); Gender Equality and Women’s Empowerment Strategy (2016); Development for All 2015-2020: Strategy for Strengthening Disability-Inclusive Development in Australia’s Aid Program (2015)
- **Links with key GoI policies and strategies:** The GoI has relatively strong legal framework related to gender equality, Persons with Disabilities, human rights and social protection, and the country’s 1945 constitution is based on the core principle of “Pancasila” which endeavours to strike a balance between the interests of the individual and those of society, and to prevent oppression of the weak by the strong, whether by economic or political means. However, there remains a challenge with the implementation of existing laws designed to offer protection, support and equality for a wide range of marginalised groups.<sup>20</sup> This implementation gap acts as a significant constraint for diverse marginalised groups. A review of legislation, policies and laws related to human rights, gender equality, persons with disabilities, social protection and labour found that while there is a fairly strong legal framework covering the needs and rights of diverse demographics groups, several of these laws still either include some discriminatory clauses or else do not go far enough to offer adequate protection to the groups concerned. There are also still some discriminatory laws or regulations in place.<sup>21</sup> Including the 2020 Law No. 11 on Job Creation (also known as the Omnibus Law) which appears to favour company needs over workers, does not offer much

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<sup>20</sup>DFAT consultation on Social Inclusion/GEDSI Strategy, June 21, 2021. GoI Consultation on Social Inclusion/GEDSI Strategy, June 22, 2021.

<sup>21</sup> <https://komnasperempuan.go.id/siaran-pers-detail/siaran-pers-komnas-perempuan-kasus-pemaksaan-busana-dengan-identitas-agama-27-januari-2021>

protection to persons with disabilities, and is lacking in protections for informal workers. The elimination of the phrase "the need for living" as a reference in the calculation of the minimum wage has potentially resulted in reducing wage protection across the country. This lack of legal protection reinforces the marginalisation of these specific groups of workers, especially who work for the minimum wage or less, including persons with disabilities, informal and domestic workers, most of whom are women.<sup>22</sup> At the local level, research on discrimination regulation/policy in West Java and Yogyakarta conducted by SETARA Institute (2019) identified there were 32 local law products (21 in Yogyakarta and 11 in West Java) which discriminated against minority groups, based on gender, ethnicity, belief, and sexual orientation. These discriminatory regulations impeded their access to public services.<sup>23</sup>

In 2021, Gol conducted a Voluntary National Review (VNR) that highlights sustainable and resilient recovery from the Covid-19 pandemic for the achievement of the 2030 agenda.<sup>24</sup> It states that 'with the increasing ownership of SDGs in Indonesia, the efforts to ensure the implementation of leaving no one behind is everyone's responsibility'. INKLUSI will work with Gol to help ensure that different stakeholder groups (Gol, Civil Society, and the private sector) have the capacity to act on this responsibility. The VNR also references key gender equality issues that INKLUSI will be considering for support and action with its partners. These include child marriage, Gender-Based Violence and women's political participation.<sup>25</sup>

- Links with **INKLUSI Guiding Principles**: Amongst others, a guiding principles for INKLUSI is that "All program activities and approaches will contribute to some aspect of Inclusive processes and results."
- Links with **INKLUSI GEDSI Strategy** (pending approval)

## How does INKLUSI practically approach GEDSI?

INKLUSI has identified three priority areas of effort, through which it will make a positive difference to GEDSI and in doing so contribute to strategic policy goals and commitments as outlined in Section 2.1. These three priority areas cover: 1) Access and safety; 2) Inclusive Citizenship and Participation; and 3) Economic Recovery and Livelihoods. INKLUSI also will be working to:

1. **Embed GEDSI throughout program systems and processes and support internal capacity development.** This includes: strengthening the capacity of INKLUSI staff, and governance bodies to be able to consider GEDSI in their work; ensuring that there is sufficient specialist expertise available to support INKLUSI staff, and governance bodies, and identifying roles for people with this expertise as part of the governance bodies; integrating GEDSI within all reports, plans, budgets and decision making processes and modes of communication; ensuring that all project processes integrate key social safeguard risks related to child protection and the prevention of sexual exploitation, abuse and harassment, and technical support on how to deal/manage with these risks, as well as tracking and reporting progress through the INKLUSI MELP including the capture of unintended/unexpected outcomes.
2. **Invest in the development of partner GEDSI capacity.** This includes encouragement and support to partners to engage with relevant representative organisations of women, disabled people's organisations (DPOs), and other potentially marginalised groups in the local context of activity implementation; and provision of support for partners to embed GEDSI in their MELPs and modes of communication.

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<sup>22</sup> Gol, Oct 12, 2020, Law-justice "Rilis Catatan Kritis Fakultas Hukum UGM terhadap UU Cipta Kerja,"

<sup>23</sup> <https://setara-institute.org/dampak-produk-hukum-daerah-diskriminatif-terhadap-akses-pelayanan-publik/>

<sup>24</sup> Gol, Voluntary National Review, 2021, Jakarta, p.29

<sup>25</sup> Gol, Voluntary National Review (VNR) 2021, Jakarta, pp. 307.308.

3. **Invest in policy advocacy and dialogue related to GEDSI:** This includes a synthesis of existing research to mapping existing national vs subnational policies to assess the extent of protection for marginalised groups and where there may still be gaps or discriminatory policies in place. INKLUSI will use consultative processes to work with partners to help facilitate related collective action towards positive policy changes.
4. **Undertake research, convenes learning and knowledge sharing opportunities.** This includes facilitating regular GEDSI learning events for INKLUSI staff, governance bodies and partners to learn from practice and to reflect on the evidence generated through the MELP; prepare accessible communicational materials to build awareness of INKLUSI lessons learned and achievements in GEDSI and to facilitate knowledge sharing; and by ensuring that all communication and reporting materials are available in accessible formats.
5. **Develop GEDSI-related risk assessment process.** As a part of the grant approval process INKLUSI will be requesting that partners conduct a GEDSI analysis. One category of analysis of this assessment will include conducting a related risk assessment for marginalised groups, with the expectation that any risks identified will also be addresses in the grant design and include an accompanying prevention and/or mitigation strategy. Part of the learning process for the project will also involve provision of training on how to conduct this type of GEDSI analysis for all stakeholder groups. To help monitor any identified risks the project will also include related questions about these in its semi-annual and annual reflection processes and include indicators that track the “do no harm” principle.

## **Where can you find further detail regarding the INKLUSI approach to GEDSI?**

The **GEDSI Strategy** provides a comprehensive plan for why, how and what INKLUSI plans to do in support of GEDSI. The **Governance Structure** provides further detail regarding how INKLUSI involves GEDSI expertise in its governance structures to provide technical oversight to INKLUSI activities. The **MELP** provides further detail regarding the process for identifying and analysing GEDSI barriers, opportunities, risks and progress as well as convening learning and knowledge sharing forums.

## **ANNEX C: How Does INKLUSI Promote Sustainability?**

*This is under development and will be shared with the Partnership Management Group in implementation.*

**What guides the INKLUSI approach to sustainability?**

**How does INKLUSI practically promote sustainability?**

**Where can you find further information?**



# **ANNEX D: How Does INKLUSI Monitor, Evaluate and Learn?**

## **What guides the INKLUSI approach to monitoring, evaluation, and learning?**

The INKLUSI MELP is designed to provide a clear overview and practical guidance for those implementing monitoring, evaluation and learning activities for INKLUSI. It is designed to meet the three interrelated purposes of (i) learning and adaptation; (ii) accountability; and (iii) communication. The key audiences of MEL information are the INKLUSI Team, DFAT, CSO partners and Bappenas/Gol. These different stakeholders play key roles in INKLUSI governance and implementation. The MEL system is informed by the guiding principles of INKLUSI and adheres to the following approaches:

- **Amplifying the voices of those most marginalised**
- **Focusing on outcomes and process**
- **Being strengths-based**
- **Focusing on utilisation of evidence**
- **Taking a try-test-learn approach**
- **Evolving in complexity over time**

## **How does INKLUSI conduct monitoring, evaluation, and learning?**

Data collection, analysis, learning and reporting is guided by the following key questions (KQs). They are focused on the information needs of the primary MEL audiences as identified above.

- 1. What difference are we making?**
- 2. How well are we working?**
- 3. What did we do?**
- 4. Are we doing what is needed?**
- 5. What are we learning?**

Each of these questions has corresponding sub-questions, which will be regularly reviewed and updated over the life of INKLUSI, whereas the KQs are expected to remain relatively constant. Several performance indicators have been selected as the basis for baseline and target-setting. These will provide a snapshot of progress against INKLUSI' expected outcomes, principles, outputs and activities (noting that a range of other data will also need to be captured to answer the MEL sub-questions).

A range of data capture methods will answer the KQs and track progress against the performance indicators. These methods have been developed to capture and amplify the voices of those most marginalised. Methods are either part of routine data collection (ongoing), or part of periodic data collection (at points in time). Routine data collection will include partner reporting; impact logs; outcome mapping; participatory analysis and reflection; 'principles in action' log; and pre- and post-event reflections. Periodic data collection will include a CSO capacity progress mapping tool; a partnership and network assessment tool; Significant Instances of Policy and Systems Change (SIPSI) case studies; Most Significant Change; longitudinal impact studies; research studies; and internal and independent evaluations.

## **Where can you find further information?**

INKLUSI Monitoring, Evaluation and Learning Plan

## ANNEX E: INKLUSI Early Priorities

This table summarises early priority areas for INKLUSI-supported CSO Initiatives and CSO collective agendas for the early years of INKLUSI implementation, including their alignment with GoI priorities and SDGs.

**1. Socio-cultural** pillar of INKLUSI goal: More marginalised people have protection from violence and can fully realise their right to basic services

Early INKLUSI Priorities	Alignment with GOI RPJMN and SDG goals	EOPO 2: Indicative Systemic Outcomes – through collective action agendas	EOPO 1: Indicative Direct Outcomes – through CSO Programs	Potential GOI collaborating agencies
<b>1. Legal identity for marginalised people</b>	<p><b>RPJMN Policy Direction 1, Outcome 1.1.</b> Acceleration of civil administration coverage</p> <p><b>SDG goal 16, Target 16.7:</b> By 2030, provide a legitimate identity for all, including birth registration.</p>	<p>CSOs and GOI at village level monitoring the implementation of Inclusion and SDG villages.</p> <p>CSOs working with GOI at village level to identify which legal identity services are effective for marginalised people including capturing existing good practices and scalable activities</p>	<p>Address barriers and challenges, such as cost, geography and stigma, to obtaining legal identity, in order for marginalised people to access GOI Covid-19 recovery program benefits.</p>	<p>Bappenas/National Development Planning Agency – and related Directorates, Bappeda/Regional Development Planning Agency and related Bureaus, KPPPA and Dinas PP, Ministry of Religious Affairs, Ministry and Dinas Education, Ministry of Home Affairs - Dukcapil, Ministry and Dinas Health, Ministry and Dinas Social Affairs, Ministry of Village and Less-Developed Region, Ministry of Manpower and Dinas Manpower</p>
<b>2. Access to social protection, basic services, including reproductive health and VAW services for marginalised people</b>	<p><b>RPJMN Policy Direction 2, Outcome 2.1:</b></p> <p>Social security implementation strengthening; <b>Outcome 2.2.:</b> Integrated and targeted social assistance and subsidy; <b>Outcome</b></p>	<p>CSOs and GOI monitoring and improving delivery systems for social protection programs (assistance/subsidies) at scale, particularly during the pandemic</p> <p>CSOs and GOI monitoring and improving implementation of the</p>	<p>Marginalised people and the poor accessing free/affordable Covid-19 health services, education medicine, and vaccines</p> <p>CSOs support GOI Identification of people with</p>	<p>Bappenas/National Development Planning Agency – and related Directorates, Bappeda/Regional Development Planning Agency and related Bureaus, KPPPA and Dinas PP, Ministry of Religious Affairs, Ministry and Dinas Education, Ministry of Home Affairs - Dukcapil,</p>

Early INKLUSI Priorities	Alignment with GOI RPJMN and SDG goals	EOPO 2: Indicative Systemic Outcomes – through collective action agendas	EOPO 1: Indicative Direct Outcomes – through CSO Programs	Potential GOI collaborating agencies
	<p><b>2.5:</b> Integrated services and facilitation strengthening</p> <p><b>SDG goal 1, Target 1.2:</b> Implement nationally, a social protection system and safeguards for all, including the poorest groups, and by 2030 achieve substantial coverage of the poor and the vulnerable.</p> <p><b>SDG goal 4, Target 4.1.</b> By 2030, all children, boys and girls, finished free, equal, and quality elementary and junior-high school, leading to the achievement of relevant and effective learning.</p> <p><b>RPJMN Policy Direction 3:</b> Universal health coverage, <b>Outcome 3.1:</b> Reproductive health, family planning, child and women’s health improvement.</p> <p><b>SDG goal 3, Target 3.8:</b> Achieve universal health coverage, including financial risk protection, access quality basic health services, and quality, safe, effective, and affordable basic medicine, and vaccines; Target 7: By 2030, ensure universal access</p>	<p>Law No.8/2016 on people with disabilities at scale.</p> <p>CSOs-GOI institutionalised partnerships for implementing integrated health services at all government levels.</p> <p>Universal reproductive health services provided by GOI at scale based on SPM standard.</p>	<p>disabilities in order to ensure access to government social assistance</p> <p>Children from marginalised groups accessing education services</p> <p>Marginalised people and the poor accessing free/affordable health services.</p> <p>Marginalised groups, particularly young women, accessing reproductive health information and services.</p>	<p>Ministry and Dinas Health, Ministry and Dinas Social Affairs, Ministry of Village and Less-Developed Region, Ministry of Manpower and Dinas Manpower, Komnas Perempuan and Lembaga Perlindungan Saksi dan Korban</p>

Early INKLUSI Priorities	Alignment with GOI RPJMN and SDG goals	EOPO 2: Indicative Systemic Outcomes – through collective action agendas	EOPO 1: Indicative Direct Outcomes – through CSO Programs	Potential GOI collaborating agencies
	to sexual and reproductive health services, including family planning, information and education, integration of reproductive health into national strategies and programs			
<p><b>3.Elimination of all forms of violence against marginalised people, including women and children</b></p>	<p><b>RPJMN Policy Direction 5:</b> Enhanced child, women and youth quality, <b>Outcome 5.2:</b> Increase protection of women, including women migrants from violence and trafficking of people</p> <p><b>SDG goal 5, Target 5.1:</b> End all forms of discrimination against women everywhere; <b>Target 5.2:</b> Eliminate all forms of violence against women in public and private spaces, including human trafficking and sexual exploitation, as well as other types of exploitation.</p>	<p>CSOs-GOI institutionalised partnerships for monitoring and improvement of the implementation of the Law on Sexual Violence (RUU-PKS).</p> <p>CSOs-GOI institutionalised partnerships for the implementation of the Integrated Criminal Justice System for Handling Cases of Violence Against Women (SPPT-PKKTP).</p> <p>CSO-GOI institutionalised partnerships for prevention and protection of women’s right to personal security, including ending VAW.</p> <p>Continued public pressure for the approval of RUU-PKS, with content based on CSOs (and Komnas Perempuan) expectation.</p>	<p>Public education, communications and marketing to target social norms and attitudes on VAW</p> <p>Locally led prevention and/or referral pathway initiatives for VAW, including human trafficking</p> <p>Locally led activities focussed on normalising marginalised people safely practicing their cultural beliefs and identity within their communities, free from stigma or violence</p>	<p>Ministry of Women Empowerment and Child Protection (KPPPA) – Lead:</p> <p>Ministry of Social Affairs, Ministry of Law and Human Rights, Ministry of Health, Police, Supreme Court, Attorney General Office, Komnas Perempuan and Lembaga Perlindungan Saksi dan Korban</p>

Early INKLUSI Priorities	Alignment with GOI RPJMN and SDG goals	EOPO 2: Indicative Systemic Outcomes – through collective action agendas	EOPO 1: Indicative Direct Outcomes – through CSO Programs	Potential GOI collaborating agencies
		<p>Issuance of the MOU on Integrated Criminal Justice System for Handling Cases of Violence Against Women (SPPT-PKKTP)</p> <p>Issuance of the MOU on Data Synergy and Utilisation of VAW Cases Documentation System</p>		
<p><b>4.Implementation of child marriage law including required regulation, systems and processes (elimination of child marriage)</b></p>	<p><b>SDG goal 5, Target 5.3:</b> Eliminate all harmful practices, such as child marriage, early and forced marriage, and female circumcision.</p>	<p>CSOs-GOI partnership in monitoring the implementation of the Marriage Law No. 16/2019 on amendment to Law No. 1/1974, by the court system and local government offices <i>i.e.</i> Office of Religious Affairs (KUA).</p> <p>CSOs-GOI institutionalised partnerships for monitoring and improvement of implementation of the National Strategy on Child Marriage Prevention (Stranas PPA)</p>	<p>Public dialogue/education on the critical implementation of the Marriage Law No.16/2019</p> <p>Issuance of implementing regulation (Perda/Perbup/Perdes) on child marriage prevention.</p> <p>Development of practical guidance for the implementation of Stranas PPA at village to provincial levels, based on local context</p>	<p>Bappenas- KPAPO, Ministry of Women’s Empowerment and Child protection, other local provincial governments</p> <p>And relevant Bappenas directorate/s</p>

**2. Economic** pillar of INKLUSI goal: More marginalised people can benefit from fair, safe and productive employment and livelihoods (and Indonesia's economic recovery)

Early INKLUSI Priorities	Alignment with GOI RPJMN and SDG goals	EOPO 2: Indicative Systemic Outcomes – through collective action agendas	EOPO 1: Indicative Direct Outcomes – through CSO Programs	Potential GOI collaborating agencies
<p><b>5. Economic (livelihood) recovery for micro and small enterprises owned by marginalised people</b></p>	<p><b>RPJMN Policy Direction 6, Outcome 6.1.</b> Acceleration of family-based economy strengthening; <b>Outcome 6.2:</b> Social impact and facilitation to small businesses</p> <p><b>SDG goal 1, Target 1.3:</b> By 2030, ensure that all men and women, especially the poor and vulnerable, have the <u>equal rights to economic resources</u>, as well as basic services, ownership and control over land and other forms of ownership, inheritance, natural resources, new technology, and appropriate financial services, including microfinance.</p>	<p>CSOs and GOI institutionalised partnerships for monitoring and improving implementation of Covid-19 economic recovery programs</p>	<p>Marginalised people accessing government Covid-19 recovery subsidies/assistance to initiate and/or sustain economic and livelihood activities</p> <p>Marginalised people participating in vocational training, including in digital marketing literacy</p> <p>Marginalised people, including women owned MSME's, have access to economic resources and control over them</p>	<p>Ministry of Cooperatives and SME's</p> <p>And relevant Bappenas directorate/s</p>

Early INKLUSI Priorities	Alignment with GOI RPJMN and SDG goals	EOPO 2: Indicative Systemic Outcomes – through collective action agendas	EOPO 1: Indicative Direct Outcomes – through CSO Programs	Potential GOI collaborating agencies
<p><b>6. Access to fair and safe employment as part of the economic recovery for marginalised people</b></p>	<p><b>RPJMN Policy Direction 7:</b> Increasing productivity and competitiveness, <b>Outcome 7.1:</b> Industrial-based vocational training and education;</p> <p><b>SDG goal 5, Target 5.1:</b> End all forms of discrimination against women everywhere; <b>Target 5.2:</b> Eliminate all forms of violence against women in public and private spaces, including human trafficking and sexual exploitation, as well as other types of exploitation.</p> <p><b>SDG goal 8, Target 8.4:</b> By 2030, achieve steady and productive employment and decent work for all women and men, including youth and persons with disabilities, and equal pay for equal work; <b>Target 8.7.</b> Protect labour rights and promote a safe and secure work environment for all workers, especially female migrant workers and those engaged in hazardous work.</p>	<p>CSOs and GOI institutionalised partnerships for monitoring and improving implementation of Covid-19 economic recovery program</p> <p>CSOs-GOI partnership in monitoring the implementation of Law No.18/2017 on the protection of Indonesian Migrant Workers (UU-PPMI).</p> <p>CSOs-GOI partnership in monitoring the implementation of Permen 18/2018.</p> <p>CSOs, GOI and Private sector partnership in guaranteeing the protection the rights of migrant workers</p>	<p>Marginalised groups, including Informal worker and migrant workers accessing government employment recovery programs and vocational training</p> <p>CSO's, private sector and GOI partnering to end human trafficking and sexual harassment in the workplace</p> <p>Issuance of 13 subsidiary regulations, in support of the implementation of Law No.18/2017 on the protection of Indonesian Migrant Workers (UU-PPMI)</p> <p>Expanded outreach defined under Ministerial Regulation (Permen) No. 18/2018 on Social Insurance for Migrant Workers (Critical for pandemic related).</p> <p>Limited negative implication of the Law No. 11/2020 on Cipta Karya on migrant workers</p>	<p>Ministry of Manpower (Labour)</p> <p>And relevant Bappenas directorate/s</p>

**3. Political** pillar of INKLUSI goal: More marginalised people are actively participating in society and have equal opportunity to contribute to decision making

Early INKLUSI Priorities	Alignment with GOI RPJMN and SDG goals	EOPO 2: Indicative Systemic Outcomes – through collective action agendas	EOPO 1: Indicative Direct Outcomes – through CSO Programs	Potential GOI collaborating agencies
<p><b>7. Civic participation by marginalised people, including in government decision making processes</b></p>	<p><b>SDG Goal 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.</p> <p><b>Target 16.6</b> Ensure responsive, inclusive participatory and representative decision making at all levels.</p>	<p>CSOs and GOI at village level monitoring the implementation of Inclusion and SDG villages.</p> <p>Coalition and movement building for CSO's and community-based organisations and networks involving and representing marginalised groups and communities</p> <p>CSOs-GOI partnership in development planning and strengthening legitimacy related decision-making processes</p> <p>Improved laws and regulations related to CSOs for enhanced CSOs enabling environment e.g. Amendment of regulation on CSOs legal status,</p> <p>freedom of expression for CSOs</p>	<p>Strengthening leadership skills of marginalised people and groups</p> <p>Public education about civic rights</p> <p>Strengthening women coalitions and movements and collaboration between these movements and other marginalised groups</p> <p>Marginalized people participation in national and sub-national planning, budgeting and program implementation</p> <p>Participation of women in national and sub-national planning, budgeting and program implementation</p> <p>Marginalised people are able to actively practice their cultural beliefs and identity within the community</p>	<p>Bappenas, Bappeda (local planning system), Ministry of Village and Less developed regions</p> <p>And relevant Bappenas directorate/s</p>



# ANNEX F: Implementation Roles and Responsibilities

This annex collates descriptions of roles and responsibilities from the Investment Design Framework.

## DFAT

- Provide strategic direction / guidance in setting the policy agenda, primarily through participation in the governance arrangements.
- In collaboration with Delivery and Facilitating Partners, facilitate internal coordination on GEDSI and civil society strengthening across other Australian-funded development programs in Indonesia.
- Contribute in the annual planning processes with consideration to the scope and reach of other DFAT development programs, balancing the interests of finding synergies in common locations with and between programs, with the need to respond to emerging and new priorities and locations.
- Continue to engage with the Development Partner Working Groups on civil society, gender equality, and social inclusion to promote development partner coordination efforts.
- Participate and engage in communications and public relations and diplomacy events which will form a key part of INKLUSI' influencing strategy for policy and practice reform.

## Gol

- Bappenas: Co-chair Program Steering Committee and Partnership Management Group; provide strategic oversight and decision-making, through the INKLUSI governance arrangements; and facilitate coordination across the Gol. As coordinating authority and executing agency Bappenas role aligns with its mandate as the GOI agency responsible for planning and development innovation to address broader challenges such as reaching the most marginalised (INKLUSI program goal).
- Line Agencies: Through the Technical Working Groups, line agencies and other government partners will play a role in ensuring alignment, coherence and coordination of INKLUSI with Government priorities and planning.
- Provincial, District and Local Government: Engage with INKLUSI CSO partner policy and planning processes.

## CSO Partners (CSOs)

- Work as intermediaries to enable civil society organisations to deliver a broad range of activities at local and national level that involve and empower citizens, in key outcome areas.
- Support CSOs to design and plan activities with communities, local actors, and government engagement.
- Collaborate with Gol at village, district, regional and national levels on Gol policy priorities throughout implementation.
- Work collectively with other CSOs on an agreed Collective Action Agendas.
- Engage with other stakeholders and actors to strengthen the enabling environment for civil society effectiveness.
- Monitor performance and effectiveness through implementation of agreed MELF systems and contribute to joint reporting.
- Identify, plan and manage capacity building support for CSOs, including themselves (with technical assistance from other Partners).
- Develop and plan strategies for financial and operational sustainability of CSOs, including themselves.
- Deliver a broad range of activities at local and national level that involve and empower citizens, and/or provide technical, capacity building and research services in key outcome areas as determined by the Annual Priorities agreed between Partners and the PMG/PSC.
- Support evidence base for policy development, reform and good practice that supports improved CSO and government policy and practice.

## Facilitating Partner (Contractor)

- Empower and support civil society to lead, direct, plan and monitor programs and activities in line with the IDD and GOI and GOA priorities.
- Convene governance bodies and support collaborative decision making and governance processes that incentivise collaboration and collective action, particularly through Working Groups and Thematic Clusters.
- Provide advisory and technical support for CSO Partners, Research Partners and Technical Partners to strengthen planning and decision making through development and implementation of Annual Workplans.
- Establish and implement a Management Information System and MELF, jointly developed and agreed with CSO Partners.
- Undertake reflection processes to support civil society and government to adapt to changing circumstances and learn lessons.
- Commission policy-relevant research to support outcome areas, annual workplans, the collective action agenda and PSC strategic direction
- Provide communications and public relations products and hold events to engage with local actors and stakeholders that support program goals and DFAT's public diplomacy agenda.
- Consolidate a strategic Annual Workplan for endorsement by the PSC.
- Maintain a whole-of-program overview and respond to information and coordination requests from DFAT.
- Undertake strategic relationship management with civil society and the GOI, at national, regional and local levels.
- Support work on GEDSI and CSO engagement across all Australian aid investments in Indonesia

## ANNEX G: INKLUSI Annual Cycle

This annex displays the INKLUSI annual cycle as described in the Investment Design Framework.



# INKLUSI

Australia - Indonesia Partnership  
Towards an Inclusive Society