

# **Management Response to the Independent Mid-Term Review of the Australia-Indonesia Partnership in Disaster Risk Management (SIAP SIAGA Program)**

**October 2023**

The Department of Foreign Affairs and Trade (DFAT) commissioned an independent mid-term review (MTR) of the Australia-Indonesia Partnership in Disaster Risk Management (SIAP SIAGA program), which was conducted between May and September 2023. The MTR aimed to assess the performance of the SIAP SIAGA program including the impact of COVID-19 on its implementation; and present a forward-looking analysis to provide recommendations for whether to extend the SIAP SIAGA program for a further two years (2024 – 2026), and if yes, whether changes need to be made to the program.

The MTR accessed over 100 documents and engaged 277 informants from national and subnational Government of Indonesia (GoI) partners, DFAT, international disaster risk management actors, civil society, and communities in Bali, East Nusa Tenggara (NTT), West Nusa Tenggara (NTB) and East Java through remote and face-to-face focus group discussions, field visits, key informant interviews and sense making sessions. The MTR made 16 findings and 10 recommendations. The recommendations were divided into two parts: Whole-of-Program strategic recommendations (four) and Operational Recommendations (six). The Operational Recommendations was divided into two sections: three recommendations for the SIAP SIAGA managing contractor (Palladium) and three for the International Federation of the Red Cross and Red Crescent Societies (IFRC) for its partnership with the Indonesian Red Cross (PMI). In consultation with the two implementing partners, Palladium and the IFRC, DFAT's response to the recommendations is as follows:

## Whole-of-Program Recommendations

Recommendation	DFAT Response	Explanation	Action Plan	Timeframe
<p><b><u>Whole of Program Recommendation 1</u></b></p> <p><b>The MTR recommends that DFAT and the GoI enact the option to extend the SIAP SIAGA investment for a further two years to October 2026, and commence action to extend the contracts of IFRC-PMI and Palladium for the same term.</b></p>	Agree	<p>DFAT notes that the evidence gained through the MTR demonstrates SIAP SIAGA is making a valuable and valued contribution to strengthening Indonesia’s DRM ecosystem.</p> <p>The MTR findings will inform discussions with the relevant GOI agencies, particularly the National Disaster Management Agency (BNPB), about the option to extend the SIAP SIAGA investment for a further two years to October 2026.</p>	<p>DFAT and relevant GOI agencies will discuss the potential extension of SIAP SIAGA Program (which is managed by both Palladium and IFRC/PMI) for two years to October 2026. Subject to these discussions, we will propose an extension to the relevant Australian and Indonesian delegates for their decision.</p>	By December 2023
<p><b><u>Whole of Program Recommendation 2</u></b></p> <p><b>In the context of an extension and in order to strengthen internal coherence between the Palladium and IFRC managed component of the program, and focus investments to maximise results, the MTR recommends that DFAT, GoI, Palladium and IFRC – PMI with the support of a design facilitator, undertake a refresh of the SIAP SIAGA program logic that:</b></p> <ul style="list-style-type: none"> <li><b>focuses SIAP SIAGA investments and efforts on areas of</b></li> </ul>	Agree	<p>DFAT acknowledge the MTR’s findings that there are opportunities to strengthen the SIAP SIAGA program, in particular by ensuring stronger collaboration between the Palladium and the IFRC managed components.</p> <p>DFAT also agrees that it is important to undertake a refresh of SIAP SIAGA program logic in the context of an extension which would provide strong clarity on roles and responsibilities of each party, including the role of civil society. This would help focus resources and efforts on accelerating progress toward the set End of Program Outcomes including linking national and subnational</p>	<p>DFAT will work with Palladium, IFRC and GOI partners on a design refresh of the SIAP SIAGA program logic and its implementation arrangements with an aim to focus investments on areas of demonstrated success, build stronger coherence between the Palladium and IFRC led activities and ensure alignment with the new Australian International Development Policy.</p> <p>As necessary DFAT will engage appropriate technical</p>	By March 2024

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<p>demonstrated success and lessons learned;</p> <ul style="list-style-type: none"> <li>reflects the contributions of all partners to the outcomes including civil society partners;</li> </ul> <p>considers the new Australian Development Policy and in particular shifting policy priorities on climate change, gender, disability and social inclusion.</p>		<p>activities and strengthening integration of climate change, gender, disability and social inclusion.</p>	<p>design expertise to support the process.</p>	
<p><b><u>Whole-of-Program Recommendation 3</u></b></p> <p><b>In working through this program logic and associated operational arrangements for a refreshed SIAP SIAGA through to 2026, the MTR recommends that IFRC-PMI and Palladium:</b></p> <ul style="list-style-type: none"> <li>explore how shared resources can be allocated to strengthen the partnership and facilitate joint KPL and communications across the program;</li> <li>create opportunities for partnership and collaboration in areas of shared interest at the national and subnational level;</li> <li>ensure that linkages are in place to support engagement of PMI</li> </ul>	<p>Agree</p>	<p>DFAT agrees with the MTR’s findings that a partnership approach is a key feature of the SIAP SIAGA design logic. DFAT agrees it is important to continue strengthening the partnerships between all of SIAP SIAGA’s partners, including between the Palladium and IFRC managed components of the program.</p>	<p>DFAT has agreed with Palladium and IFRC to more regular meetings to support stronger partnerships. DFAT will continue to work with Palladium and IFRC as well as other program partners on collaboration opportunities, including but not limited to consideration and exploration of the opportunities suggested by the MTR team.</p>	<p>By March 2024</p>

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<p>branches in SIAP SIAGA activities in its target provinces;</p> <ul style="list-style-type: none"> <li>• explore ways in which they may be able to collaborate and leverage their respective work on regional collaboration;</li> </ul> <p>consider developing a joint approach to integrating climate change within the final two years of programming.</p>				
<p><b><u>Whole of Program Recommendation 4</u></b></p> <p><b>Given the strategic importance of the Australia - Indonesia Partnership in DRM, the commitment of the new Australian Development Policy to support national governments to deliver their own disaster risk reduction, the MTR recommends that DFAT and the GoI establish an agreed timeline and process to progress dialogue regarding the potential priorities and process for scoping future GoA - GoI cooperation for DRM beyond 2026.</b></p>	<p>Agree</p>	<p>DFAT agrees it is important for Australia and Indonesia to discuss the future of our partnership on disaster risk management following the conclusion of the SIAP SIAGA program in 2026.</p>	<p>DFAT is currently preparing its Development Partnership Plan (DPP) for Indonesia, which will lay out the key priorities for our partnership with Indonesia over the coming years. Indonesia is also developing its Medium-term Development Plan (RPJMN) for 2024 – 2029.</p> <p>In due course, DFAT will discuss with its partner GOI agencies, in particular BNPB, about any future disaster risk management partnership between Australia and Indonesia after SIAP SIAGA. Such discussion would be started in the last quarter of 2024 after finalisation of Australia’s Development</p>	<p>By last quarter of 2024</p>

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			Partnership Plan and Indonesia's Medium-term Development Plan.	

## Operational Recommendations

### For Palladium

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<b>O1.P: The MTR recommends that Palladium engage with its partners to explore how it may more effectively engage its civil society partners as actors across its whole of program efforts including with its government facing work. This may include for example mobilising civil society as resource persons to local government, creating space for civil society to engage in national level activities, expanding the resource allocation to its civil society partners to act as champions for change engaging in cross sectoral learning and policy dialogue both externally and but also within their own</b>	Agree	DFAT agrees that civil society play a very important role in disaster risk management and in the delivery of the SIAP SIAGA program. DFAT also agrees it is important that the program continue to evaluate the most effective role for civil society within SIAP SIAGA, including opportunities for the program to demonstrate the strategic role that civil society can play in regard to addressing challenges associated with disaster risk management financing, supporting mobilisation at the community level, and bringing evidence to policy fora and decision makers as outlined in the MTR.	Palladium accepts this recommendation. Palladium will build on existing partnerships with, and support to, civil society (such as through the provincial and district Disaster Risk Reduction / DRR forums in project provinces.  In addition, Palladium will explore new partnerships in the disaster risk management space and as well as with other development programs funded by DFAT.	By June 2024

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<p>organisations, expanding the resources available to CSOs for piloting of DRV activities and linking with INKLUSI where there is alignment.</p>				
<p><b>0.2.P: The MTR recommends that leading into the refresh, Palladium explore if and how it might structure its team and workflows to ameliorate the impact of a diversified workforce and remote working and increase opportunities to facilitate stronger integration of approaches, induction and cross activity learning.</b></p>	Agree	<p>DFAT agrees that it is appropriate for Palladium to evaluate the team structure and working arrangements and identify any opportunities to strengthen integration of approaches, induction and cross activity learning.</p>	<p>Palladium accepts this recommendation. Palladium will continue to review working practices and internal coordination and collaboration practices to identify opportunities for improvement and strengthening.</p>	By Jan 2024
<p><b>0.3.P: In order to accelerate efforts to support mainstreaming of gender, disability and social inclusion across Indonesia’s DRM system, the MTR recommends that Palladium implement a set of strategies to further strengthen gender and disability inclusion both internally and externally:</b></p> <ul style="list-style-type: none"> <li><b>expanding the use of the gender assessment tool to assess the SIAP SIAGA team’s own capacities with regard to gender and inclusion and support the identification of strategies to address any gaps;</b></li> </ul>	Agree	<p>DFAT acknowledges that SIAP SIAGA is implementing twin track approaches to gender, disability and social inclusion (GEDSI). It is building institutional capability within BNPB and PMI for gender mainstreaming and disability inclusion within policy and regulations. It is also delivering targeted programming to address the concerns of women, people with disabilities and people experiencing vulnerability.</p> <p>DFAT agrees it is important for the Palladium to accelerate efforts to support mainstreaming of gender, disability and social inclusion across Indonesia’s DRM system. DFAT also considers it important to further strengthen resourcing and</p>	<p>Palladium accepts this recommendation. Palladium is finalising the recruitment of a full time GEDSI Advisor and is reviewing its GEDSI framework, toolkits and standard operating procedures. The new GEDSI Advisor will lead an internal assessment of SIAP SIAGA capacities on gender, disability and inclusion in order to identify and address gaps or areas of weakness.</p> <p>Palladium will be working closely to ensure alignment with Australia’s</p>	By March 2024

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<ul style="list-style-type: none"> <li>• <b>expanding the use of the gender assessment to other partnerships including at the subnational level;</b></li> <li>• <b>institute internal workflows that ensure that all policy and strategy products development include gender and inclusion analysis by advisers with the relevant expertise in inclusive governance and policy development;</b></li> <li>• <b>institutionalising a check list / tool for assessing the extent to which proposed activities are gender responsive<sup>1</sup>; and</b></li> <li>• <b>engaging specialist expertise, either within the team or by partnership with rights holder groups, to support strengthening of disability inclusion across the program.</b></li> </ul>		<p>attention to GEDSI at all levels of implementation, to ensure that the SIAP SIAGA program aligns with the expectations of Australia's new international development policy.</p>	<p>new development policy and associated changes to GEDSI policy and guidelines.</p> <p>As part of efforts to strengthen both GEDSI and civil society engagement, Palladium will also build on and strengthen engagements with organisations of persons with disabilities and rights holder groups.</p>	

<sup>1</sup> For example: [Gender Equality in Monitoring and Evaluation – Good Practice Note \(dfat.gov.au\)](#)

## For IFRC

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<b>O.1.IP: The MTR recommends a partnering mechanism be established between IFRC, PMI, the Australian Red Cross (ARC) and DFAT Indonesia Post to support greater shared understanding and strategic alignment with other DFAT partnerships across the International Red Cross Red Crescent Movement.</b>	Agree	<p>DFAT agrees that partnerships between ARC, IFRC, PMI and DFAT are important to bring congruence across different components of the program.</p> <p>There is already an ongoing arrangement where DFAT meets with IFRC, PMI and ARC regularly to exchange updates.</p>	IFRC accepts this recommendation to support greater shared understanding and alignment across DFAT partnerships with the IFRC and any opportunities to strengthen the current arrangements with ARC and PMI.	By June 2024
<b>O.2.IP: In planning for the remaining term of the contract, and the eventuality of an extension to the SIAP SIAGA program, IFRC and PMI should together undertake a realistic assessment of the current level of financial allocation for SIAP SIAGA and absorptive capacity of PMI and consider this in the development of its forward workplan.</b>	Agree	DFAT agrees that it's important for IFRC and PMI to assess the ambition of its workplan and budget for the remainder of the current agreement and in the context of a potential extension.	IFRC accepts this recommendation. In response to the MTR, PMI-IFRC will undertake essential improvements in the program management process. This includes revising the Action Plan, developing a new Program Implementation Guideline, and ensuring the alignment of the SIAP-SIAGA program structure within PMI.	By Feb 2023
<b>O.3.IP: In order to accelerate efforts to support mainstreaming of gender, disability and social inclusion and climate resilience, the MTR recommends that IFRC and PMI prepare a set of strategies for how it intends to strengthen gender and social inclusion and climate</b>	Agree	DFAT acknowledges that SIAP SIAGA is implementing twin track approaches to gender, disability and social inclusion (GEDSI). It is building institutional capability within BNPB and PMI for gender mainstreaming and disability inclusion within policy and regulations. It is also delivering targeted programming to address the concerns of women, people	IFRC accepts this recommendation. DFAT will facilitate coordination between IFRC-PMI and Palladium - supported partners in mainstreaming GEDSI into institutional policies and programs. Given that IFRC-PMI and Palladium share a common	By March 2024

Recommendation	DFAT Response	Explanation	Action Plan	Timeframe
<p><b>change as part of its SIAP SIAGA investments.</b></p>		<p>with disabilities and people experiencing vulnerability.</p> <p>DFAT also considers it important to further strengthen resourcing and attention to GEDSI at all levels of program implementation, to ensure that it aligns with the expectations of Australia's new development policy.</p>	<p>interest in capacity building for GEDSI and face similar challenges related to organisational culture and resource constraints, there is an opportunity to optimise efforts by sharing resources and expertise between Palladium and IFRC-PMI, particularly in the realm of disability inclusion.</p>	