



# Deep Dive Evaluation of Inclusive Economic Growth in Indonesia

## FINAL Report

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Prepared for Australian Volunteers Program  
by The Institute for Sustainable Futures

September 2020



## Evaluation Team

- Dr Keren Winterford
- Anna Gero
- Tamara Megaw
- Dr Rebecca Cunningham
- Dr Anthony Fee
- Jay Falletta

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## About the authors

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We utilise a unique combination of skills and perspectives to offer long-term sustainable solutions that protect and enhance the environment, human wellbeing and social equity.

For further information visit: [www.isf.uts.edu.au](http://www.isf.uts.edu.au).

## Acknowledgements

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## Disclaimer

The authors have used all due care and skill to ensure the material is accurate as at the date of this report. ISF and the authors do not accept any responsibility for any loss that may arise by anyone relying upon its contents.

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**Institute for Sustainable Futures**  
University of Technology Sydney  
PO Box 123 Broadway, NSW, 2007  
[www.isf.uts.edu.au](http://www.isf.uts.edu.au)

# Executive summary

This document presents findings of an evaluation of the Australian Volunteers Program's thematic 'impact area' of Inclusive Economic Growth in Indonesia. This evaluation is the first of three 'deep dives' which explore the three thematic 'impact areas' for the Program.<sup>1</sup>

The evaluation was conducted by the Institute for Sustainable Futures (ISF), University of Technology Sydney (UTS) and the UTS Business School (Business School), from February to August 2020. The original evaluation design was revised to adhere to necessary social distancing requirements related to COVID-19, in both Australia and Indonesia. Risks associated with COVID-19, remote evaluation activities, and mitigation strategies are described in Section 4.2 of this document.

The Global Program Strategy for the Australian Volunteers Program sets out three impact areas to which the Australia Volunteers Program contributes. As described in the formative evaluation findings<sup>2</sup>, these impact areas are understood as just one lens through which to assess contribution of the Australian Volunteers Program. This evaluation focuses on the impact area of Inclusive Economic Growth. Sub-themes within this impact area, as well as examples of overlaps of the impact areas, are provided in Annex 2.

The purpose of the evaluation was to assess the outcomes and contribution of the Australian Volunteers Program to the impact area of Inclusive Economic Growth. There are three features of the evaluation which frame the scope of the evaluation and also inform how evaluation findings should be interpreted. 1) The evaluation is framed by country-level analysis (Indonesia) and focus on one impact area (Inclusive Economic Growth). 2) The evaluation uses the impact area of Inclusive Economic Growth as a lens to explore the Program's impact through the Australian Volunteers Program support to Partner Organisations (POs) and progress of POs to achieve their development objectives. 3) The evaluation explores the theory of change within the MELF, with a focus on outcomes and impacts (end of program outcomes and long-term goals). Evaluation methods included Social Network Analysis (SNA); online quantitative and qualitative surveys; systems mapping of Inclusive Economic Growth in Indonesia; (remote) key informant interviews; and document reviews.

Evaluation findings are presented for each of the six OECD DAC evaluation criteria: relevance; effectiveness; efficiency; coherence; impact; and sustainability.

Overall, the Program has been suitable for supporting POs to progress objectives in Inclusive Economic Growth, as described by POs in the survey results, and by all stakeholder groups in the interviews. Evidence of suitability was demonstrated in three main ways: (i) where there was a good match of volunteer skills to PO needs; (ii) in the way the Program's ICMT proactively maintained good relationships with POs to ensure the suitability of the Program; and (iii) in the way that the Program was understanding of, and responsive to, the changing country context of Indonesia to middle-income status. The evaluation findings indicate the relevance of key parts of the Australian Volunteer Program theory of change, and demonstrate the contribution of the Program to POs achieving development objectives.

The responses of the evaluation participants identified three areas in which the suitability of the Program could be strengthened: (i) increase the strategic focus on impact areas (including Inclusive Economic Growth) rather than on individual POs and volunteer assignments; (ii) upskill in-country Program staff in the impact areas and; (iii) strengthen strategic focus through a formal agreement with the Indonesian Government regarding the volunteers program.

To a large extent, POs demonstrated progress towards achieving their development objectives across a wide range of sub-themes within the Inclusive Economic Growth impact area. Many POs worked across multiple sub-themes related to Inclusive Economic Growth, demonstrating a breadth of contribution. Outcomes of POs were limited to local economies or regions, with limited engagement with policy at the provincial or national level. The progressing of objectives included a focus on inclusion and the promotion of

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<sup>1</sup> Inclusive Economic Growth; Human Rights; Climate Change, Disaster Resilience and Food Security

<sup>2</sup> See: <https://dfat.gov.au/about-us/publications/Pages/avp-impact-areas-formative-evaluation-final-report.aspx>

economic development for women, youth, indigenous minorities and people living with disability. Whilst objectives were achieved, POs described various challenges they encountered in achieving their objectives.

The Australian Volunteers Program has supported the broad impact area of Inclusive Economic Growth in Indonesia, in line with the causal chain set out in the Programs' theory of change. POs described the Program's support as well as volunteer contributions to progressing their development objectives. Related to the sub-theme of Vocational and Technical Training and Tourism, POs described how volunteers supported improved marketing and promotion to global markets; international tourism skill development (including cross-cultural understanding); and linking POs to wider (international) networks and English language skill development. Programmatic contributions to Inclusive Economic Growth have also benefited from leveraging the diverse portfolio of POs within the Inclusive Economic Growth impact area and building private sector partnerships.

Given most volunteers are placed with local and national NGOs and POs are focused on local and regional economies with limited engagement at provincial-national level policy, impacts in the Inclusive Economic Growth area influenced by the Australian Volunteers Program demonstrate localised impact, with little influence on government policy agendas.

Contextual factors that supported the effectiveness of the volunteer program and progress in Inclusive Economic Growth include the GoI's prioritisation of tourism, the decentralised governance of Indonesia, and the maturity of both the Program and the private sector itself in Indonesia. Contextual factors hindering progress include the absence of a formal agreement between the GoI and the Program, Indonesia's shift to middle-income country status and POs' own challenges in resourcing, collaboration, and working in remote locations.

The Australian Volunteers Program operated in an efficient way, with all stakeholder groups participating in the evaluation acknowledging the various efforts to maximise the efficiency of the Australian Volunteers Program. The evaluation identified challenges to efficiencies, which were acknowledged by the Australian Volunteers Program, DFAT and POs, and efforts were underway to address these. The evaluation also revealed strong evidence of learning and innovation to improve efficiency. This included: the volunteer talent pool; remote volunteering; orientation of volunteers; regional showcase events for POs; impact funds; the web portal for POs; staff development (AVI policies); PO partnership plans; and PO and Australian organisation connections and partnerships.

Partner organisation development objectives are very consistent with other actors' interventions related to Inclusive Economic Growth. GoI prioritises many sub-themes relevant to the work of POs, as do other key non-government and donor actors. The evaluation identified mixed evidence of linkages between the Australian Volunteers Program and other DFAT interventions in Inclusive Economic Growth in Indonesia.

The evaluation identified numerous examples of POs' contributions to Inclusive Economic Growth, with strong evidence of benefit to marginalised or disadvantaged groups such as women and youth, and for some POs, people living with a disability and indigenous minorities. Evaluation participants acknowledged the challenge of assessing higher-level effects of the Program. PO contributions to higher-level effects included: increased family incomes resulting from employment secured following PO-supported training; preservation of cultural integrity and indigenous practices through sustainable indigenous business activities; and protection of the environment through the conservation programs of some POs.

Australian Volunteers Program support for higher-level effects included: the benefits of cross-cultural exposure; the role of volunteers in supporting POs as businesses (not just not-for-profits) and engagement with global markets; and English language training. Long-term deployment of volunteers in one location was also noted as enabler of impact.

There are strong indications that the benefits of the Program will be ongoing, as described by POs and PO beneficiaries, though concern was raised about the organisational sustainability of some POs, especially smaller NGOs and also the effect of COVID-19 on economic outcomes for POs and their beneficiaries. The ongoing contribution of volunteers to the development sector after they have finished their assignments was

also noted. Volunteers either continue working for the same organisations or take on other roles in Indonesia in the aid and development sector.

Evaluation participants indicated that areas where the sustainability could be strengthened include: strategic focus and planning with DFAT Post and POs; strengthened partnerships with GoI and with the network of POs; and strengthening Australian-based and Indonesian-based organisational linkages.

Informed by the evaluation findings, nine practical and strategic recommendations are offered to the Australian Volunteers Program and DFAT. Whilst the recommendations are primarily focused on Indonesia and the thematic impact area of Inclusive Economic Growth, they incorporate lessons that can be applied in other country contexts. The recommendations offered below are intended to strengthen the impact and sustainability outcomes of the Program.

1. The Australian Volunteers Program should continue to strengthen efforts to develop longer-term partnerships with organisations, shifting from a single volunteer assignment focus so that POs can work more strategically to leverage the contributions of multiple volunteers in building the capacity of their organisations.
2. As part of longer-term partnership, POs should be encouraged to have more active roles in volunteer management, including designing assignment objectives and activity plans, interviewing and monitoring of volunteers and volunteer contributions.
3. The Australian Volunteers Program should strengthen its strategic programmatic focus on engagement with POs in a way which considers the POs as a network (with civil society, government and private sector actors) with strategic potential to influence and contribute to thematic impact areas.
4. The Australian Volunteers Program should upskill ICMTs to support Program engagement with thematic impact areas, leveraging existing expertise in gender, disability and community development. Upskilling in one thematic impact area should be balanced with consideration of other thematic impact areas and volunteer management responsibilities, including cross cultural management.
5. The Australian Volunteers Program should invest in user-friendly PO monitoring of progress toward achieving objectives and the contribution of volunteers connected to a targeted and strategic approach to thematic impact areas. For example this could be done through baseline and outcome mapping linked to Partnership Plans, with the aim of contributing to PO development objectives and positive volunteering experiences.
6. The Australian Volunteers Program should consider options to develop a strategic focus in a selected thematic impact area to maximise potential for impact. Choices might relate to a geographic focus for a specific thematic impact area, a focus on sub-themes or partnerships with influential POs to maximise contributions and impacts on development outcomes.
7. The Australian Volunteers Program should continue to explore innovative changes to the volunteering program, especially in response to COVID-19, such as remote volunteering, organisational linkages (Australian organisations-Partner Organisations) or longer-term assignments.
8. DFAT and the Australian Volunteers Program should continue to pursue formal agreements with the GoI for the volunteer program to promote long-term strategic outcomes and sustainability.
9. DFAT Post should be appropriately resourced to strengthen its engagement with POs as a means of leveraging linkages with other DFAT investments and networks within GoI. This may involve direct links with POs as appropriate and/or promoting coordination of the Australian Volunteers Program to other DFAT investments to leverage the impact potential of the Australian Aid Program.

## Acronyms

|      |  |
|------|--|
| AVI  | Australian Volunteers International                    |
| DAC  | Development Assistance Committee                       |
| DFAT | Department of Foreign Affairs and Trade                |
| GoI  | Government of Indonesia                                |
| ICMT | In-country Management Team                             |
| ISF  | Institute for Sustainable Futures                      |
| MELF | Monitoring, Evaluation and Learning Framework          |
| OECD | Organisation for Economic Co-operation and Development |
| PO   | Partner Organisation                                   |
| TOR  | Terms of reference                                     |
| SME  | small-to-medium enterprise                             |
| SNA  | Social Network Analysis                                |
| UTS  | University of Technology Sydney                        |

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## 1. Introduction

This document presents the findings of an evaluation of the Australian Volunteers Program's thematic 'impact area' of Inclusive Economic Growth in Indonesia. This evaluation is the first of three 'deep dives' which explore the three thematic impact areas of the Program.<sup>3</sup>

The evaluation was conducted by the Institute for Sustainable Futures (ISF), University of Technology Sydney (UTS) and the UTS Business School (Business School), from February to August 2020. The original evaluation design was revised to adhere to necessary social distancing requirements related to COVID-19, in both Australia and Indonesia. Risks associated with COVID-19, remote evaluation activities, and mitigation strategies are described in Section 4.2 of this document.

The evaluation report has seven sections: 1) Introduction; 2) Background; 3) Evaluation purpose; 4) Methodology; 5) Findings; 6) Recommendations; and 7) Conclusion. Annexes inclusive of detailed evaluation findings are provided. This evaluation report has been prepared in line with the Department of Foreign Affairs and Trade (DFAT) M&E Standards (Standard 6) (see Annex 1).

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<sup>3</sup> Inclusive Economic Growth; Human Rights; Climate Change, Disaster Resilience and Food Security

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## 2. Background

### 2.1 The Australian Volunteers Program

Since the 1960s the Australian Government has, through its aid program, supported Australians to volunteer in developing countries. International volunteering promotes cultural understanding through people-to-people linkages and is a means of promoting both public diplomacy and development outcomes.

The latest chapter of the Australian Volunteers Program (formerly Australian Volunteers for International Development) commenced on 1 January 2018 as a \$190m Australian Government investment in 26 countries, over a period of five years. The Australian Volunteers Program is managed by Australian Volunteers International (AVI), in a consortium with Cardno Emerging Markets Pty Ltd and Whitelum Group.

The Program continues to match skilled Australians from all walks of life with organisations overseas to help these organisations to deliver on their own objectives. The Program uses international volunteering as a people-centred approach to capacity development.<sup>4</sup> As described in the Program's Monitoring, Evaluation and Learning Framework (MELF), over the next five years, the Australian Volunteers Program aims to achieve the following outcomes:

- Partner organisations (POs) are supported by Australia to achieve their own development objectives.
- The public in Australia better appreciates the value of international volunteering.
- Australian volunteers gain professionally and personally.

By successfully achieving these outcomes, the Australian Volunteers Program will have contributed to Australia's broader development and diplomacy goals:

- The Australian Government is achieving its development objectives.
- Australian aid is perceived positively in Australia and internationally.
- Australians are becoming more globally literate and connected.

### 2.2 The impact areas

The Global Program Strategy for the Australian Volunteers Program sets out three impact areas<sup>5</sup> to which the Australian Volunteers Program contributes. As described in The Global Program Strategy and formative evaluation findings focused on the thematic impact areas<sup>6</sup>, they are just one way to assess contribution of the Australian Volunteers Program. Other contributions of the Australian Volunteers Program to sectors such as health, education and technology are also valued. This evaluation focuses on the impact area of Inclusive Economic Growth. The definition of the Inclusive Economic Growth is provided in the text below, and sub-themes within this impact area, as well as examples of the overlapping of impact areas, are provided in Annex 2.

#### Inclusive Economic Growth: definition of impact area

The Inclusive Economic Growth impact area centres around growing and embedding inclusivity and sustainability within developing economies. This includes supporting a strong enabling environment through good governance for private sector development, fair work practices, and vocational and technical training. The Inclusive Economic Growth impact area also highlights the need to support the inclusion of women, youth, and other marginalised groups typically excluded from full participation in the formal economy. Key to Inclusive Economic Growth is the equitable sharing of economic benefits. This impact area includes sectors which contribute to poverty reduction and provide significant income generation within the countries the Australian Volunteers Program supports. These sectors include tourism, hospitality, agriculture, fisheries and forestry. These sectors are often relevant to marginalised groups. The role of entrepreneurship and small-scale enterprises in developing economies is also recognised within this impact area, again for its relevance to marginalised groups.

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<sup>4</sup> Capacity development is "a process of increasing and maintaining the capabilities of individuals, teams, organisations and communities in order to achieve a range of positive sustainable outcomes" (OECD DAC, 2006; Rhodes, 2014).

<sup>5</sup> Inclusive Economic Growth; Human Rights; Climate Change, Disaster Resilience and Food Security

<sup>6</sup> See: <https://dfat.gov.au/about-us/publications/Pages/avp-impact-areas-formative-evaluation-final-report.aspx>

## 2.3 Country focus of Indonesia

Indonesia is the world's third-largest democracy and the country with the world's largest Muslim population of more than 260 million. Australia's connection with Indonesia is one of its most important bilateral relationships. Australia has an extensive framework of cooperation with Indonesia spanning political, economic, security, development, education and people-to-people ties.

The overarching goal of Australia's development program is to partner with Indonesia to boost inclusive growth and productive jobs by improving Indonesia's competitiveness through strengthening the impact of Indonesia's own resources. Three objectives contribute to this goal:

1. effective economic institutions and infrastructure
2. human development for a productive and healthy society
3. an inclusive society through effective governance.

(<https://www.dfat.gov.au/geo/indonesia/Pages/indonesia>, accessed 7 September 2020).

On 1 July 2020 the World Bank re-classified Indonesia as upper-middle income country, an upgrade from its previous status as a lower-middle income country. Upper-middle income status applies to countries with a gross national income (GNI) per capita of \$4,046 to \$12,535, while lower-middle income status applies to countries with a GNI per capita of \$1,036 to \$4,045.

Indonesia has made progress in poverty reduction over the past 15 years, with the poverty rate dropping below 10 per cent. Meanwhile, the middle-class population has grown from 7 per cent to 20 per cent of the population, with 52 million Indonesians currently belonging to the group, according to World Bank's 'Aspiring Indonesia-Expanding the Middle Class' report. However, the report notes that 45 per cent of the population, or 115 million people, are still considered aspiring middle class. They are classified as being free from poverty but yet to achieve full economic security.

Indonesia had its lowest GDP growth in 19 years in the first quarter of 2020 at 2.97 per cent, with the COVID-19 outbreak pressuring people to stay at home and disrupting economic activity. More than 3.06 million Indonesians had either been laid-off or furloughed as of May 27, according to Manpower Ministry data. The government predicts up to 5.5 million workers could lose their jobs, while 4 million could fall below the poverty line. The coronavirus pandemic has upended the country's economy this year, with the government expecting full-year growth to reach only 1 per cent under a baseline scenario, or for the economy to contract by 0.4 percent under a worst-case scenario. The World Bank projects zero per cent growth. The full impacts of COVID-19 are not yet known, since the pandemic is ongoing.

(*Indonesia now upper middle-income country, World Bank says Adrian Wail Akhlas The Jakarta Post, 2 July 2020*).

Indonesia is the largest archipelago in the world. It consists of five major islands and about 30 smaller island groups. There are 17,508 islands in total, of which about 6000 are inhabited. The islands extend 5150 kilometres (3,200 miles) east to west, between the Indian and Pacific Oceans in Southeast Asia. Within this diverse archipelago there are more than 300 ethnic groups.

Out of a population of around 267.3 million, about 25.1 million Indonesians still live below the poverty line. Based on March 2019 data, approximately 20.6% of the entire population remains vulnerable to falling into poverty, as their incomes hover marginally above the national poverty line.

While greater efforts are being made to improve basic public services, the quality of health clinics and schools is uneven by middle-income standards, contributing to concerning indicators, particularly in health. Approximately 1 in 3 children under the age of 5 suffers from stunting, which impairs brain development and will affect their future opportunities.

(<https://www.worldbank.org/en/country/indonesia/overview>, accessed 7 September 2020)

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### **3. Evaluation purpose**

#### **3.1 Evaluation objectives**

The purpose of this evaluation was to assess the outcomes and contribution of the Australian Volunteers Program to the impact area of Inclusive Economic Growth. This objective relates primarily to the first (end-of-program) outcome of the Australia Volunteers Program: ‘Partner organisations are supported by Australia to progress their developmental objectives’. As a secondary consideration, the evaluation also relates to the second (end-of-program) outcome, that the ‘public in Australia better appreciates the value of volunteering’ through the communication of outcomes from the evaluations by the Australian Volunteers Program.

#### **3.2 Evaluation scope**

There are three features of the evaluation which frame the scope of the evaluation and also inform how evaluation findings should be interpreted:

1. The evaluation is framed by a country-level analysis (Indonesia) and a focus on one impact area (Inclusive Economic Growth). POs are the primary unit of analysis. Mapping of the global footprint of the Australian Volunteers Program portfolio in the three impact areas within the previous formative evaluation was used as a basis for selecting the country focus for this evaluation. In Indonesia there is a higher proportion of assignments, and also larger number of total assignments aligned with Inclusive Economic Growth. Our country-level analysis includes all POs whose objectives align with the Inclusive Economic Growth impact area, and our detailed impact assessment focuses on the sub-themes of vocational and technical training and tourism.
2. The evaluation uses the impact area of Inclusive Economic Growth as a means to explore the Program’s impact through the Australian Volunteers Program’s support for Pos, and to explore the progress of POs toward achieving their development objectives. The evaluation is not focused on assessment of pre-defined Program objectives in Inclusive Economic Growth.
3. The evaluation explored the theory of change within the Australian Volunteers Program MELF<sup>7</sup> with a focus on outcomes and impacts (end-of-program outcomes and long-term goals). The outcomes<sup>8</sup> and impacts<sup>9</sup> of the Australian Volunteers Program are not being assessed; rather we assess POs’ progress towards achieving their development objectives, and in turn the contribution of the Australian Volunteer Program to support them in this progress.

As indicated in Figure 1, outcomes and impacts in Inclusive Economic Growth are the focus of the evaluation (see red box). Contribution analysis will enable assessment of lower levels of the theory of change, with a particular focus on intermediate outcomes. The evaluation will assess the extent to which the Australian Volunteers Program contributed to PO progress towards achieving development objectives (see dotted red box). The Australian Volunteers Program, together with DFAT, is responsible for Foundational activities and Influence activities which lead to immediate change (outputs). See Annex 3 for details.

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<sup>7</sup> See Annex 3 for the detailed theory of change

<sup>8</sup> Outcome refers to the likely or achieved short-term and medium-term effects of an intervention’s outputs. Outcomes can be changes to behaviour, relationships, activities, actions, policies or practice (OECD DAC Network on Development Evaluation, 2002).

<sup>9</sup> Impact refers to significant positive or negative, intended or unintended, higher-level effects (OECD DAC Network on Development Evaluation, 2019)

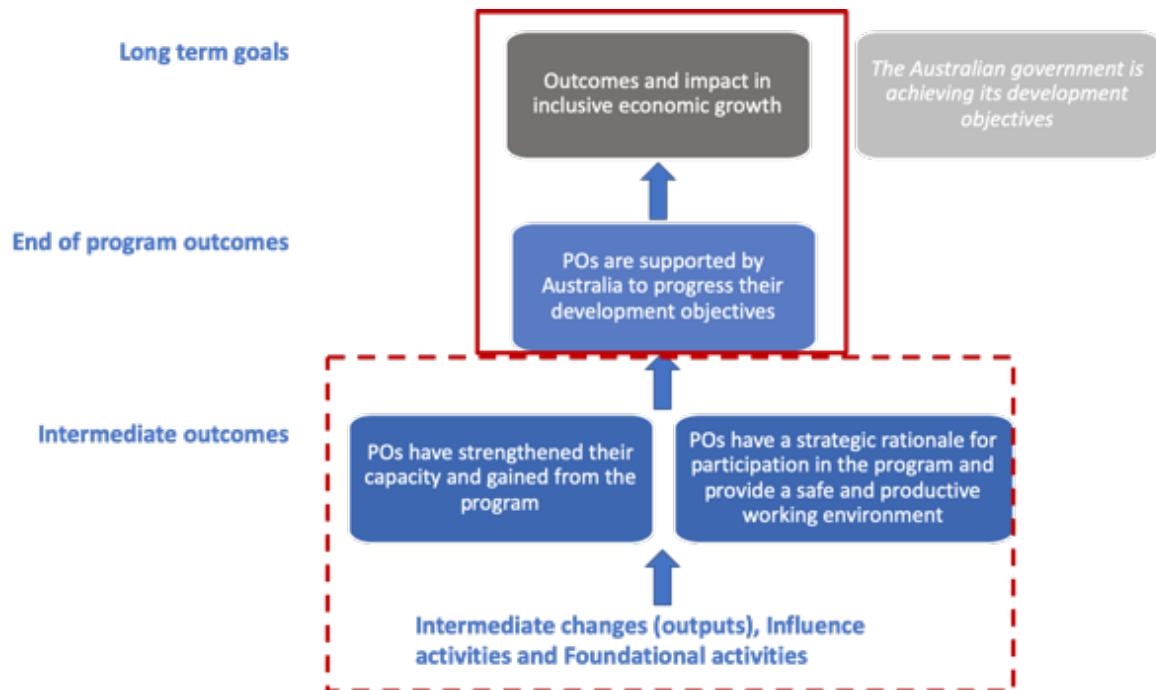


Figure 1: Evaluation focus on outcomes and impact of the Australian Volunteers Program

### 3.3 Key evaluation questions

The evaluation questions are informed by the OECD DAC Criteria for Evaluating Development Assistance. These criteria are focused on six domains of inquiry: relevance; effectiveness; efficiency; coherence; impact, and sustainability. The evaluation questions are also informed by the Australian Volunteers Program MELF. Evaluation questions are provided in Annex 4.

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## 4. Methodology

### 4.1 Evaluation approach and methods

The evaluation is underpinned by a theory of change approach<sup>10</sup>, in line with the Australian Volunteers Program MELF and a systems perspective<sup>11</sup> to explore contribution of Australian Volunteers Program to Inclusive Economic Growth in Indonesia. Through this approach the evaluation seeks to situate the Australian Volunteers Program's contribution to POs within the broader country context in order to make sense of the Program's contribution to development outcomes in Inclusive Economic Growth.

Contribution analysis was employed to identify causal linkages between the Australian Volunteers Program and outcomes achieved in Inclusive Economic Growth. Contribution analysis was employed to identify causal linkages between the Australian Volunteers Program and outcomes achieved in Inclusive Economic Growth. The Australian Volunteers Program logic (see theory of change in Annex 3) articulates a long causal chain connecting Australian Volunteers Program activities to impact. Within the Australian Volunteers Program logic 'Foundational activities' and 'Influencing activities' of the Australian Volunteers Program, together with DFAT, enable volunteers to be 'diverse, well supported & have the required skills, attitudes and attributes for the assignment', who in turn contribute to POs 'strengthened capacity and gain from the program', and then 'progress their development objectives'. It is through this causal chain that development outcomes (impact) are experienced by the beneficiaries of POs. The primary interest of this evaluation is to reveal impact (development outcomes) in relation to Inclusive Economic Growth, and to explore the contribution of the Australian Volunteers Program to this impact. Assessing contribution is difficult because of the long causal chain and the 'Foundational' and 'Influencing' nature of the Program. This evaluation has sought to mitigate this challenge by using a mixed-methods approach (qualitative and quantitative data collection and analysis) and triangulation of evaluation findings through canvassing multiple stakeholder perspectives to strengthen confidence in evaluation findings. In Section 5, evaluation findings are discussed in relation to different levels and aspects of the theory of change, highlighting progress in some areas and other areas which need to be strengthened.

Five data collection methods were employed. Evaluation methods were Social Network Analysis (SNA); an online quantitative and qualitative survey; systems mapping of Inclusive Economic Growth in Indonesia; (remote) key informant interviews; and document review. See Annex 5 for the list of documents reviewed for the evaluation.

The breadth and depth of our inquiry provided sufficient information to inform our evaluation findings. Breadth of inquiry related to all POs working in the impact area of Inclusive Economic Growth in Indonesia. Depth of inquiry related to impact assessment for the sub-themes of technical and vocational training and tourism within the area of Inclusive Economic Growth, and it related to POs working to progress development objectives in these sub-themes. See Annex 6 for a more detailed description of methods.

Data analysis included both quantitative and qualitative approaches. Quantitative analysis was employed for the online survey results and SNA. Qualitative analysis was employed for the systems mapping, document review, qualitative online survey results and interviews. All interviews were recorded, translated (if necessary) and transcribed. Transcriptions were analysed using NVivo software, with the evaluation questions used as the analytical framework, as seen in Figure 2. The qualitative data provided a rich source of evidence, with initial data analysis of the interview transcripts against the evaluation questions resulting in a 75-page document which, together with other data sources, informed the evaluation findings.

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<sup>10</sup> Funnell, S.C. and Rogers, P. J. (2011) Purposeful program theory: effective use of theories of change and logic models. San Francisco: Jossey-Bass/Wiley.

<sup>11</sup> Note that a systems perspective is key to the additional criteria of 'coherence' within the OECD DAC Evaluation criterion. "Including coherence also incentivises evaluators to understand the role of an intervention within a particular system (organisation, sector, thematic area, country), as opposed to taking an exclusively intervention-or institution-centric perspective" (p.8).

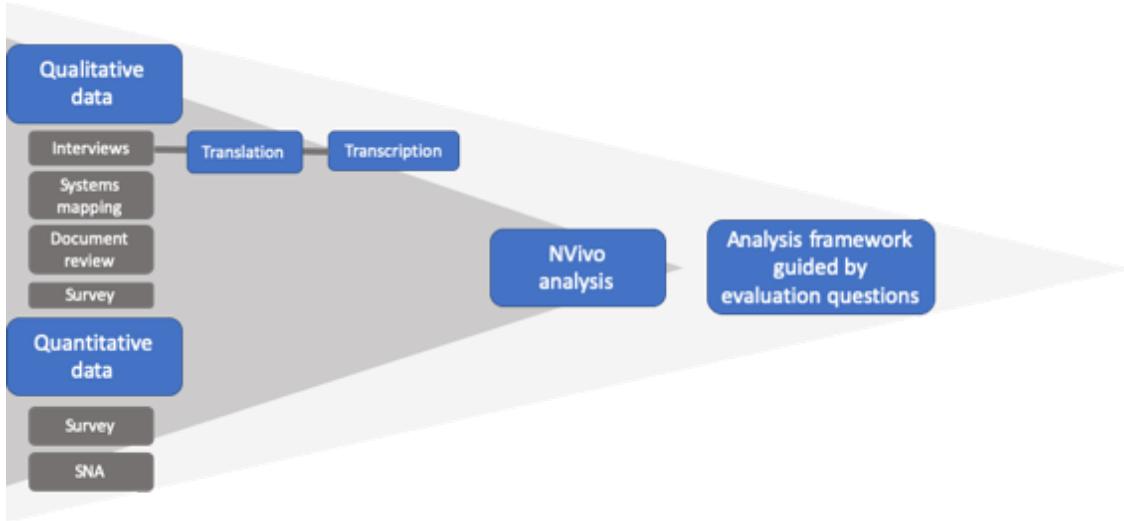


Figure 2: Analysis approach

Informed by the Australian Volunteers Program theory of change, evaluation participants represented seven stakeholder groups in Australia and Indonesia:

1. Australian Volunteers Program staff (Indonesia based)
2. Australian Volunteers Program staff (Melbourne based)
3. DFAT (Canberra)
4. DFAT (Indonesia Post)
5. PO representatives
6. Beneficiaries of POs
7. Volunteers.

A list of participants from these groups is provided in Annex 7.

## 4.2 Limitations and risks

In line with the evaluation terms of reference (see Annex 8), the evaluation was originally designed for in-country data collection; however the design was revised in March 2020 based on travel restrictions related to COVID-19. Evaluation activities were planned in Indonesia during an inception meeting of the Evaluation Steering Group held in Melbourne in late February 2020. With the support of the Australian Volunteers Program Evaluation Steering Group and the Indonesia Australian Volunteers Program In-country Management Team (ICMT), remote activities were included in the March 2020 evaluation design. Limitations associated with this change were mitigated by: using an online survey (translated into Bahasa Indonesia); conducting interviews with Indonesian participants in Bahasa Indonesian via Zoom; conducting the final sense-making workshop via Zoom; and using technology to facilitate collaborative and participatory processes (Google slides and Zoom breakout rooms).

The evaluation design identified a number of potential limitations, some of which need to be acknowledged, since they will influence a reader's interpretation of the findings. These limitations, and how they were mitigated, are described below.

*Low response rate for online survey:* A 50% response rate was recorded for the PO survey (20 responses), though the ICMT noted that this response rate was relatively high compared to other surveys provided to POs in Indonesia. The evaluation team, together with the ICMT, made extensive efforts to ensure that the survey was accessible and not burdensome to POs through the use of both open-ended and closed questions; access in both Bahasa Indonesian and English; extension of the closing date of the survey; follow-up emails from the evaluation team; and WhatsApp follow-up by the ICMT.

The evaluation team has confidence in the survey data since the responses are from a cross section of POs with development objectives related to a wide range of development objectives relevant to Inclusive Economic Growth as described in Annex 10. The use of other data sources also means the evaluation findings are not solely reliant on the online survey results.

*Self-reported assessment of impact and Australian Volunteers Program contributions:* Evaluation participants included all key actors to the Program and they provided self-assessments of their roles and contributions within the Program. The evaluation has sought to mitigate limitations of self-reporting through triangulation of data sources and by comparing and contrasting the responses of different stakeholder groups.

*Limited voice of beneficiaries of POs to reveal impact:* Three beneficiaries of POs were interviewed as part of the evaluation. This provided a partial picture of the impact of POs, and the contribution of the Program to Inclusive Economic Growth. This limitation was mitigated by triangulating across the five different data sources and across the seven stakeholder groups, to understand, as much was possible, the impacts and contributions of the Australian Volunteers Program.

While it is important to acknowledge these limitations, the evaluation team carried out enough consultations to provide ample data to inform the evaluation findings. Annex 9 provides further details on limitations and mitigation strategies.

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## 5. Findings

Evaluation findings are presented below for each of the six OECD DAC evaluation criteria: relevance; effectiveness; efficiency; coherence; impact, and sustainability. Findings are informed by data generated from the five data collection methods and consultations across the seven stakeholder groups. Detailed data is provided in the following annexes: survey questions and results (Annex 10); SNA (Annex 11); and Annex 12 (systems mapping).

### 5.1 Relevance

One question in the evaluation focused on relevance: suitability of the Program to strengthening POs to progress objectives in Inclusive Economic Growth.

*Overall, the Program has been suitable for supporting POs to progress objectives in Inclusive Economic Growth, as described by POs in the survey results, and by all stakeholder groups in the interviews. Evidence of suitability was demonstrated in three main ways: (i) where there was a good match of volunteer skills to PO needs; (ii) in the way that the Program's ICMT proactively maintained good relationships with POs to ensure the suitability of the Program; and (iii) in the way that the Program was understanding of, and responsive to, the changing country context of Indonesia to middle-income status. The evaluation findings indicate the relevance of key parts of the Australian Volunteer Program theory of change, and demonstrate the contribution of the Program to POs achieving development objectives.*

*The responses of the evaluation participants identified three areas in which the suitability of the Program could be strengthened: (i) increase the strategic focus on impact areas (including Inclusive Economic Growth) rather than on individual POs and volunteer assignments; (ii) upskill in-country Program staff in the impact areas and; (iii) strengthen strategic focus through a formal agreement with the Indonesian Government regarding the volunteers program.*

Detailed evidence of Program suitability and areas to strengthen in the future are provided below.

#### **Evidence of the suitability of the Program for strengthening POs' ability to progress objectives in Inclusive Economic Growth**

**Suitability of the Australian Volunteers Program is demonstrated when there is a good match of volunteer skills to PO needs.** The majority of POs who participated in the evaluation appreciated volunteers and found them suitable to their needs, as described in survey results, interviews and a recent monitoring report.<sup>12</sup>

Within the online survey POs were asked about the suitability of the Australian Volunteers Program (see question 10 in Annex 10). POs rated the Program as having high suitability to support their objectives. Figure 3 shows the vast majority (19 out of 20 responses) of POs rated the suitability of the Program as 'medium-high-very high', with only one response being recorded as low suitability.

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<sup>12</sup> Australian Volunteers Program (2019) Monitoring of the Australian Volunteers Program in Indonesia – May 2019

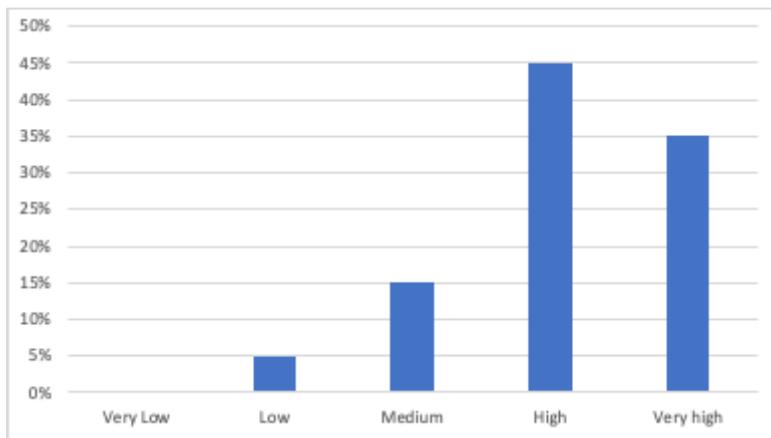


Figure 3: Australian Volunteers Program suitability to support PO objectives

All PO representatives during the interviews also indicated that the Program was suitable, providing examples of the good match of volunteer skills to their needs. For example:

*She [the volunteer] helped a lot with promotion and she designed the products of [the] indigenous community so they could be accepted by [the] market. The volunteer helped us design [a] strategy for our indigenous coffee (PO-5).*

*Because with the volunteers there will be many benefits or positive impacts on the development of human resources in our place, especially on language skills development and also about the development of any skills needed (PO-3).*

The evaluation findings are also in line with DFAT monitoring of the Australian Volunteer Program. DFAT's 2019 Monitoring Report of the Australian Volunteers Program in Indonesia states "most assignments were appropriate to the country context and met the needs of POs" (DFAT 2019: 4).

**The Australian Volunteers Program's ICMT in Indonesia proactively maintains good relationships with POs to ensure the suitability of the Program.** The role of the ICMT to ensure PO needs are addressed by the Program was described and valued by all evaluation stakeholder groups. An Australian Volunteers Program staff member noted:

*I think the relationships that the [ICMT] teams have – really in-depth relationships. The very in-depth understanding that our local team has about all the different parts of Indonesia (Australian Volunteer Program).*

A DFAT representative also mentioned that a key part of the Program's success is when staff have been in their roles for an extended time. This enables them to have a deep understanding of stakeholders:

*Across this whole program, where you see the program being really effective and getting really good results is when you've got staff members who have worked on it for five plus years, so they learn this art of juggling these different stakeholders and when they can do that really well, it just shines (DFAT).*

Similarly, POs appreciated the lengths the ICMT went to support them and to ensure that POs were satisfied with the volunteers, as illustrated by one PO:

*They're [Program staff are] quite proactive, we see them at the beginning of a volunteer's arrival, there's orientation, we get to know our volunteers. But also there's the Australian Volunteer Program staff and then during the course of the volunteering period there's always back and forth communication with the staff. No I think they, they have a pretty good - how do you say system, where they enable communication between themselves and the [Partner] organisations. And then to also make sure that the volunteers are happy and that we are happy with our volunteers (PO-4).*

**The Australian Volunteers Program is understanding of, and responsive to, the changing economic and political context of Indonesia which demonstrates suitability to the environment in which the Program operates.** As Indonesia shifts economic status, donor support is changing and, in some instances, shrinking. This requires POs to seek alternative funding streams and work with donors in different ways. The new opportunities offered by expanding domestic market for POs are also emerging with an increasing middle class of consumers in Indonesia. These economic trends are well understood by the Australian Volunteers Program staff, which enables them to be responsive, and adaptive and it enables them to ensure that the Program is suitable in the dynamic local context in which POs operate. As noted by an Australian Volunteers Program staff member:

*In Indonesia over the last decade we have seen a significant decrease in donor funds and donor grants to organisations in Indonesia, and that's primarily because Indonesia is now considered a middle-income country, so is not high on the list of donor organisation countries. So a lot of organisations have looked for different opportunities to raise funds, or to create income for their organisation. And probably has been around the development of small businesses that sit alongside the organisation and any income generated from those businesses and supports the organisation's work (Australian Volunteers Program).*

The key evaluation findings related to 'relevance' demonstrate key aspects of the theory of change and the role and contribution of the Australian Volunteers Program. The findings under 'relevance' respond to the evaluation purpose (to assess the outcomes and contribution of the Australian Volunteers Program to the impact area of Inclusive Economic Growth) in three ways.

First, the evaluation finding that 'suitability of the Australian Volunteers Program is demonstrated when there is a good match of volunteer skills to PO needs' is aligned with, and demonstrates, the intermediate change (output) that 'Volunteers are diverse, well supported & have the required skills, attitudes and attributes for the assignment'.

Second, the evaluation finding that the 'ICMT in Indonesia proactively maintains good relationships with POs to ensure the suitability of the Program, aligns with and demonstrates progress in achieving the Influencing Activity, 'Identify, establish and maintain partnerships (PO and AO) & networks'. As indicated in Section 5.4, and as indicated in the evaluation recommendations, an area for future improvement in Indonesia, related to Inclusive Economic Growth, is strengthening of PO networks.

The third evaluation finding that 'that the Program was understanding of, and responsive to, the changing country context of Indonesia' was not evident in the theory of change, but highlights the important influence of local contexts on Program delivery.

### **Areas to strengthen suitability of the Program**

Australian Volunteers Program staff and DFAT representatives who participated in the evaluation identified three areas where the suitability of the Program could be strengthened.

**1. Increase the strategic focus on impact areas (including Inclusive Economic Growth) rather than individual POs and volunteer assignments.** Australian Volunteers Program staff recognised that the relevance of the Program could be enhanced if there were an increased strategic focus on impact areas, as opposed to individual POs and volunteer assignments. As noted by one staff member:

*The Program, more broadly, looking strategically at Inclusive Economic Growth and rolling it up into a level beyond individual volunteers and – individual partner organisations, I think we've had – we're probably less further along on that than I probably would like us to be, or that, you know, I would expect us to be in that space (Australian Volunteers Program).*

This individual provided examples of how the strategic focus could be improved, citing value chains, small enterprises and consideration of Inclusive Economic Growth in a more holistic way.

Implementing this strategic approach could be undertaken "almost in the way that you might do that

as a project" (Australian Volunteers Program). Australian Volunteer Program staff recognised the technical nature of economic growth programming and the potential for the Program to access technical/specialist skills rather than expecting the skills to be developed in-house. Furthermore, the need to balance the focus on specific impact areas with other development priorities was also recognised by Program staff.

**2. Upskill ICMT staff in the impact areas.** Given the relatively new nature of the impact areas, one approach to improve the suitability of the program would be to improve the ICMT expertise in the impact areas, through staff development and/or additional access to technical expertise. Historically, the Program in Indonesia has worked at the community level with NGOs and social movements, which supports the 'inclusive' focus of the Program, but engagement with the private sector is relatively new. This was described by an Australian Volunteers Program staff member:

*I think the first thing that ... the program needs to do is actually to increase our own program staff skills and experience to work in certain impact areas within our program because not all of our program staff has skills or experience with working – working experience to support their roles in supporting our volunteers or our partner organisation to work in different impact areas that we are focusing on, and then that's the first thing that I think would be a lesson learned for this program* (Australian Volunteers Program).

Upskilling ICMT staff on the impact areas would enable them to gain a deeper understanding of the issues, language, terminology and policies involved, and of the organisations that could become new POs. This was described by an Australian Volunteers Program staff member who mentioned that the portfolio of POs within a country was in part related to the expertise and background of ICMT staff:

*So, the extent to which our [the Australian Volunteers Program] support of Inclusive Economic Growth happens will depend a lot on the capacity of the [ICMT] staff to be able to understand those organisations and how it works* (Australian Volunteers Program).

**3. Strengthen the strategic focus of the Australian Volunteers Program through a formal agreement with the Indonesian government regarding the volunteers program.** DFAT and Australian Volunteers Program staff both suggested that a formal agreement could be a way to improve the suitability of the Program:

*Generally our programs in Indonesia have – the Australian Embassy has a partnership with an Indonesian counterpart agency – ministry. And in this case, we don't. So even though the volunteers program's been operating for 60 years, we don't have this long-standing relationship with the Indonesia Government. They obviously know we're here. They obviously know it exists. But they don't help us maybe strategically work towards an objective, so our program is very much geared towards the broader aid relationship* (DFAT).

The lack of an agreement with the Government of Indonesia (GoI) also has operational implications regarding visas. Staff are needed to manage visas for volunteers, given the lack of agreement with the Indonesian Government means short visa periods and the need for volunteers to exit the country in order to have them renewed. This is disruptive for volunteers and POs, and costly for the Program (see Section 5.3 for further details).

The 2019 DFAT Monitoring Report for Indonesia similarly raised the lack of a subsidiary agreement with the GoI as an area for improvement: "The lack of subsidiary agreement is a significant impediment to meeting GoI priorities to place volunteers in sub-national and public organisations. Volunteer placements in these organisations are regularly cancelled or rejected without the subsidiary agreement in place" (DFAT 2019: 4). Efforts to develop such an agreement began in 2006, and discussions are still ongoing. DFAT have held negotiations with BAPPENAS as the potential government counterpart for the Australian Volunteers Program. A subsidiary agreement has been proposed to BAPPENAS and positive negotiations are ongoing.

## 5.2 Effectiveness

The criterion of ‘effectiveness’ was the focus of three related evaluation questions focused on: 1) ways POs had progressed their development objectives in Inclusive Economic Growth; 2) ways the Australian Volunteers Program contributed to progress in Inclusive Economic Growth; and 3) contextual factors that helped or hindered progress. Findings are presented below in relation to Inclusive Economic Growth and the sub-themes of vocational and technical training and tourism.<sup>13</sup>

*To a large extent, POs demonstrated progress towards achieving their development objectives across a wide range of sub-themes within the Inclusive Economic Growth impact area. Many POs worked across multiple sub-themes related to Inclusive Economic Growth, demonstrating a breadth of contribution. Outcomes of POs were limited to local economies or regions, with limited engagement at the level of provincial or national policy. Progress towards achieving objectives included a focus on inclusion and promotion of economic development for women, youth, indigenous minorities and people living with disability. Whilst objectives were achieved, POs described various challenges to achieving their objectives.*

*The Australian Volunteers Program has supported the broad impact area of Inclusive Economic Growth in Indonesia in line with the causal chain set out in the Program’s theory of change. POs described the Program’s support as well as volunteer contributions to progressing their development objectives. Related to the sub-theme of Vocational and Technical Training and tourism, POs described how volunteers supported improved marketing and promotion to global markets; international tourism skill development (including cross cultural understanding); and linking POs to wider (international) networks and English language skill development. Programmatic contributions to Inclusive Economic Growth have also benefited from leveraging the diverse portfolio of POs within the Inclusive Economic Growth impact area and building private sector partnerships.*

*Given most volunteers are placed with local and national NGOs, and POs are focused on local and regional economies with limited engagement at the provincial-national policy level, impacts in Inclusive Economic Growth influenced by the Australian Volunteers Program demonstrates localised impact, with little influence on government policy agendas.*

*Contextual factors that supported the effectiveness of the volunteer program and progress in Inclusive Economic Growth include the GoI’s prioritisation of tourism, the decentralised governance of Indonesia, and the maturity of both the Program and the private sector itself in Indonesia. Contextual factors hindering progress include the lack of a formal agreement between the GoI and the Program, Indonesia’s shift to middle-income country status, and POs’ own challenges in resourcing, collaboration, and working in remote locations.*

### POs’ progress toward development objectives in Inclusive Economic Growth

**POs described progress across a wide range of sub-themes within the Inclusive Economic Growth impact area.** Results of the online survey show that most POs progressed objectives in sub-themes of environmental sustainability and conservation, and income generation (inclusive of women, youth, people with disabilities and indigenous groups). The figure below illustrates the breadth of sub-themes in which POs are working in, with most POs indicating multiple sub-themes as their organisational focus. Thirteen POs provided examples of work that aligned with the Environmental Sustainability and Conservation sub-theme of Inclusive Economic Growth. For example, POs noted their work related to eco-tourism, conservation of wildlife, strengthening community involvement in conservation, and protecting natural environments as a resource for indigenous cultural products for income generation.

<sup>13</sup> Sub-themes within the Inclusive Economic Growth impact area were selected to enable more targeted assessment of progress within a sub-set of POs who focused on these sub-themes. Vocational and technical training and tourism were selected given the overlap of POs working in these sub-themes, and also the combined number of POs, eight, provided a suitable sample for interviewing.

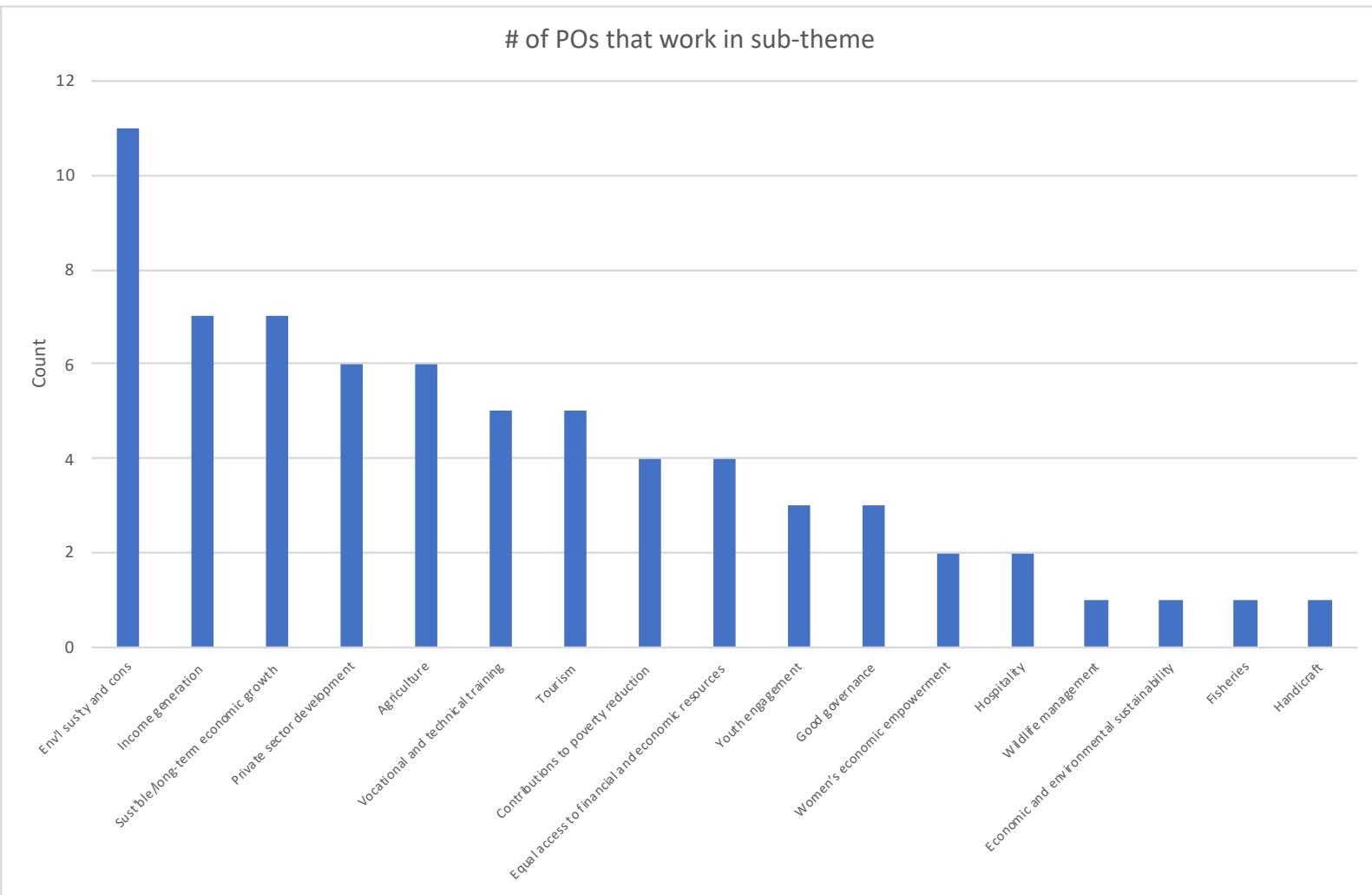


Figure 4: Focus of POs' objectives by sub-theme of Inclusive Economic Growth

All POs were able to provide one or more area where they had progressed their development objectives. POs described their progress in terms of training and capacity building of their own staff and PO beneficiaries (“*Capacity building completed with transition from conventional farming to organic/permaculture systems*”), students graduating as they progressed through the PO’s courses (“*Graduating more than 1200 alumni across Indonesia, including 30 refugee alumni*”) and providing marginalised people with access to income-generating activities (e.g. *we have connected more than 300 people with disabilities to more than 300 organisations/companies providing work*).

**Through the targeted assessment of the sub-themes of vocational and technical training and tourism, the evaluation identified a range of ways in which POs had progressed their objectives.** Progress was related to: improved marketing and promotion to global markets; international tourism skill development (including cross cultural understanding); linking to wider (international) networks; and English language skill development. POs noted that their objectives often had a focus on economic opportunities and skills development for the poor, women, youth and indigenous communities. One PO representative noted:

*Since Bali is the centre of tourism in Indonesia, many Balinese are interested in working on a cruise ship or in a hotel. Basically, our initial objective came from our intention to help the poor. That's why we started vocational training and then we put them to work... That's why we established our own schools so we could train based on the job vacancy qualification and requirement, and thus they can get a job immediately (PO-1).*

Evidence of progress relating to promoting the rights of Indigenous people, and their income generating activities, was described by another PO:

*One of the examples [of progressing our objectives], since 2014 we have increased the number of Dayak<sup>14</sup> artisans, because in order to conserve the culture we have to train Dayak people to become an artisan and to practice the culture actively. So, from that angle, yes we have succeeded (PO-6).*

**POs described various challenges to achieving their development objectives.** POs are constrained by financial and human resources. The costs of working in remote areas are high and it is difficult to connect with industries to ensure that employer expectations are fulfilled through the training. One PO representative noted:

*And we're trying to get them, the workers that they need, but it's not always easy to connect with these industries and to, to collaborate with them and to have a collaboration where it's a win/win situation (PO-4).*

## Australian Volunteers Program contribution to progress in Inclusive Economic Growth

**Diverse examples of contributions of the Australian Volunteers Program to Inclusive Economic Growth in Indonesia were provided by all stakeholder groups.** POs and Program staff alike described how volunteers had supported localised efforts to improve elements of Inclusive Economic Growth.

**POs highly rated the support of the Australian Volunteers Program in progressing their organisation objectives.** The majority of PO responses to the online survey (see question 15 in Annex 10), which asked POs to rate the Australian Volunteers Program support, were ‘high’ to ‘very high’ (17 out of 20, 85%). Two POs responded with low, and one with a medium level of satisfaction, displayed in Figure 5.<sup>15</sup> Figure 25 presented in Annex 11 also provides PO responses.

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<sup>14</sup> Dayak is a term for multiple ethnic and linguistic groups of non-Malay ethnicity inhabiting central and southern Borneo island (Kalimantan).

<sup>15</sup> The importance of organisational support for development volunteering is also described in this journal paper

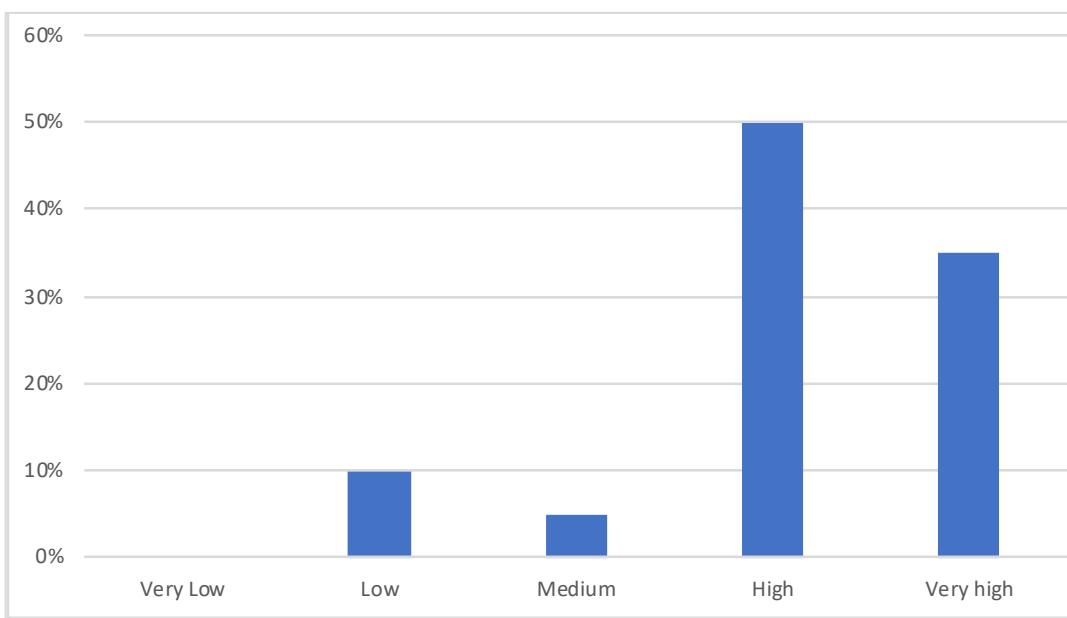


Figure 5: Extent of the Australian Volunteers Program to strengthen PO objectives

**POs working in the sub-theme of technical and vocational training and tourism described multiple ways their work was supported by Program volunteers.** Volunteers supported the strategic planning of micro-entrepreneurs to establish products for market. Volunteers also supported POs to connect their products to global markets, drawing on knowledge and experience of buyer expectations. As described by one PO:

*[The volunteer] was very helpful in promoting the cultural products to the outside world... Since she's an Australian, she knows what's the taste of western people for such products. It helps a lot. She helped a lot with the promotion (PO-6).*

*From volunteers in particular, first they are able to open our mind during the brainstorming. So we have an idea, we have challenges and we have wishes on what we want to create, and then the volunteers open our mind and help us map out. They map out in details, the factors, and then the SWOT analysis, budgeting, time table (PO-1).*

POs appreciated volunteer support with English language skills, which had a range of positive outcomes including overseas study opportunities for PO staff (as a result of improved English) and improved English language websites with a goal to increase international visitors. The volunteer interviewed for the evaluation was placed in a hospitality training school, and similarly commented that their role in translating material for the PO's English language website was highly appreciated by the PO. End of Assignment Reports relevant to POs included in the evaluation also described the benefit of English language skills: "There were several examples [of benefits to POs] such as our researchers have benefitted from the English classes with two now embarking on Masters study overseas", and "[The PO] staff, all of whom are undertaking weekly English language classes, have become rather more comfortable and less self-conscious about conversing in English". Another PO noted:

*We want to provide the best for our beneficiaries and for what is needed for them to find employment. And the best means, qualified trainers, means quality modules, quality content, and I*

*think that's what at least those volunteers who have volunteered for the, for our Vocational Training Centre, have helped us in getting.... We want to give something that our beneficiaries deserve, so that they can go out there and find employment with a salary (PO-4).*

Cross-cultural exchange is also an important feature of the volunteering experience for POs, especially in relation to tourism, as noted by multiple POs. An example is provided below. The volunteer interviewee also commented that the curriculum material they helped to develop at the hospitality school was targeted to students who would be working with tourists from English speaking (and possibly Australian) backgrounds. The volunteer's inherent understanding of, and insights into, such tourists was a valuable asset for the PO. This element of cross-cultural exchange was also appreciated by the PO as it ensured the effectiveness of the curriculum design.

*Because of the cross culture between Indonesians and Australians, Australians give influence to us about the learning style in Australia. And how is their culture regarding gender equality...So, this is what Australian volunteers give us outside their main job or main task. We often discuss about general things during lunch or whenever we have free time we will discuss about many things. And it opens our mind that actually we need to be more open minded to accept many things and to accept differences that exist around us, especially in Bali (PO-1).*

Data from multiple sources (survey, interview and Program documentation) reveals the contribution of the Australian Volunteer Program to POs' development objectives. More specifically the evaluation has provided evidence of the support most valuable for Inclusive Economic Growth. The Intermediate outcome of 'POs have strengthened their capacity and gained from the Program' is evidenced through these evaluation findings.

**Australian Volunteers Program staff described their contributions to Inclusive Economic Growth in Indonesia in four main ways.** Firstly, the effectiveness of the program drew on past successes to inform and promote the Program with new POs. Volunteer program staff noted that in their discussions with potential POs, they were able to describe examples of a diverse breadth of successful POs, and the contribution of the volunteers to this success.

Secondly, the Australian Volunteers Program has worked with, and continues to work with, a diverse portfolio of POs within the Inclusive Economic Growth impact area. This is due to the maturity and longevity of the program in Indonesia, coupled with the large number of small-to-medium enterprises (SMEs) in Indonesia, and the country's entrepreneurial culture. These factors combined have enabled the Australian Volunteers Program to effectively contribute to progress in Inclusive Economic Growth. The SNA identified that the Australian Volunteers Program is a key partner to many POs. Asked the question of which top 10 organisations support your organisation to progress your development objectives, seven out of 20 POs noted the Australian Volunteers Program (see Annex 11 for details).

Thirdly, the Australian Volunteers Program is shifting to work more proactively with private sector actors. Efforts are being made to connect to, and build partnerships with, Australian-based corporates like Atlassian and Deloitte as a means to support Inclusive Economic Growth in Indonesia. Clear outcomes of partnerships with such corporate actors are yet to be seen for the Australian Volunteers Program in Indonesia (with delays in part due to COVID-19).

Lastly, the effectiveness of the Australian Volunteers Program in the area of Inclusive Economic Growth has been enabled through its responsiveness to the changing economic status of Indonesia, as described under the previous 'relevance' finding.

The self-reporting of the Australian Volunteers Program also confirms the program's contribution, in line with the theory of change, Influencing activities and Intermediate outcomes.

The evaluation findings connect and confirm the contribution of the AVP, in line with the 'influencing activities' of AVP and also the 'intermediate changes'. The Influencing activity, 'Identify, establish and maintain partnerships (PO and AO) & networks' is demonstrated through the work of ICMT, though as noted, a key finding of this evaluation is the need to strengthen networks. The Intermediate change,

'Relevant and diverse partnerships are established & maintained' is also demonstrated through POs' views and self-reporting of the Australian Volunteers Program staff. As noted above, maintaining and leveraging existing partnerships has been an important strength of the Indonesian Program's contribution to change in Inclusive Economic Growth.

**Given most volunteers are placed with local and national NGOs and POs are focused on local and regional economies with limited engagement at provincial-national level policy, impact in Inclusive Economic Growth influenced by the Australian Volunteers Program demonstrates localized impact, with little influence to government policy agendas.** More than 50% of the POs identified as working in Inclusive Economic Growth (and who responded to the evaluation survey) were local and national NGOs (see Figure 6). The results from the SNA also revealed that there was little networking between POs beyond local geographic regions (see Annex 11). Most POs had no engagement with other POs. Most POs only engaged with other organisations in their geographic areas. Only few POs had engagement with national level actors. There was therefore little opportunity to influence Inclusive Economic Growth outcomes beyond local economies. Australian Volunteers Program staff recognised this limited ability to influence Inclusive Economic Growth in government policy agendas, and plans were underway to explore the possibility of the program developing or facilitating a network of POs to further support knowledge exchange and capacity building with support of the Innovation Fund.

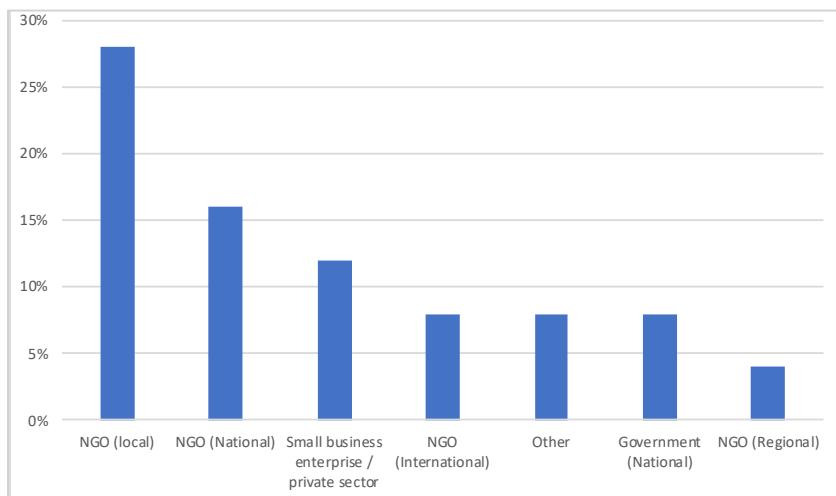


Figure 6: Partner organisation type

### Contextual factors that helped or hindered progress

The evaluation identified some factors which enabled and some factors which hindered POs from progressing their development objectives, as described by the Australian Volunteers Program staff, DFAT and PO representatives.

**Inclusive Economic Growth is a priority area for the GoI which provides a strong entry point for POs to progress development objectives in this area.** An Australian Volunteers Program staff member noted: "tourism is a big focus on economic development through Indonesia" (Australian Volunteers Program).

**Decentralised governance of GoI enables POs to more effectively engage with government policies, though sub-national government agendas are not always consistent.** With decentralised government functions, some sub-national governments are supportive of tourism ventures, but this differs across Indonesia's islands and across levels of government. The evaluation has identified the need to strengthen PO engagement with sub-national governments to support progress toward achieving development objectives.

Contextual factors that hindered progress and effectiveness of the Australian Volunteers Program have already been mentioned, and these include:

- There is no formal agreement with GoI for the volunteer program (as described under 'relevance').
- Some POs found the shift of Indonesia to middle-income country status as a challenge, as it reduced donor funds for POs and required changes to the types of volunteers (this was understood by the Australian Volunteers Program, leading to volunteer positions supporting the development of sustainable business models).

POs raised their own contextual challenges which hindered their progress and these included:

- the limited availability of human resources and challenges in retaining staff
- a lack of financial resources
- challenges associated with collaboration with industry to ensure work-ready graduates
- working in remote locations, including the cost of transport and distribution of goods.

To a large extent these contextual challenges are beyond the scope of the Australian Volunteers Program, but they highlight the broad set of challenges faced by POs in their attempts to progress their development objectives in Inclusive Economic Growth. It is also useful to note that these contextual factors are not mentioned in the Australian Volunteers Program theory of change.

## 5.3 Efficiency

The criteria of ‘efficiency’ had two related evaluation questions: the first focused on the efficiency of the program and the contribution to Inclusive Economic Growth, while the second was about learning and improvements to support POs development objectives in Inclusive Economic Growth. Findings for these questions are described below.

*The Australian Volunteers Program operated in an efficient way, with all stakeholder groups participating in the evaluation acknowledging the various efforts to maximise the efficiency of the Australian Volunteers Program. The evaluation identified challenges to efficiencies, which were acknowledged by the Australian Volunteers Program, DFAT and POs, though efforts were underway to address these challenges. The evaluation also revealed strong evidence of learning and innovations to improve efficiencies. This included: the volunteer talent pool; remote volunteering; orientation of volunteers; regional showcase events for POs; impact funds; a web portal for POs; staff development (AVI policies); PO Partnership Plans; and PO and Australian organisation connections and partnerships.*

### Efficiency of the Australian Volunteers Program

**The Australian Volunteers Program operated in an efficient way, with all stakeholder groups participating in the evaluation acknowledging the various efforts to maximise efficiency.** POs expressed, through survey responses, how they viewed the timeliness of the Program’s responses to the feedback they provided, and how the feedback was dealt with. Figure 7 shows that most responses (19 out of 20) were in the ‘medium’ to ‘very timely’ side of the spectrum. Figure 8 shows that most POs rated the feedback favourably, with 13 out of 15 responses (87%) being ‘good’ or ‘very good’.

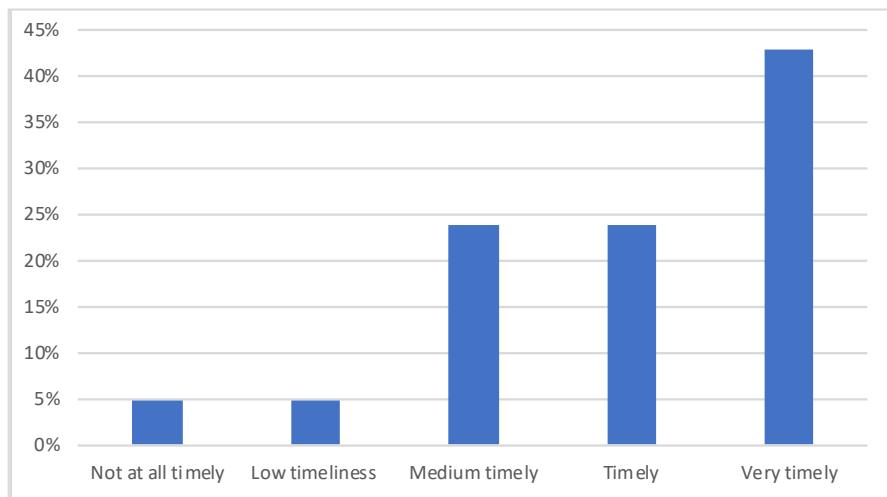


Figure 7: Timeliness of the Australian Volunteers Program’s support to POs

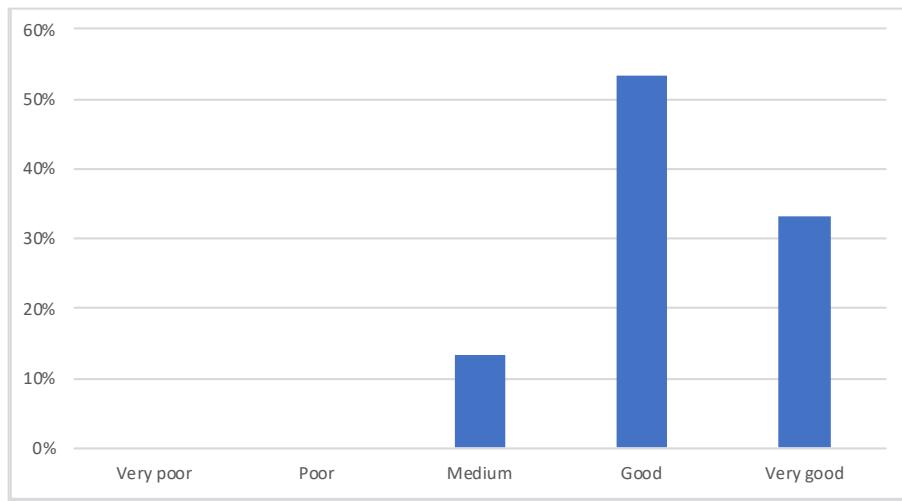


Figure 8: Rating of Australian Volunteers Program response to PO feedback

The cost effectiveness of the Australian Volunteers Program in relation to the scale of the operation was commented on by both Program staff and DFAT:

*We run off the smell of an oil rag really. There's a lot of money for public diplomacy. And there's a lot of money for volunteer allowances. But the actual doing part doesn't have a lot of money attached it. And so we have to be efficient. We're forced really to be efficient (Australian Volunteers Program).*

*The number of assignments that occur in Indonesia and the size of the team that support all of those volunteers and all of those POs across so many disparate sectors, this small team has to be across the business needs of hundreds of organisations, from tiny little SMEs to government departments, the value for money is extraordinary (DFAT).*

Whilst Australian Volunteers Program staff, DFAT and POs all described the efficiencies of the Program, this evaluation was not tasked with carrying out a cost–benefit analysis, and descriptions of the cost effectiveness of the Program are anecdotal.

### Challenges to efficiency

The evaluation also identified challenges to efficiencies which are described below.

**The geographical area managed by Australian Volunteers International (AVI) has increased since it became the sole managing contractor for the Australian Volunteers Program in 2018, which challenged the efficiencies AVI had maintained when it operated in a narrower geographic region.** In 2018, AVI became the sole managing contractor for the Australian Volunteers Program in Indonesia. Previously, when it had shared the management with Scope Global, AVI had mostly focused its program operations in Sumatera, Java and NTB, while Scope Global had a broader geographic focus including Banda Aceh, Sulawesi, Kalimantan, Java and NTB/NTT. This change had two main outcomes: 1) AVI was responsible for placing a larger number of volunteers (i.e. those it previously managed, plus those previously managed by Scope Global) and 2) AVI was responsible for volunteers in remote locations where it had not previously worked, and in few worked with POs it had no previous relationships with.

An added pressure was DFAT's continued focus on East Indonesia (as per the Aid Investment Plan). This provided further impetus for AVI to develop and maintain relationships with POs outside of Java and Bali. Given the distance from Jakarta to remote locations of POs, cost efficiencies were tested as ICMT staff required resources to travel to numerous islands to meet with POs and hold events to raise the profile of the program. The ICMT worked hard at this, as noted below in DFAT's 2019 Monitoring report, however it came with associated time and financial costs. DFAT's monitoring report notes:

"The ICMT has invested significant effort in developing assignments with new partners in more regional locations (outside Jakarta, Bali and Yogyakarta) in alignment with Post and Indonesian government priorities" (DFAT 2019: 4).

**Another challenge to the efficiency of the Program was the management and coordination of DFAT.** As is often common for DFAT, coordination of large-scale regional programs managed by DFAT in Canberra and coordination with DFAT Post, which is primarily focused on bilateral programming, is sometimes challenging, as described by DFAT representatives during this evaluation. Allowing extra time for coordination to take place between Post, Canberra and the Program was recommended by DFAT and the Australian Volunteers Program staff.

This evaluation finding relates to the Australian Volunteers Program theory of change. The Influencing activity, 'Engage, plan & align with DFAT CBR & Post' describes the importance of program coordination with DFAT Post and Canberra, which as noted above is an area to strengthen in the future. The important role of DFAT as described in the theory of change is also explored more in Section 5.4.

**The due diligence requirements for POs was also raised as a challenge to efficiency and was acknowledged especially by Australian Volunteers Program staff.** While efforts were continually being made to make due diligence requirements easier for POs and for volunteers, the need to strengthen efficiencies were described by DFAT monitoring: "The program to consider ways to simplify, translate and minimise revision of program reporting and compliance documents to improve return rates and quality" (DFAT 2019: 6). This issue was also raised by Australian Volunteer Program staff. One staff member noted:

*The more compliance things we have, the longer it takes. So partner organisations and volunteers always complain about it takes too long. But I [Program staff] need them [POs and volunteers] to jump through hoops to get insurance, to get a visa for these sovereign nations that we're working with. I can't just go in and go, hey we're a volunteer, we're Australian, give us a visa Fiji, or give us a visa Indonesia. So we have to play within the context. We have to play the rules of the game of that country (Australian Volunteers Program).*

**POs reported cultural differences between the work styles of Australians and Indonesians, and how this affected the efficiencies and outcomes of volunteer assignments.** PO representatives noted that they needed to work within the hierarchies of their organisations (as per cultural norms), obtaining appropriate approvals and sign-offs. They acknowledged that this process could slow down or delay the work of the volunteers, who wanted to get on with their assignments, which were within limited timeframes. This is described by a PO:

*Once again it's because of the different work culture between Australians and Indonesians, especially Western culture usually is very structured... I'm personally very glad to work with Western culture and understand very well how they work. But I can't solve or make decision on my own because I have superior and higher organisation as well that I have to coordinate with. I feel sorry to them if we are very slow to respond, say yes or no so that it affects their timetable (PO-1).*

## **Learning, improvement and innovations**

The evaluation revealed strong evidence of learning and innovation to improve efficiencies across a range of program-wide and country-specific activities. Examples are described below.

**The volunteer 'talent pool'**, was described as enabling recruitment to be timely and responsive to PO demand, enabling swift recruitment and placement. The talent pool requires an understanding of the Australian labour market, and it recruits potential volunteers according to the sectors that the program targets. Individuals are then placed in a talent pool from which POs can request a volunteer.

**Remote volunteering**, which allows Australians – experts in their fields, who may not normally take on overseas volunteer positions, e.g. people with disabilities, those who cannot afford to, or are not

confident to live overseas or for other reasons – to volunteer. This innovation is particularly relevant in the current context of COVID-19.

**Regional showcase events for POs** have been held as a means of maximising efficiencies in some locations. The Australian Volunteers Program has tried to hold large events to raise the profile of the program amongst POs in regional areas. Such events are expensive. This highlights the short-term inefficiencies of establishing new PO connections in rural/remote areas. This is described by an Australian Volunteer Program staff member:

*What we have tried to do is when we are visiting areas is actually host quite large events, so you know we have done an expo in South Sulawesi, alongside that our colleagues from the consulate – the Australian consulate there and had probably 200-250 different organisations across that region there and that was an economic development forum. So we have tried to engage in things like that (Australian Volunteers Program).*

**Impact funds** were made available to enable volunteers, via a small grant, to support their PO and the building of their capacity, e.g. for a workshop or training. The Australian Volunteers Program has supported over 20 Impact Funding grants, with the last focus area being social inclusion.

**A web portal for POs** was also described by Program staff during the evaluation as an innovation for the program to support POs beyond individual volunteer assignments alone. The web portal, the development of which is underway, will provide resources for POs on issues relevant to them, and potentially as a means for POs to connect to each other as well.

**Staff development (AVI policies)** have supported the ICMT's understanding of Inclusive Economic Growth. For example, the inclusion and diversity policy was named as a framework from which to support POs to improve on the 'inclusive' part of Inclusive Economic Growth.

**PO Partnership Plans** have been introduced to support POs to develop and progress their objectives, and for the Australian Volunteers Program to understand and support the trajectory of the POs. Program staff recognise the need to ensure Partnership Plans are useful for both POs and the volunteers program.

**Partnerships between POs and Australian organisations** have also been flagged as an area for increased attention. Coupled with remote volunteering activities these partnerships are particularly relevant in the context of COVID-19. As noted by one staff member:

*The future is also around some of the corporates that we're working with in Australia. You know, certainly Atlassian's have been interested, very interested in Indonesia, as a place for them to partner. And I think there's – they'll be more opportunities as we go forward to try and do a bit more of that (Australian Volunteers Program).*

Learning and innovation initiatives to improve efficiencies are evidence of the Influencing activities of the Australian Volunteers Program, most particularly 'Research & trial new & more effective volunteering approaches' within the Australian Volunteers theory of change. Whilst it is important to note that there is a long causal chain between the influencing activity and an impact on Inclusive Economic Growth, POs engaged in this evaluation described interest in these emerging initiatives and described how they would strengthen PO capacity.

## 5.4 Coherence

The evaluation questions focused on two areas of coherence: consistency of POs with other actors' interventions in Indonesia related to Inclusive Economic Growth and; linkages between the Australian Volunteer Program and other DFAT interventions in Inclusive Economic Growth in Indonesia.

*Partner Organisation development objectives are very consistent with other actors' interventions related to Inclusive Economic Growth. GoI prioritises many sub-themes relevant to the work of POs, as do other key non-government and donor actors. The evaluation identified mixed evidence of linkages between the Australian Volunteers Program and other DFAT interventions in Inclusive Economic Growth in Indonesia.*

### Alignment with Indonesian policy and actors in Inclusive Economic Growth

**The evaluation found to a large extent POs' development objectives in Inclusive Economic Growth are consistent with other actors' interventions.** We prepared a systems map (Figure 9) of Inclusive Economic Growth in Indonesia, which revealed positive and negative drivers to Inclusive Economic Growth which are consistent with development objectives described by POs within the evaluation online survey. (Further details of the systems map can be found in Annex 12).

Positive drivers of Inclusive Economic Growth included in the systems map which are consistent with PO development objectives are described in Figure 9. This figure shows positive drivers of Inclusive Economic Growth on the left side of the diagram (P1-P8). Participation in the formal economy through small-scale enterprises (P6) was identified as a key driver of Inclusive Economic Growth in Indonesia.

In the online survey, POs described progress of development objectives related to increasing participation in the formal economy such as through handicraft development, as well as skill development in hospitality, tourism, vocational training and private sector development. Our evaluation identified 42 instances where POs described progress toward meeting development objectives linked to increasing participation in the formal economy. Figure 6 above indicates the types of POs and highlights that the majority of POs are NGOs with a focus on local and regional economies and community-based activities in line with the positive driver of increasing participation in the formal sector through small-scale enterprises (P5) and strengthening vocational education and skills development (P2).

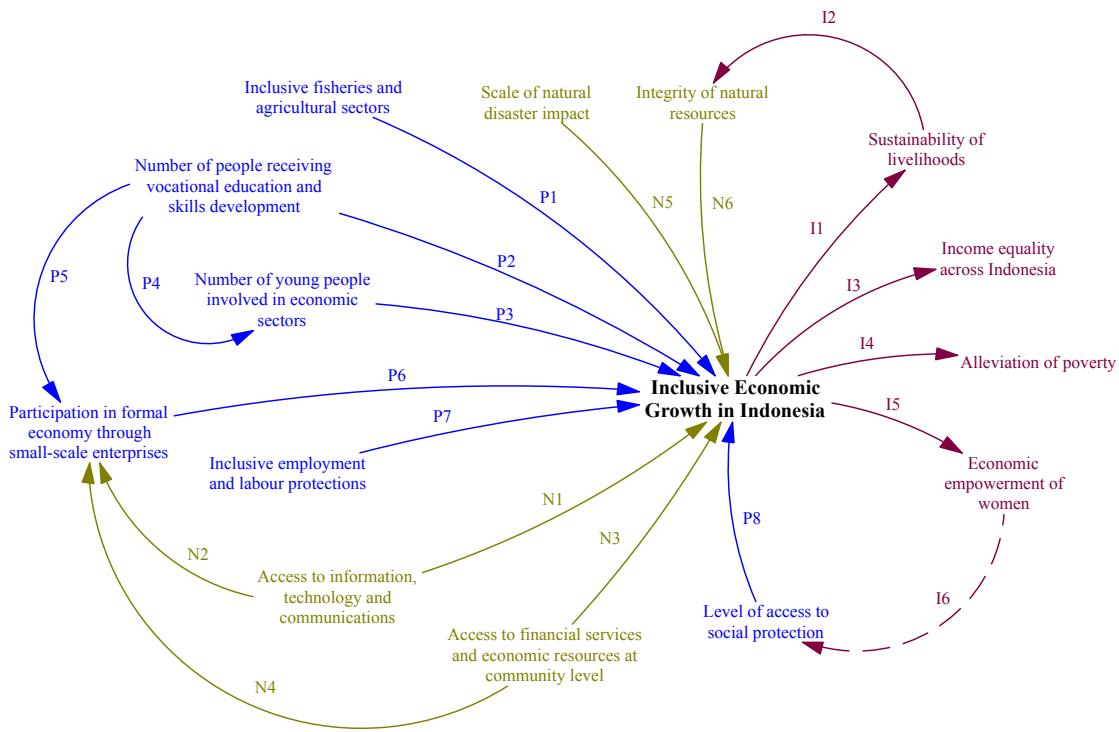


Figure 9: Systems map - Drivers and Impacts of Inclusive Economic Growth in Indonesia

As described and illustrated in Figure 4 above, a focus on environmental protection and sustainability (as a sub-theme of Inclusive Economic Growth) was a core feature of many POs and demonstrates the strong linkage of POs development objectives to priorities related to inclusive economic growth in Indonesia. Figure 9 highlights negative drivers (N1-N6) related to environmental threats and natural disasters.

On the right side of Figure 9, impacts of Inclusive Economic Growth are depicted (I1-I6). Inclusive and sustainable economic development positively correlates with greater income equality (I3) and alleviation of poverty (I4). When women are more economically empowered, they are more likely to have information about services, their legal rights and have social capital to access social protection (I6). Twelve POs (out of 21) described progress toward achieving development objectives related to marginalised or vulnerable groups such as women, youth, and indigenous populations.

Negative drivers to Inclusive Economic Growth in Indonesia are also being addressed by POs. For example POs are seeking to address access to information, technology and communications (N2) for communities to market handicrafts through online purchases and also access to financial services and economic resources at the community level (four POs out of 20). Whilst efforts are being made to address these issues, POs interviewed for the evaluation identified information and communication technologies as ongoing challenges to progress their development outcomes.

**The evaluation found that POs were engaged with other actors in Inclusive Economic Growth, though this engagement was predominantly localised and engagement was not with other POs.** The SNA revealed that there is no network of POs. As noted later in the evaluation report, interest in a PO network was expressed by POs who participated in the evaluation. POs engaged with 'local cliques' that were often geographically bound to similar locations. This may be due to the nature of the geography of Indonesia, being made up of hundreds of islands with varying levels of population and infrastructure. There was little engagement of POs with government, which highlights the localised nature of the PO work. Where there was engagement with government it was predominantly with provincial government, which highlights the importance of sub-national government within the

decentralised governance structure of Indonesia. As indicated in Figure 25 many POs identified the Australian Volunteers Program as a key organisation that supports progress of their development objectives. Informed by the learning of the SNA, it is proposed that The Australian Volunteers Program should consider a role to support a network of POs. The topic of a network of POs is mentioned in later parts of the report and also within the recommendations. Further details on the SNA are provided in Annex 11.

**The evaluation revealed challenges POs encountered in their efforts to link with other actors, especially GoI.** Australian Volunteers Program staff indicated their desire to support POs to more strongly connect and align with the GoI, however they noted the challenges involved:

*We do not really have that time because we only have two program teams to cover around 90 partner organisations each year, so they do not have time. Meanwhile, these two program officers, they need to work with around 120 volunteers each year. Only two people working with that amount of, so it's so much pressure, so I don't think our program now trying to make connections between one particular PO to government, local government strategy or whatever because it's too hard, so we expect our volunteers to do that, to help us, but our volunteers also have different background, different skills. They don't really have these skills to help our partner organisations so we still ... face other challenge to make that happen (Australian Volunteers Program).*

Another challenge was for POs to link with donors, who have short funding cycles which are not consistent with the long-term development agendas of the POs. For POs working with indigenous communities they also noted that there are few other like organisations doing similar work.

The SNA identified the linkages POs made with other actors in order to progress their development objectives. We identified that POs linked with other types of actors in order to achieve their development objectives. The majority of linkages were with small business enterprises/the private sector, international NGOs (which was predominantly noted as the Australian Volunteers Program), national NGOs and research/education institutes. The evaluation findings illustrate limited connections with GoI. See Table 1 above for the number of linkages POs had with various organisational types.

Table 1: POs and linked organisations categorised by Organisation type

| Organisation Type                          | POs - Number type of organisation | Linked organisations - Number of type of organisations | Total number of types of organisations |
|--|-----------------------------------|--|--|
| Government - national                      | 2                                 | 8  | 10                                     |
| Government – provincial                    | 0                                 | 14   | 14                                     |
| Government - local                         | 0                                 | 4  | 4                                      |
| NGO - international                        | 2                                 | 24   | 26                                     |
| NGO - national                             | 4                                 | 20   | 24                                     |
| NGO - local                                | 7                                 | 13   | 20                                     |
| NGO - regional                             | 0                                 | 3  | 3                                      |
| Religious organisation                     | 0                                 | 1  | 1                                      |
| International agency (e.g. UN agencies)    | 0                                 | 3  | 3                                      |
| Research / Education institute             | 2                                 | 17   | 19                                     |
| Small business enterprise / private sector | 4                                 | 34   | 38                                     |
| Other                                      | 1                                 | 13   | 14                                     |

Another evaluation finding which demonstrates coherence with the work of other actors and highlights a focus on increasing inclusion in local economies is that POs tended to link with actors located in the

same geographical location. POs nominated linked organisations predominantly situated nationally (44) and in Bali (42). Additional organisations were located in East Nusa Tenggara (13); internationally (10); Special Region of Yogyakarta (9); West Nusa Tenggara (9); West Java (9); Central Java (7); Central Sulawesi (7); and DKI Jakarta (6). Annex 11 provides further detail and illustrations of PO connection with other actors who support progress of development objectives.

### **Coherence with other DFAT interventions**

**The evaluation found mixed results, and there is not strong evidence of linkages between the Australian Volunteer Program and other DFAT interventions in Inclusive Economic Growth in Indonesia.** Results of the online survey with POs indicated that just over half (57%, 12 out of 21) of POs did not have connections or relationships with other Australian organisations. Of those that did indicate linkages, the majority were with Australian consulates in Indonesia. To a lesser extent, organisations such as AgUnity Pty Ltd and the Australian Consortium for 'In-Country' Indonesian Studies (ACICIS) were mentioned.

Interview responses were also mixed, with DFAT representatives assessing linkages between the Australian Volunteers Program and DFAT interventions more favourably than Australian Volunteers Program staff. DFAT described mechanisms to support linkages such as annual assessments of the Program's Country Plan to the DFAT Aid Investment Plan and quarterly meetings between DFAT Post and the ICMT. As described by a DFAT representative "there is a whole process around setting that up" (DFAT). DFAT Jakarta also described monthly coordination meetings with the Australian Volunteers Program and the opportunity this provided for sharing of the contact details of other DFAT Investments, with the expectation that the Australian Volunteers Program would take the lead to make relevant connections. The impact area themes of the Australian Volunteer Program were also described as being in alignment with priorities set out in the DFAT Aid Investment Plan for Indonesia.

One Australian Volunteer Program staff member noted the focus on infrastructure in the education sector was an obstacle to linking POs and volunteers. Assessing linkages it was noted "absolutely none, maybe some overlap but it was never deliberate" (Australian Volunteers Program). Another Australian Volunteer Program staff member cited the Country Program Plans as a mechanism to link the programs: "so only for the last three years, 2018 to 2020, we developed this kind of country program plan. It's kind of like an umbrella for our work to particularly respond to sectors like Inclusive Economic Growth" (Australian Volunteers Program).

Examples of linkages were described by DFAT and included volunteers linked to DFAT education programs and volunteers working in civil society organisations that were previously supported by DFAT investments focused on health.

### **The evaluation identified a range of challenges associated with linking the Australian Volunteers Program to other DFAT interventions in Inclusive Economic Growth in Indonesia.**

First, there are multiple perspectives from key actors (POs, volunteers, DFAT (Post and Canberra), and the Australian Volunteer Program), which are not always consistent. This means it is hard for Australian Volunteers Progam staff to coalesce the different perpspectives and leverage links with other other DFAT interventions. As noted by a DFAT representative:

*There's only sort of four main stakeholders but their objectives and needs are so different and the staff have to wrangle those so carefully because they're all really important. We talk about the main stakeholder being the partner organisation, they're the beneficiary, they're who we are trying to help, but they're also the one with the softest voice, if you like (DFAT).*

Secondly, and linked to multiple perspectives, Australian Volunteer Program staff described a lack of interest on the part of managing contractors and DFAT posted officers of DFAT investments in Indonesia who were described as working in silos. Different perspectives and operating systems for managing contractors and DFAT posted officers, POs and volunteers were described as obstacles to connecting the Australian Volunteers Program with other DFAT investments.

Thirdly, linkages between DFAT and the volunteer program are constrained by the limited engagement of DFAT Post with POs. This last challenge was described by DFAT, the Australian Volunteer Program and POs. Evaluation participants described how POs had limited access to DFAT and therefore were not able to maximise potential linkages and gains from being engaged with the Australian Aid Program. This was particularly the case for POs in eastern Indonesia, because they have little ability to engage with Jakarta-based programs and because it is difficult for DFAT Post to visit these POs. This finding is reflective of the Australian Volunteers Program theory of change, particularly the Immediate outcome, 'DFAT post, DFAT CBR and State offices leverage and support the program'. The evaluation identified that this area of the theory of change could be strengthened. This finding is reflected in the evaluation recommendations.

## 5.5 Impact

The evaluation questions focused on two areas related to impact: 1) higher-level effects of PO work in Inclusive Economic Growth and the Australian Volunteers Program's support of this work; and 2) prioritised recommendations on strategic options for the Australian Volunteers Program to strengthen its impact in Inclusive Economic Growth in Indonesia, and what lessons can be learnt for other countries. Recommendations are set out in Section 6. Annex 13 provides illustrative case studies of PO impact.

*The evaluation identified numerous examples of POs' contributions to Inclusive Economic Growth, with strong evidence of benefit to marginalised or disadvantaged groups such as women and youth, and for some POs, people living with a disability and indigenous minorities. Evaluation participants acknowledged the difficulties of assessing the higher-level effects of the Program. PO contributions to higher-level effects included increased family incomes, resulting from employment secured following PO-supported training; preservation of cultural integrity and indigenous practices through sustainable indigenous business activities, and protection of the environment through the conservation programs of some POs.*

*Australian Volunteers Program support to higher-level effects included the benefits of cross-cultural exposure; the role of volunteers in supporting POs as businesses (not just not-for-profits); engagement with global markets; and English language training. Long-term investment of volunteers in one location was also noted as enabler of impact.*

### Higher-level effects that POs have contributed to in Inclusive Economic Growth in Indonesia

**Importantly, economic growth was realised by those often marginalised or excluded from participation in formal economic activities.** Women and youth were supported to gain skills to secure employment. Within the sub-theme of vocational and technical training and tourism, the nature of short-term tourism training meant that youth and women were able to quickly secure jobs and provide increased incomes for their families. This enabled a more equitable sharing of the benefits of economic growth, which is key to the definition of the Inclusive Economic Growth impact area. The benefits and ripple-effects of immediate employment were described by numerous POs working in the sub-theme of vocational and technical training and tourism.

**POs were also able to reach different segments of society and provide employment opportunities for lower socio-economic groups in society.** Vocational and technical training centres are contributing to educational and economic opportunities for youth, women and people with disabilities who are typically excluded from full participation in the formal economy. One PO described this:

*Now the students are mixed between the poor and the more fortunate. Lower class, middle and upper class. So now we are growing with students from lower class, middle and upper, and not just from Bali but other regions (PO-1).*

**Equal opportunities for women in the tourism sector was described by multiple POs and demonstrates the contribution to gender equality outcomes in Indonesia.** A higher-level effect resulting from the training for young women has reduced early marriages for women. As noted by one PO:

*I guess what we would really hope to happen, is that with as many young people receiving skills and being able to find employment, this would help, obviously the income of the family. And then it's just a trickle effect, having more income in the family means the younger sisters and brothers, specifically sisters, are able to continue their education and not drop out of school. That would also mean hopefully a decrease of early age marriage, which is also a huge issue in both West Java and Central Kalimantan where we are (PO-4).*

**Some POs also worked with people living with disability to strengthen access to employment opportunities.** whilst some POs prioritised the inclusion of people living with disability, other POs did not report giving any particular attention to barriers to participation. Also noted by one PO, whilst organisational policies to promote employment of people with disability were present within the sector, these were not operationalised, and benefit was not realised by people living with disability.

**Benefit to indigenous populations was through increased income, and preserving cultural integrity through the production and sale of handicrafts.** Whilst benefit to indigenous populations was a core feature of some POs, this was not universal. Higher-level benefits related to indigenous populations were described by one PO:

*That's one important thing. So, before we talk about economic empowerment, empowering them economically, it's important for them to have one certain identity. Initially they didn't know that their cultural products were appreciated by people outside their community. Because they are good and unique. After we promoted their products and we delivered the feedback from people to them, they finally learned oh...it turns out we have made good products. They learned that their wicker products are liked, artistic and unique and it builds their sense of identity and confidence. That is one of the parameters for us to evaluate if our program is good, it should be able to build their sense of identity and values of their culture (PO-6).*

**Changes to attitudes towards environmental protection were described by multiple POs connected to the promotion and growth of tourism.** As described by one PO:

*So, the existence of tourism will change their mindset on how to preserve the environment and how to think about sustainable development, sustainable development especially in preserving local wisdom, protect local culture, and maintain the tourist attractions in Indonesia (PO-3).*

It is also important to note that a focus on assessing the impact of POs in relation to Inclusive Economic Growth is a new approach for the Australian Volunteers Program, and obstacles to assessing impact changes and the contributions of the Australian Volunteers Program were described by Program staff. As stated by one Australian Volunteers Program staff member: "we introduced this new strategy in working with Australian Volunteers Program in a more sustainable and more continuous way to support the organisational development. It's still a new concept for us" (Australian Volunteers Program). Another noted, "we have never done research to say well what's the base line?" (Australian Volunteers Program). Australian Volunteer Program and DFAT representatives interviewed for the evaluation expressed interest in strengthening monitoring, evaluation, and learning about the contributions of POs to their beneficiaries. They noted the need to ensure that the approach adopted is fit-for-purpose and appropriate for using with POs. Whilst it might not be appropriate to carry out detailed monitoring of impact for all POs, as noted earlier, taking a strategic approach and focusing on sub-themes or geographic areas for thematic impact areas may enable deeper insights into the contribution of POs to impact, and the contribution of volunteers and the influencing factors of the Australian Volunteers Program. This evaluation finding is reflected in the evaluation recommendations.

See Annex 13 for detailed illustrative cases that describe the impact of POs on Inclusive Economic Growth in Indonesia.

The evaluation findings are demonstrative of POs progressing their development objectives as described as an end-of-program outcome in the Australian Volunteers Program theory of change.

### Australian Volunteers Program support to POs

**The evaluation found extensive evidence of Australian Volunteers Program support to enable PO to progress their development objectives.** Survey results, as indicated in Section 5.2 (Effectiveness), show a high percentage of POs value the contribution of the Australian Volunteers Program to progressing development objectives. POs describe a variety of ways that the Australian Volunteers Program has supported development outcomes. These include online communication,

marketing and social media; English language skills and training programs; cross-cultural exchange (especially valuable as part of tourism and hospitality training); office administration and management; and networking. These contributions are illustrated by one PO:

*Since the very beginning, AVI has supported our organisation with capacity-building opportunities by assigning experts that assisted us in our development, especially [volunteer], who has been fundamental to our growth by facilitating grants that have helped us integrate further with our community while providing us with a source of income and also by applying her communications and fundraising skills in the pursuit of the evolution of our site Garden as well as our agroecology movement (PO-2).*

Numerous examples of ways in which volunteers supported the online presence of POs were also described during interviews and captured in Australian Volunteer Program End of Assignment reporting: "The Garden has seen a 22% increase in international visitors (year-on-year), I'm sure in part due to some of the work done during the placement to improve our online presence on sites like Wikipedia, TripAdvisor, Google, OpenStreetMap etc. And public relations staff have benefitted, as they took in ideas and suggestions put forward during the placement" (PO end of assignment report).

The evaluation found that long-term support through multiple volunteer assignments provided effective support to help POs to achieve higher-level and long-lasting change. The benefits of a selected geographic focus was described in one instance, where multiple volunteer assignments in one place over many years supported the establishment of a tourism focus.

Many POs described the role of multiple volunteers over time contributing to strengthening their organisational development. Building from the experience and the work of earlier volunteers strengthened the outcomes of subsequent volunteers.

### **Lessons learnt for other countries**

Evaluation participants identified a range of ways to strengthen the Program's support to POs, and ultimately the impact of the Program. These suggestions are relevant beyond the impact area of Inclusive Economic Growth and the country context of Indonesia. These lessons are applicable to the planning and operations of the Australian Volunteers Program more broadly.

- Engagement with POs as a network to strengthen progress of development outcomes as well as to strengthen POs' capacity to host volunteers was promoted by POs themselves and Australian Volunteers Program staff. As described by one PO:

*We suggest there will be a training or literacy guide for us as a partner organisation of Australian volunteers. We would like to have a meeting with other partner organisations where we can get the knowledge about how to handle volunteers or how to make programs for volunteers (PO-3).*

Interestingly, this suggestion by POs and the Australian Volunteers Program confirms the results of the SNA which indicates a weak network of POs and POs working in isolation from each other to progress development objectives. The potential of a network to strengthen the role of POs to host volunteers and also progress development objectives in the large country context of Indonesia should be explored. Furthermore, this finding also links to the Australian Volunteers Program theory of change. An Influencing activity is defined: 'Identify, establish and maintain partnerships (PO and AO) & networks'. The evaluation has identified a weak network of POs. Strengthening a PO network is described in the evaluation recommendations.

- POs also described interest in long-term planning processes and the Partnership Plans that the ICMT has recently established. One PO described the value of such planning:

*Let's say if we have a particular objective, we could see a long-term three or four year partnership, specifically for that objective and find several volunteers in different levels to help with that objective (PO-4).*

These evaluation findings align with the Influencing activities of the Australian Volunteers Program and focus in the theory of change, 'Identify, establish and maintain partnerships (PO and AO) & networks'. The partnership plans offer an effective mechanism to achieve this.

- The need to strengthen the recruitment process for volunteers was also highlighted by POs interviewed during the evaluation, which is relevant to other country contexts and impact areas. Innovative practices to improve recruitment are already underway including a 'talent pool' of volunteers to support quick mobilisation.

This evaluation finding is reflective of the theory of change and Influencing activities of the Australian Volunteers Program. The evaluation was not focused on the third outcome related to volunteers but this finding highlights the importance of the Immediate changes 'Volunteers are diverse, well supported & have the required skills, attitudes and attributes for the assignment' and the value of 'Research & trial new & more effective volunteering approaches' which is an Influencing activity of the Australian Volunteers Program as identified in the theory of change.

- The long causal chain from Foundational and Influencing activities of the Australian Volunteers Program which then supports POs to meet development objectives through volunteer support makes it difficult to assess the contribution of the Program to thematic impact areas. As noted in earlier parts of this report, and as reflected in the recommendations, a targeted and strategic focus on thematic areas may increase capacity of the Program to assess its impact.

## 5.6 Sustainability

The evaluation questions focused on two areas related to sustainability: 1) indication of ongoing benefits in Inclusive Economic Growth in Indonesia attributable to POs and Australian Volunteer Program support; and 2) prioritised recommendations on strategic options for the Australian Volunteer Program to strengthen sustainability in Inclusive Economic Growth in Indonesia, and what lessons can be learnt for other countries. Recommendations are set out in Section 6.

*There are strong indications that the benefits of the Program will be ongoing, as described by POs and PO beneficiaries, though concern was raised about the organisational sustainability of some POs, especially smaller NGOs and also the effect of COVID-19 on economic outcomes for POs and their beneficiaries. The ongoing contributions of volunteers to the development sector after they have finished their assignments was also noted. Volunteers either continue working for the same organisations or take on other roles in Indonesia in the aid and development sector.*

*Areas in which to strengthen sustainability suggested by evaluation participants included: strategic focus and planning with DFAT Post and POs; strengthened partnership with GoI and networks of POs, and strengthening links between Australian-based and Indonesian-based organisations.*

Detailed evidence of Program sustainability and areas to strengthen in the future are provided below.

### Indication of ongoing benefits in Inclusive Economic Growth attributable to POs and the Program

The section below sets out findings in relation to ongoing benefits for POs contributed by the Australian Volunteer Program and then ongoing benefits for PO beneficiaries enabled by POs.

**The evaluation identified multiple sources of evidence of the sustainability of benefits from the Program for POs.** Results of the online survey with POs indicated that the majority (19 out of 20) believed the benefits from the Australian Volunteer Program to their organisation would continue (likely-very likely). One PO rated benefits ‘possibly likely’ to continue as indicated in Figure 10.

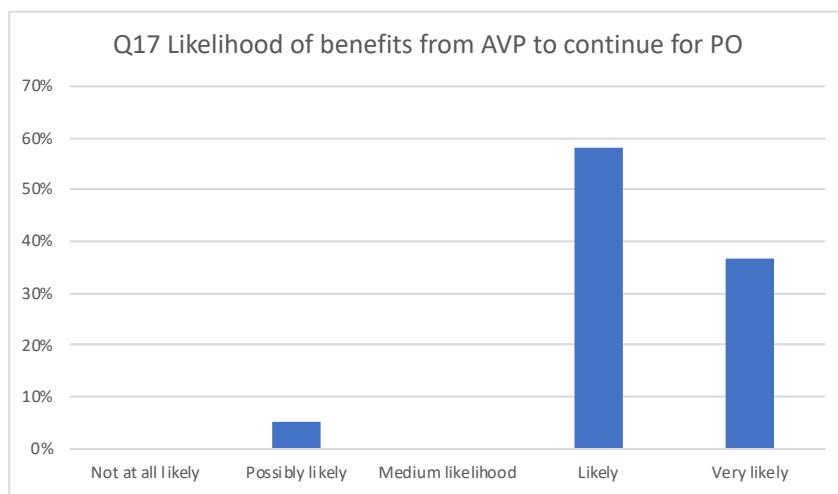


Figure 10: Likelihood of benefits from Australian Volunteers Program to continue for PO

**Ongoing benefits to POs contributed by the Australian Volunteer Program include continuation of English language skills and a focus on organisational improvements.** One PO highlighted support from a volunteer to prepare English language manuals that are still being used. Another PO noted that a focus on continual improvements to the organisation was strengthened by volunteers:

*Because firstly we have made changes that did not come instantly. The changes come in stages, it takes process to benefit. So this is why we believe it will not stop. There is always some work to do. Changes also follow the ongoing situation. I think it will be sustainable (PO-5).*

One volunteer interviewed for the evaluation described how their contribution would be lasting, given their efforts to ensure curriculum and supporting materials met the needs of the PO staff and were 'pitched' to the local ways of working. The volunteer got to know the preferred teaching approaches of the PO staff, and the course materials were designed to align with these approaches.

Other ongoing benefits to POs included strengthened business skills and cross-cultural awareness which supported the economic outcomes for POs and their beneficiaries.

**Risk to sustainability of POs include lack of succession planning on the part of founders/leaders of NGOs and also attracting staff with limited organisational funds.** As noted by one PO focused on environmental conservation, there is a need to think creatively to ensure NGOs have incomes beyond external donors:

*To be sustainable, from now on, I am designing how my employees can earn income independently on every location of the activity. For example, in Kalimantan we have quite a lot of land, the manager had never thought of sustainability because he was only happy to plant trees so I could not go there every day, whatever I planned had never been done except planting trees. So he never did financial back up. Now we can communicate via WhatsApp so I can see the progress every day, we start to build a garden there. So hopefully even if we don't get money from donors, we can still do activities with what we produce from our gardens and farms (PO-2).*

**The evaluation identified multiple ongoing benefits to beneficiaries attributable to POs, including improved skill levels, increased income levels for themselves and their families, and improved attitudes to people living with a disability.** As described by one PO:

*When you provide proper skill, when you provide skills that can ensure employment or self-employment and those skills enable a young person to find a job and to find income, and that income goes back to the family. I think that is pretty sustainable in the long-term because that keeps the family able to put food on the table, to provide education for the kids, to ensure health services if needed. So I think it's pretty, it's quite sustainable and very long-term just by the act of providing skills for employment (PO-4).*

One beneficiary of a PO noted that her sales of weaving products had increased with support from the PO which has helped her pay her children's school tuition and pay other bills. She considered the benefits would be ongoing (B-1). Another beneficiary similarly noted the ongoing benefits of their engagement with the PO. After joining a PO in 2016 she has improved her products and marketing. She described the training as:

*Shaping character and life-long skills for a career. The short-term benefit is to prepare myself for future career, for example working in a cruise line or in a hotel, restaurants and others. The long-term benefit, in my opinion, this training shapes my personality. It shapes my characteristic (B-3).*

A beneficiary of a PO who was living with a disability described positive changes to people's views of people living with a disability. This person noted that discrimination and human rights violations will be minimised (B-2).

One PO noted the risk of COVID-19 to the sustainability of their program and the ongoing benefits to the artisans they work with. Concern for the sustainability of benefits is likely to increase with the ongoing impacts of COVID-19 in Indonesia.

*I'm worried if this program stops, let's say for a year, the artisans who usually benefit from the program will stop producing. This is what I'm worried about. If they don't make anything for a year, they don't earn and thus they will stop making wicker products. Maybe we will go back to where we started. It will be unfortunate. Since 2010 we have gathered around 400 artisans in those areas. 400 artisans, we trained them, we gave them knowledge about quality, market, and demand from buyer, an understanding of what customers want (PO-6).*

**DFAT staff highlighted a benefit that is beyond the scope of this evaluation: the ongoing benefit of volunteers engaged in development activities in Indonesia, as often these volunteers go on to carry out other roles in Indonesia.** This finding is relevant for outcome three of the theory of change which is focused on volunteers.

*So they already finished with the volunteer. But they're still dedicated in the education program. There are some of the volunteer like that. So they're still contributing to – to the development of Indonesia after they're finished with their volunteering job (DFAT).*

### **Lessons learnt for other countries**

A succinct set of recommendations informed by all evaluation findings is provided in Section 6, however this section highlights the diverse range of recommendations for strengthening sustainability offered by the evaluation participants. Recommendations offered in relation to sustainability have a strong focus on strengthening Australian Volunteers Program support to POs. Representatives of the Australian Volunteers Program and DFAT proposed a range of activities relevant to Influencing activities and Intermediate changes within the theory of change. These lessons learned are also informed by the findings for the other evaluation criterion described above.

- Increase the focus on longer-term strategic planning with a range of different stakeholders, for example by strengthening planning with DFAT

The evaluation findings demonstrate the benefits of the Australian Volunteers Program's strong and enduring relationships with POs. (Influencing activity – 'Identify, establish and maintain partnerships (PO and AO) & networks'). A relatively are 'PO Partnership plans' which were affirmed by POs who already have them, and those POs who don't yet are keen to put them in place.

- Establish a formal agreement with the Government of Indonesia

Already stated above, to strengthen impact in Inclusive Economic Growth in Indonesia, increased coherence, and linkages with other actors such as the Indonesian Government will enable expanded contributions to development outcomes.

- Employ a longer-term programmatic approach with POs, which includes a network of POs rather than engagement with individual organisations

The SNA highlighted that POs work in silos, isolated from other POs, but often connected to other organisations within their local geographical areas. Some POs, defined a link to the Australian Volunteers Program, though they did not indicate relationships with other POs. The evaluation identified the value of a network of POs which is also described as part of the Influencing Activity ('Identify, establish and maintain partnerships (PO and AO) & networks'). The network could strengthen PO capacity in development objectives, and enable advocacy or influence on government agencies. In addition to the contribution to achieving development objectives, a network can also strengthen the practice of POs in volunteer hosting.

- Take a phased approach to working with POs within thematic impact areas

Recognising that thematic impact areas are just one way to assess the contribution of the Australian Volunteers Program, taking a targeted and strategic approach to engaging and assessing the impacts in the thematic areas will ensure that resources are appropriately managed in line with the whole Program. For example, as noted above, one way of doing this would be to identify one impact area or sub-theme and focus on it in a national or sub-regional context.

- Upskill Australian Volunteers Program staff (particularly the ICMT) in thematic impact areas

As noted already in this report, 'up-skilling' might take different forms, and would need to be appropriate, recognising that there are three thematic areas, and ICMT has various volunteer management tasks to perform. Upskilling might be focused on a prioritised area, and or it may involve the use of external technical support for the Program.

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## 6. Recommendations

Informed by the evaluation findings, nine practical and strategic recommendations are offered to the Australian Volunteers Program and DFAT. Whilst the recommendations are primarily focused on Indonesia and the thematic impact area of Inclusive Economic Growth, they incorporate lessons that can be applied in other country contexts. The recommendations offered below are intended to strengthen the impact and sustainability outcomes of the Program.

1. The Australian Volunteers Program should continue to strengthen efforts to develop longer-term partnerships with organisations, shifting from a single volunteer assignment focus so that POs can work more strategically to leverage the contributions of multiple volunteers in building the capacity of their organisations.
2. As part of longer-term partnership, POs should be encouraged to have more active roles in volunteer management, including designing assignment objectives and activity plans, interviewing and monitoring of volunteers and volunteer contributions.
3. The Australian Volunteers Program should strengthen its strategic programmatic focus on engagement with POs in a way which considers the POs as a network (with civil society, government and private sector actors) with strategic potential to influence and contribute to thematic impact areas.
4. The Australian Volunteers Program should upskill ICMTs to support Program engagement with thematic impact areas, leveraging existing expertise in gender, disability and community development. Upskilling in one thematic impact area should be balanced with consideration of other thematic impact areas and volunteer management responsibilities, including cross cultural management.
5. The Australian Volunteers Program should invest in user-friendly PO monitoring of progress toward achieving objectives and the contribution of volunteers connected to a targeted and strategic approach to thematic impact areas. For example this could be done through baseline and outcome mapping linked to Partnership Plans, with the aim of contributing to PO development objectives and positive volunteering experiences.
6. The Australian Volunteers Program should consider options to develop a strategic focus in a selected thematic impact area to maximise potential for impact. Choices might relate to a geographic focus for a specific thematic impact area, a focus on sub-themes or partnerships with influential POs to maximise contributions and impacts on development outcomes.
7. The Australian Volunteers Program should continue to explore innovative changes to the volunteering program<sup>16</sup>, especially in response to COVID-19, such as remote volunteering, organisational linkages (Australian organisations-Partner Organisations) or longer-term assignments.
8. DFAT and the Australian Volunteers Program should continue to pursue formal agreements with the GoI for the volunteer program to promote long-term strategic outcomes and sustainability.
9. DFAT Post should be appropriately resourced to strengthen its engagement with POs as a means of leveraging linkages with other DFAT investments and networks within GoI. This may involve direct links with POs as appropriate and/or promoting coordination of the Australian Volunteers Program to other DFAT investments to leverage the impact potential of the Australian Aid Programs.

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<sup>16</sup> See Section 5.3 for examples of current initiatives

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## 7. Conclusion

This evaluation is the first of three deep dives, evaluating the thematic impact areas of the Australian Volunteers Program. The evaluation took place between February and August 2020, during which time the initial impact and response to COVID-19 escalated in both Australia and Indonesia. This necessitated a shift to conducting evaluation activities online using remote technologies, which was made possible through the support of the Australian Volunteers Program in Melbourne, the Regional Manager and Regional MEL Coordinator, and the ICMT in Indonesia. A review of the evaluation approach and the methods employed, which was done in collaboration with the Australian Volunteer Program MEL team and ICMT in Indonesia, confirmed the positive uses and outcomes of the remote evaluation.

Employing a range of desk-based, participatory qualitative and quantitative methods, the evaluation has identified impacts in Inclusive Economic Growth through the work of POs, and the contribution of the Australian Volunteers Program. Importantly the development objectives of the POs supported through the Program are consistent with GoI priorities and the outcomes and impacts achieved promote the ‘inclusive’ nature of economic growth which is a central focus of the Australian Government Aid Program. Consistent with the types of POs the Australian Volunteers Program partners with, progress in Inclusive Economic Growth is primarily focused in regional and localised economies.

Efforts are already underway by the Australian Volunteers Program to strengthen strategic and programmatic partnerships with POs to maximise efficiencies and increase the potential for strengthened impact outcomes. This evaluation has highlighted that recommendations relevant to strengthening impact and sustainability outcomes for Inclusive Economic Growth in Indonesia are applicable to other country contexts and thematic impact areas.

## 8. Annexes

### Annex 1: DFAT Standard 6 - Independent Evaluation Reports

| No.                                    | Element  | Reference in Evaluation Report |
|--|--|--------------------------------|
| <b>Introductions</b>                   |  |                                |
| <b>6.1</b>                             | A background to the evaluation summarises: the total value of the investment; the number of years of the investment; the stage of investment implementation; key outcomes of the investment; and the key issues identified in the terms of reference | Section 2.1                    |
| <b>6.2</b>                             | A brief summary of the methods employed is provided  | Section 4 & Annex 5            |
| <b>6.3</b>                             | Key limitations of the methods are described and any relevant guidance provided to enable appropriate interpretation of the findings   | Section 4.2                    |
| <b>6.4</b>                             | The executive summary provides all the necessary information to enable primary users to make good quality decisions  | Executive Summary              |
| <b>Findings and Analysis</b>           |  |                                |
| <b>6.5</b>                             | The evaluation report clearly addresses all questions in the Terms of Reference  | Section 5                      |
| <b>6.6</b>                             | The relative importance of the issues communicated is clear to the reader  | Section 5                      |
| <b>6.7</b>                             | There is a good balance between operational and strategic issues   | Section 5 & 6                  |
| <b>6.8</b>                             | The report clearly explains the extent to which the evidence supports the conclusions and judgments made   | Section 5 & 6                  |
| <b>6.9</b>                             | Alternative points of view are presented and considered where appropriate  | Section 5                      |
| <b>6.10</b>                            | Complicated and complex aspects of issues are adequately explored and not oversimplified   | Section 5                      |
| <b>6.11</b>                            | The role of context and emergent risks to investment performance are analysed  | Section 5                      |
| <b>6.12</b>                            | The text uses appropriate methods/language to convince the reader of the findings and conclusions  | Section 4 & Annex 5            |
| <b>6.13</b>                            | There is an adequate exploration of the factors that have influenced the issues identified and conclusions drawn   | Section 5                      |
| <b>6.14</b>                            | The implications of key findings are fully explored  | Section 5 & 6                  |
| <b>6.15</b>                            | The overall position of the author is clear and their professional judgments are unambiguous   | Section 5 & 6                  |
| <b>Conclusions and Recommendations</b> |  |                                |
| <b>6.16</b>                            | The conclusions and recommendations logically flow from the presentation of findings and any associated analyses   | Sections 6 & 7                 |
| <b>6.17</b>                            | Individuals have been allocated responsibility for responding to recommendations   | Section 6                      |
| <b>6.18</b>                            | Where there are significant cost implications of recommendations, these have been estimated (financial, human and materials costs)   | Section 5 & 6                  |
| <b>6.19</b>                            | The recommendations are feasible   | Section 6                      |
| <b>6.20</b>                            | The circumstances under which any important lessons are transferable are described   | Section 5 & 6                  |
| <b>6.21</b>                            | The final evaluation report is published within the timeframes outlined in the DFAT Aid Evaluation Policy  | Yes                            |

## Annex 2: Thematic impact areas

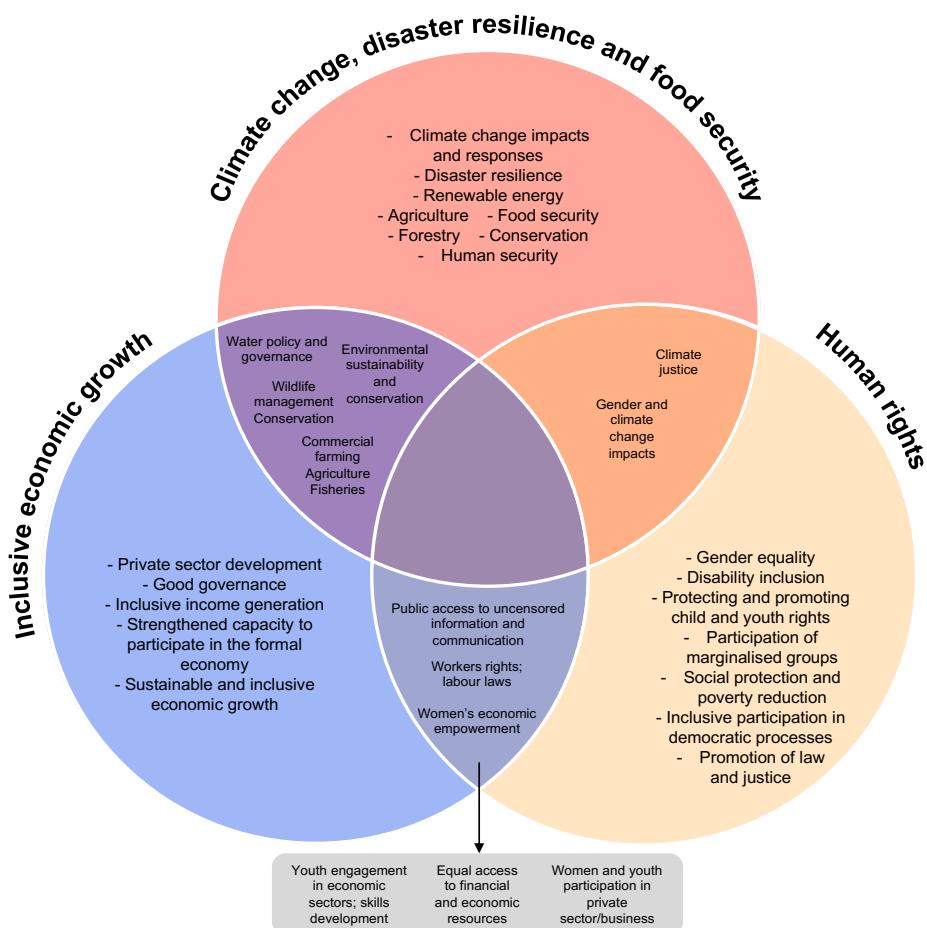


Figure 11: Sub-themes, showing overlap, for the three impact areas

Figure 11 shows the main sub-themes for the three impact areas. The figure also shows areas of overlap for the three impact areas, which are consistent with development practice that recognises the value and opportunities provided by sector interlinkages. The overlap of impact areas pertains to issues and themes that are relevant across different sectors and is an indication of real-world complexity. Development programming should recognise connections between different sectors and development objectives, and a key theme of the SDG agenda is to prioritise interlinkages as a means of enabling sustainable development. Note that the grey box at the bottom of the figure shows sub-themes overlapping both Inclusive Economic Growth and human rights (they did not fit within the main circles).

The overlap of impact areas highlights a layer of complexity associated with mapping assignments (i.e. assignments can map to more than one impact area). However, it also highlights an opportunity to contribute to progress beyond one sector. As the impact areas are operationalised within the Australian Volunteers Program, the value of, and opportunities provided by, interlinkages and overlaps will need to be communicated to key stakeholders.

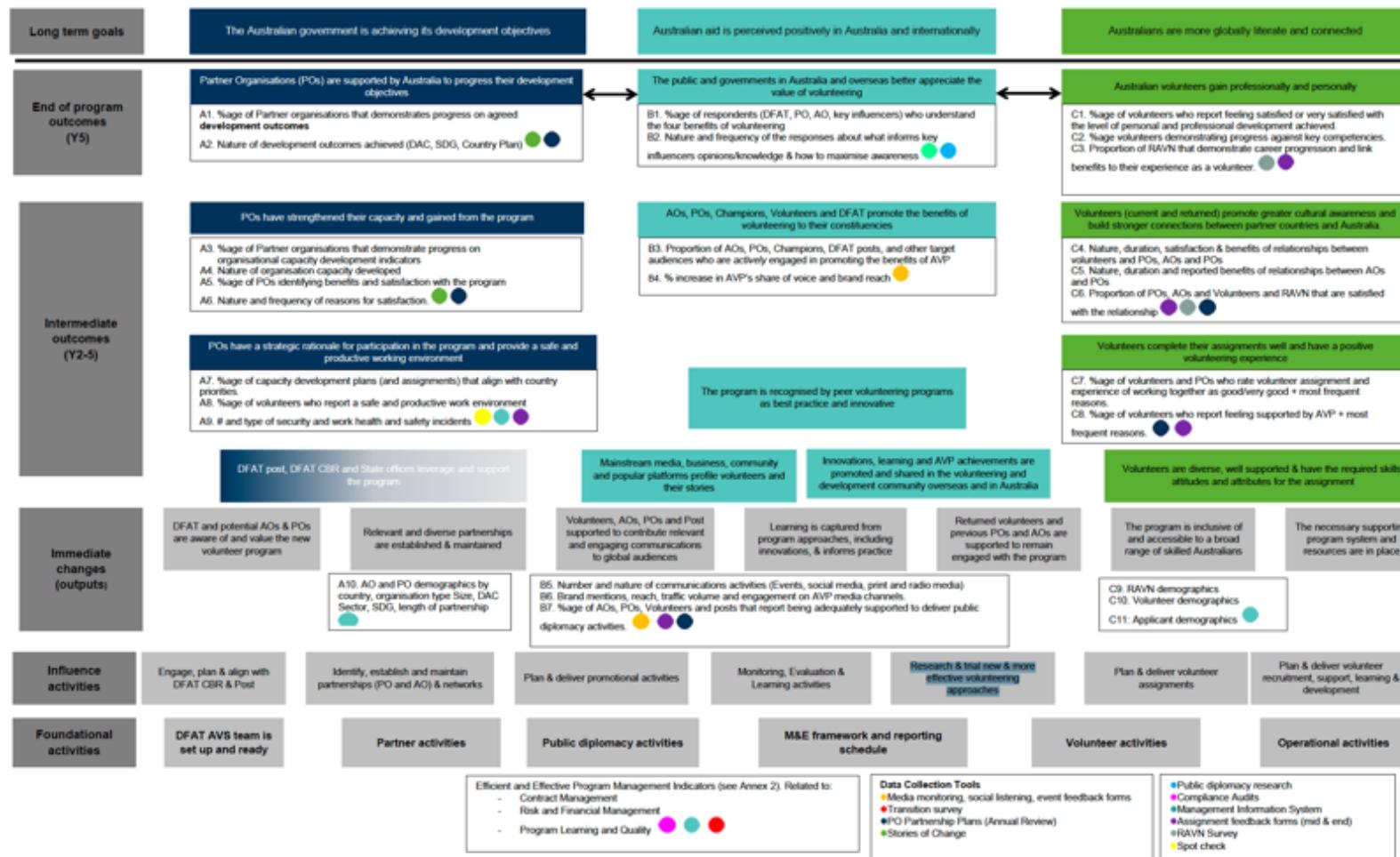
Examples of areas of overlap include:

- Farming and fisheries (Climate Change + Inclusive Economic Growth)
- Environmental sustainability and conservation (Climate Change + Inclusive Economic Growth)
- Climate justice (Climate Change + Human Rights)

- Gender and climate change (Climate Change + Human Rights)
- Women's economic empowerment (Human Rights + Inclusive Economic Growth)
- Youth engagement in economic sectors (Human Rights + Inclusive Economic Growth)

## Annex 3: Australian Volunteers Program – theory of change

Annex 1 Program Logic with Indicators and Data Sources – Australian Volunteers Program



Australian Volunteers program – Monitoring, Evaluation and Learning Framework (2017/8)

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## **Annex 4: Evaluation questions**

The evaluation questions are as follows:

### **Relevance**

1. To what extent has the Australian Volunteers Program been suitable for supporting Partner Organisations to progress objectives in Inclusive Economic Growth in Indonesia?

### **Effectiveness**

2. To what extent and in what ways have Partner Organisations progressed their development objectives in Inclusive Economic Growth in Indonesia?
3. To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in Inclusive Economic Growth in Indonesia?
4. Were there contextual factors that helped or hindered progress overall?

### **Efficiency**

5. To what extent has the Australian Volunteers Program operated in an efficient way and contributed to progress in Inclusive Economic Growth in Indonesia?
6. To what extent has the Australian Volunteers Program been able to learn about and improve its approaches to managing a volunteering program, including through partnerships, recruitment, communication, innovation and trialling new approaches to support Partner Organisation's development objectives in Inclusive Economic Growth?

### **Coherence**

7. To what extent are Partner Organisations' development objectives in Inclusive Economic Growth in Indonesia consistent with other actors' interventions?
8. To what extent are there synergies or linkages between the Australian Volunteer Program and other DFAT interventions in Inclusive Economic Growth in Indonesia?

### **Impact**

9. What higher-level effects have Partner Organisations contributed to in Inclusive Economic Growth in Indonesia and in what ways has the Australian Volunteer Program supported this?
10. Informed by the evaluation findings, what are prioritised recommendations on strategic options for the Australian Volunteer Program to strengthen impact in Inclusive Economic Growth in Indonesia, and what lessons can be learnt for other countries?

### **Sustainability**

11. To what extent is there an indication of ongoing benefits in Inclusive Economic Growth in Indonesia attributable to Partner Organisations and the Australian Volunteer Program support?

12. Informed by the evaluation findings what are prioritised recommendations on strategic options for the Australian Volunteer Program to strengthen sustainability of outcomes or impacts in Inclusive Economic Growth in Indonesia, and what lessons can be learnt for other countries?

## **Annex 5: List of documents reviewed**

The following list provides the documents reviewed for this evaluation:

### **Australian Volunteers Program and DFAT**

- Indonesia Aid Investment Plan 2015/16 to 2018/19 (DFAT)
- Australian Volunteers Program Indonesia Country Program Plan, July 2018 – June 2021
- Australian Volunteers Program (2019) Monitoring of the Australian Volunteers Program in Indonesia – May 2019
- Australian Volunteers Program End of Assignment Reporting (Selected PO and Volunteer Reports, 2017 – 2019)

### **Government of Indonesia**

- 'ICT Research and Development in Indonesia (Presentation)' 2015, Ministry of Communication and Information Technology, Bangkok.
- 'Inclusive Economic Development for Indonesia, Minister of National Development Planning (BAPPENAS)' 2018, paper presented to the *Parallel Event of IMF World Bank Meetings on 'Inclusive Economic Growth: Reducing Poverty and Inequality'*, Bali, 10 October 2018.
- 'Presidential Decree Number 98 Year 2014 about Licensing for Micro and Small Businesses' 2014.
- 'Legislation of the Republic of Indonesia Number 20, Year 2008, About Micro, Small and Medium Enterprises' 2008.
- 'Legislation of the Republic of Indonesia Number 40 Year 2009 about Youth' 2009.
- *Medium Term National Development Plan 2015-2019* 2014, Ministry of National Development Planning.
- Nazara, S. 2018, 'The Role of Local Economies in Achieving Inclusive Growth For Indonesia, Fiscal Policy Agency, Ministry of Finance', paper presented to the *The 14th IRSA Conference "Strengthening Regional and Local Economy"*, Surakarta.
- Sudibyo, B. 2018, 'Poverty, Inequality, and the Role of Zakat in Supporting Inclusive Economic Growth, Indonesia National Board of Zakat', paper presented to the *Parallel Event of IMF World Bank Meetings on 'Inclusive Economic Growth: Reducing Poverty and Inequality'*, Bali.
- Sulistyaningrum, W.S. 2018, 'Direction of Youth Policy (translated)', paper presented to the Forum of Development Studies SMERU Institute - Director Family, Women, Children, Youth and Sports of the National Planning Agency, Jakarta, 23 October 2018.
- 'The Development of Inclusive Employment for a Competitive Indonesia' 2019, paper presented to the *Indonesia Development Forum*, Jakarta.
- 'Three Ministry of Agriculture Programs to Increase Farmer's Production and Welfare, Ministry of Agriculture' 2019, viewed 4 May 2020,  
<<https://www.pertanian.go.id/home/?show=news&act=view&id=4130>>.
- *Village Funds Smart Book*, Ministry of Finance Republic of Indonesia.

### **Regional Organisations**

- *ASEAN 2025: Forging Ahead Together*, The Association of Southeast Asian Nations Secretariat Jakarta.
- *Country Fact Sheet on Food and Agriculture Policy Trends 2017*, Food and Agriculture Organisation of the United Nations.
- 'Investing in People' 2019, Indonesia Economic Quarterly, World Bank.
- 'Indonesia's Growth Moderates Amid Global Headwinds, World Bank' 2019,  
<<https://www.worldbank.org/en/news/press-release/2019/12/11/indonesia-growth-moderates-amid-global-headwinds>>.

- Sawada, Y. 2018, 'Poverty, Inequality and the Role of Islamic Finance for Inclusive Growth in Asia, Asian Development Bank', paper presented to the *Parallel Event of IMF World Bank Meetings on 'Inclusive Economic Growth: Reducing Poverty and Inequality'*, Bali.
- Taylor-Dormond, M.S.-L., Veronique; Subramaniam, Nathan; Yokota, Toshiyuki; 2018, *Indonesia: Inclusive Growth through Improved Connectivity Program*, Asia Development Bank.

### **Donors**

- GGGI Indonesia Country Planning Framework 2016-2020 2017, Global Green Growth Institute.
- Partners in Development: United States Agency for International Development Country Development Cooperation Strategy (2013-2020), USAID 2013.
- Women's Economic Participation in Indonesia: A study of gender inequality in employment, entrepreneurship, and key enablers for change 2017, Australia Indonesia Partnership for Economic Governance.

### **Non-Government Organisations**

- Ayuningtas, A. 2018, 'Du'Anyam - Weaving Goods', paper presented to the Parallel Event of IMF World Bank Meetings on 'Inclusive Economic Growth: Reducing Poverty and Inequality', Bali, 10 October 2018.
- Darmanto; Sucipto, Y., Policy review (program / budgeting) poverty alleviation of women through economic empowerment, ASPUKK.
- Oxfam 2017, 'Towards a More Equal Indonesia', *Oxfam Briefing Paper*.
- Wahid, Y. 2018, 'Peace Village: Empowered Women, Peaceful Communities, WAHID Foundation', paper presented to the *Parallel Event of IMF World Bank Meetings on 'Inclusive Economic Growth: Reducing Poverty and Inequality'*, Bali.

### **Independent and Media**

- Basri, C. 2018, 'Inclusive Growth an Indonesian Perspective, University of Indonesia', paper presented to the *Parallel Event of IMF World Bank Meetings on 'Inclusive Economic Growth: Reducing Poverty and Inequality'*, Bali, 10 October 2018.
- Caballero-Anthony, M.a.B., Richard 2015, Balanced Growth for an Inclusive and Equitable ASEAN Community, S. Rajaratnam School of International Studies NTU Singapore.
- Fisher, M.R. 2018, 'Assessing the new social forestry project in Indonesia: recognition, livelihood and conservation?', *International Forestry Review*, vol. 20, no. 3.
- 'Vocational Education in Indonesia; Crucial to Compete in the ASEAN' 2016, *Global Business Guide Indonesia*, viewed 4 May 2020, <[http://www.gbgindonesia.com/en/education/article/2016/vocational\\_education\\_in\\_indonesia\\_crucial\\_to\\_compete\\_in\\_the\\_asean\\_11489.php](http://www.gbgindonesia.com/en/education/article/2016/vocational_education_in_indonesia_crucial_to_compete_in_the_asean_11489.php)>.
- Yulisman, L., 'Indonesia seeks to boost vocational training of young workers', The Straits Times, viewed 4 May 2020, <<https://www.straitstimes.com/asia/se-asia/indonesia-set-to-boost-vocational-training-of-young-workers>>.

### **Journals**

- Anthony Fee & Sidney J. Gray (2020): Perceived organisational support and performance: the case of expatriate development volunteers in complex multi-stakeholder employment relationships, *The International Journal of Human Resource Management*, DOI:10.1080/09585192.2020.1745864

## **Annex 6: Evaluation methods**

Details of evaluation methods are described below.

### **Social network analysis (SNA)**

SNA is a quantitative and visual method for studying social relationships and interactions between individuals and organisations<sup>17</sup>. SNA allows for a greater understanding of social systems, and provides critical insights into things like trust, social capital, information flows and collaboration. Visual maps can be created that highlight which nodes (individuals or organisations) have the most ties with other actors, and which are cut off or isolated, and importantly, who is connected to the 'most connected' actors<sup>18</sup>.

The purpose of the SNA was to identify the organisations active in Inclusive Economic Growth, and to map the relationships between these organisations. SNA questions were included in an online survey which was emailed to all active POs with development objectives related to Inclusive Economic Growth over the period of 2018 – present. These POs were asked several questions, including which other organisations they work or interact with, therefore identifying the network of actors in Inclusive Economic Growth. The SNA therefore helped to understand which 'linked' organisations were important for POs to achieve their objectives.

See Annex 10 for the results of the SNA.

### **Online survey**

Online surveys are data collection tools targeting a predefined sample of respondents on a specific topic. Structured questions are provided to respondents, including both closed (e.g. multiple choice or scalar) and open questions using online tools such as Survey Monkey or Qualtrics.

Our online survey was developed using Qualtrix survey software, comprised of 20 questions. The survey was sent to 39 POs, with 21 responses (two from the same PO). Results were analysed in Microsoft Excel and are presented in Annex 9.

### **Systems mapping**

A system may be defined as: "a group of interacting, interrelated, and interdependent components that form a complex and unified whole"<sup>19</sup> (Coffman 2007). Mapping systems are useful in evaluations as they help to capture the system and sub-systems that are being evaluated. It also helps to unpack the level of complexity of the initiative being evaluated in a non-linear way and assists in identifying where the focus of the evaluation should be.

Systems-maps can also be used as an alternative to conventional theory of change diagrams (ToC) in order to overcome linear approaches that simplify complex situations of social change. Complexity includes things like non-linearity, iteration, adaptation and learning – elements that are difficult to represent with a ToC approach.

Our systems mapping was undertaken to scope Inclusive Economic Growth in Indonesia. The systems map was informed by the results from the SNA, as well as the analysis of the Australian Volunteers Program data and the document review. The systems map was important to provide an

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<sup>17</sup> Leppin AL, Okamoto JM, Organick PW, et al. Applying Social Network Analysis to Evaluate Implementation of a Multisector Population Health Collaborative That Uses a Bridging Hub Organization. *Front Public Health*. 2018;6:315. Published 2018 Nov 2. doi:10.3389/fpubh.2018.00315

<sup>18</sup> Laesecque, A and de García, D. (2017) Visualizing what connects us: Social network analysis in M&E, IREX, accessed 15 July at <https://www.irex.org/insight/visualizing-what-connects-us-social-network-analysis-me>

<sup>19</sup> Coffman, J. (2007) A Framework For Evaluating Systems Initiatives, Build: Strong Foundations for our Youngest Children.

overview of the key actors, policies and additional contextual factors that define Inclusive Economic Growth in Indonesia.

Results of our systems mapping are presented in Annex 9.

### **Key informant interviews (remote)**

Key informant interviews (KII) are a qualitative research approach that involve a one-on-one in-depth discussion between the researcher and the participant. This evaluation drew on a semi-structured interview approach as a primary data collection tool, guided by pre-defined interview questions. The semi-structured approach allowed for a conversational and informal style to gather data from participants.

KII were used for Indonesian-based stakeholders (POs associated with the identified sub-theme/s and beneficiaries of POs) as well as DFAT and the Australian Volunteers Program stakeholders. Given COVID-19 travel restrictions, all KII were conducted remotely over Zoom or phone. Interviews with POs were conducted in Bahasa Indonesian. After gaining informed consent, all interviews were recorded and transcribed. A breakdown of KII participants is found in Annex 6.

### **Document review**

Document review supported the systems mapping approach and also provided secondary data supporting findings from the KII. A rapid qualitative review gleaned important details relating to sub-theme/s and POs development objectives. Documents included the Australian Volunteers Program (e.g. end of assignment data, where appropriate) and PO documentation as well as those relevant to Inclusive Economic Growth in Indonesia (e.g. key government policies and strategies, development sector strategies and frameworks).

## Annex 7: Evaluation participants

|  | Total participants | Australia |        | Indonesia |                 |
|--|--------------------|-----------|--------|-----------|-----------------|
|  |                    | Male      | Female | Male      | Female          |
| <b>Key informant interview participants:</b> |                    |           |        |           |                 |
| Australian Volunteers Program                | 4                  |           | 2      | 2         |                 |
| DFAT   | 5                  |           | 1      |           | 4 <sup>20</sup> |
| Partner Organisation                         | 6                  |           |        | 5         | 1               |
| 'Beneficiaries' <sup>21</sup>                | 3                  |           |        | 2         | 1               |
| Volunteer                                    | 1                  |           | 1      |           |                 |
| <b>Survey participants:</b>                  |                    |           |        |           |                 |
| Partner Organisation                         | 21                 | N/A       | N/A    |           |                 |

The sub themes of vocational training and tourism was combined as the focus for the impact assessment (interview with POs). The rationale for this selection includes:

- Vocational training is a key theme related to inclusive economic growth in Indonesia as evidenced by Activity 2 (systems mapping) of the evaluation.
  - Vocational training strengthens youth engagement in economic growth
  - Vocational training strengthens participation in the formal economy
  - Tourism development is a specific economic growth focus area for the government of Indonesia and thus of strategic interest for the Australia Volunteer Program and for DFAT
- POs linked to this sub-theme are also aligned to other sub-themes (12 other sub-themes)
- 2 POs have aligned objectives to both vocational training and tourism – thus the combined focus of vocational training and tourism
- Includes mix of POs who are networked with separate set of organisations (satellites) and those that are clustered together, linked to national and provincial government structures which is a key feature of POs as highlighted by the social network analysis (SNA)
- Includes those POs who have strong Bali orientation which is a feature of the POs highlighted from the SNA analysis, but also incorporates learning from other locations as well.
- Includes different range of organisation types (NGOs (local, national and international); Small business enterprise / private sector and 'other' (see table below)
- Includes 8 POs (which is appropriate for evaluation scope)
- Links to historical focus / strong focus of AVP in the education sector

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<sup>20</sup> Note the DFAT Post interview was with a group of 4 DFAT staff, all of whom were female. This is counted as one interview with four participants.

<sup>21</sup> The three beneficiaries consulted represented, (two women, 1 man); (2 students, 1 business operator); and (1 person living with disability).

## **Annex 8: Deep Dive Terms of Reference (ToR)**

### **Australian Volunteers Program's thematic 'impact areas' summative evaluations**

#### **1. Introduction**

The Australian Volunteers Program intends to carry out a series of separate summative evaluations of each of the program's 'impact areas'. This work builds on the formative evaluation of the impact areas carried out in 2019. This will be a long-term evaluation activity to run over the next three years up to the contract end in 2022, with at least one evaluation of an impact area carried out each year.

Each of these 'deep dives' are to be based on a similar analytical framework and methodology to enable comparability between them (and the baseline) and provide efficiencies and opportunities from learning from one to the other. These summative evaluations will contribute evidence to program mid-term and external evaluations that are not part of the scope of this Terms of Reference (ToR). This approach, with its longitudinal dimension, may also allow other research questions regarding, for example, approaches to partner capacity building, to also be examined.

This document sets out ToR for summative evaluations for the impact areas as a whole, informed by the earlier formative evaluation. The approach outlined here will inform future detailed evaluation design and planning as part of the inception phase of each of the individual summative evaluations.

#### **2. Background and context**

##### *2.1 About the program*

Since the 1960s, the Australian Government has, through its aid program, supported Australians to volunteer in developing countries. International volunteering promotes cultural understanding through people-to-people linkages and is a means of promoting both public diplomacy and development outcomes.

The latest chapter of the Australian Volunteers Program (formerly Australian Volunteers for International Development) commenced on 1 January 2018 as a \$190m Australian Government investment in 26 countries, over a period of five years. The Australian Volunteers Program is managed by AVI, in a consortium with Cardno Emerging Markets Pty Ltd and Whitelum Group. The program continues to match skilled Australians from all walks of life with organisations overseas to help these organisations to deliver on their own objectives. The program uses international volunteering as a people-centred approach to capacity development.

Over the next five years, the Australian Volunteers Program aims to achieve the following outcomes:

- a) Partner organisations (POs) are supported by Australia to achieve their own development objectives;
- b) The public in Australia better appreciates the value of international volunteering;
- c) Australian volunteers gain professionally and personally.

By successfully achieving these outcomes, the Australian Volunteers Program will have contributed to Australia's broader development and diplomacy goals:

- a) The Australian Government is achieving its development objectives;
- b) Australian aid is perceived positively in Australia and internationally;
- c) Australians becoming more globally literate and connected.

##### *2.2 About the Impact Areas*

The Global Program Strategy for the Australian Volunteers Program sets out three impact areas to which the Australia Volunteer Program contributes. As described in the formative evaluation findings, these impact areas are understood as just one lens through which to assess the contributions of the

Australian Volunteers Program. For example, contributions to other sectors such as health, education, and technology are also valued as a result of the Australian Volunteers Program. The three impact areas are:

1) *Human Rights*: At its core, the Human Rights impact area pays special attention to marginalised groups and aims to secure human rights, and to improve access to, and civic participation in, democratic processes. The Human Rights impact area promotes fulfilment of rights for particular marginalised groups including: women, gender and sexual minorities, people living with a disability, children, youth, and indigenous people. Inclusive in the fulfilment of rights is the ability of marginalised groups to participate and thrive in society, have access to a protective legal and justice system, and to have access to effective social protection and information and communications.

2) *Climate Change/Disaster Resilience/Food Security*: The Climate Change, Disaster Resilience and Food Security impact area takes climate change and its impacts as its starting point. Responding to climate change impacts (including severe weather and disasters), adaptation and mitigation (including emissions reduction through renewable energy) are at the core of this impact area. Extending from this starting point are the resilience of agriculture and fisheries sectors and food security, all of which are directly affected by climate change. Environmental conservation is also included under this impact area, given the impact of climate change on the environment, and given that the preservation of healthy ecosystems provides a natural buffer to climate change. Furthermore, the inclusion of environmental conservation under this impact area acknowledges that healthy ecosystems are more productive, and are more able to sustain livelihoods (linking to Inclusive Economic Growth).

3) *Inclusive Economic Growth*: The Inclusive Economic Growth impact area centres around growing and embedding inclusivity and sustainability within developing economies. This includes supporting a strong enabling environment through good governance for private sector development, fair work practices, and vocational and technical training. The Inclusive Economic Growth impact area also highlights the need to support the inclusion of women, youth and other marginalised groups typically excluded from full participation in the formal economy. Key to inclusive economic growth is the equitable sharing of economic benefits. This impact area includes sectors which contribute to poverty reduction and provide significant income generation within the countries the Australian Volunteers Program supports. These sectors include tourism, hospitality, agriculture, fisheries and forestry, which are often relevant to marginalised groups. The role of entrepreneurship and small-scale enterprises in developing economies is also recognised within this impact area, again for its relevance to marginalised groups.

### **3. Evaluation purpose**

The purpose of the evaluation is to assess the outcomes and contribution of the Australian Volunteers Program to the three impact areas.

This objective relates primarily to the first outcome of the program: ‘Partner organisations are supported by Australia to progress their developmental objectives’.

As a secondary consideration, the Impact Areas evaluation will also aim support the second outcome, such that the ‘public in Australia better appreciates the value of volunteering’ through the communication of outcomes from the evaluations by the Australian Volunteers Program.

### **4. Evaluation scope**

The scope and focus of the evaluations will be informed by a number of sampling decisions.

**Impact Area Focus:** Annual evaluations will be conducted relevant to each of the three impact areas. The sequence of the three impact areas is proposed by the Australian Volunteers Program:

Year 1 (FY20): Inclusive Economic Growth

Year 2 (FY21): Climate Change / Disaster Resilience / Food Security

Year 3 (FY22): Human Rights

This sequencing may vary but will be agreed upon prior to the inception phase of each individual summative evaluation.

As appropriate, a sub-theme relevant to an impact area might be an area of inquiry (depending on the country focus, and the development objectives of the partner organisations), or a broader area of inquiry which includes multiple sub-themes within an impact area may be chosen.

Country-level analysis: A country-level analysis will be carried out of each impact area to consider the contribution to the portfolio of partner organisations and their development objectives relevant to the specific impact area within a country context.

The precise sample will be confirmed with the Australian Volunteers Program Monitoring, Evaluation and Learning (MEL) team, but it is proposed that a country is selected on the basis of providing best learning about the impact area.

For example, a country with highest proportion / highest number of assignments in impact area.

Partner organisations / assignments: Within a country context, partner organisations will be identified relevant to the impact area and the sample for inclusion will be identified. Priority for inclusion will be informed by the following criteria: assignments from 2018 onwards, single to multiple assignments within one partner organisation, relevant partner organisation staff available who have been supervisors or had working relationships with Australian Volunteers.

## **5. Key evaluation questions**

The evaluation questions are informed by the OECD DAC Criteria for Evaluating Development Assistance and will form into five domains of inquiry: Relevance; Effectiveness; Efficiency; Impact, and Sustainability. The evaluation questions are also informed by the Australian Volunteers Program MEL Framework.

### *Relevance*

- 1) To what extent has the Australian Volunteers Program been suitable for supporting partner organisations to progress objectives in [IMPACT AREA] in [COUNTRY]?

### *Effectiveness*

- 2) To what extent and in what ways have partner organisations progressed their development objectives in [IMPACT AREA]?
- 3) To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in [IMPACT AREA]?
- 4) Were there contextual factors that helped or hindered progress overall?

### *Efficiency*

- 5) To what extent has the Australian Volunteers Program operated in an efficient way and contributed to progress in [IMPACT AREA] in [COUNTRY]?
- 6) To what extent has the program been able to learn and improve its approaches to managing a volunteering program, including through partnerships, recruitment, communication, innovation and trialling new approaches?

### *Impact*

- 7) What longer-term changes have partner organisations contributed to in [IMPACT AREA] in [COUNTRY]?
- 8) Have there been any unintended consequences, positive or negative, of the Australian Volunteers Program's work in [IMPACT AREA] in [COUNTRY]?

9) Informed by the evaluation findings what are prioritised recommendations on strategic options for strengthening engagement and outcomes in [IMPACT AREA?]

*Sustainability*

10) To what extent is there an indication of ongoing benefits attributable to the support of the Australian Volunteers Program to partner organisations in [IMPACT AREA] in [COUNTRY]?

10) How might the program strengthen its engagement in [IMPACT AREA] in [COUNTRY], and what lessons can be learnt for other countries?

## **6. Evaluation Approach**

The evaluations seek to learn about the contribution of the Australian Volunteers Program to development objectives in relation to each of the three impact areas. An important aspect of the evaluation is to situate the contribution of the Australian Volunteers Program support in relation to the broader country context and development issues.

It is expected the evaluation will employ a number of approaches as outlined below. The evaluation approach will be detailed in an Evaluation Design / Plan prepared in the first phase of the evaluation and agreed to by an Evaluation Reference Group.

Theory of change – to discern the contribution of the Australian Volunteers Program to development outcomes (within an impact area), recognising the contribution of volunteer assignments to partner organisations achievement of development objectives, and in turn partner organisations contributions to broader development outcomes in the country.

Contribution analysis – to discern causal linkages and infer causality of the Australian Volunteers Program to outcomes achieved in the impact areas.

Systems thinking – to situate the Australian Volunteers Program portfolio (partner organisations and assignments) within the broader country context, to make sense of contribution within broader development.

Mixed methods – to ensure a ‘deep dive’ learning and assessment of outcomes and contribution of the Australian Volunteers Program to the three impact areas the evaluation will employ:

- Social network analysis (SNA)
- Key informant interviews (KIIs) and focus group discussions with multiple stakeholders
- Focus group discussion (FGD) at a returned volunteer debrief for volunteer assignments aligned to that specific impact area
- Analysis of Australian Volunteers Program monitoring data and DFAT monitoring data as available
- Partner organisation monitoring
- Country data / statistics (to situate learning within country context)

The evaluation will draw on the program logic set out in the MELF (December 2017), with a focus on the first program outcome “Partner organisations are supported by Australia to progress their development objectives”. As noted the MELF, the Australian Volunteers Program seeks to support development outcomes “by strengthening partner organisation capacity (staff skills and capability, improving systems and contributing to improved organisational processes), partner organisations will be able to progress their development objectives”. This program logic will be assessed within the evaluations to identify contribution of the Australian Volunteers Program to impact areas.

The proposed approach to learning about contributions to the impact areas outlined above could also be transferred to learning about other sectors. For example, given the large proportion of the volunteer program that focuses on health and education, the proposed methodology could equally be applied to learn about contributions to these sectors.

## **7. Phases and evaluation key deliverables**

It is expected that the evaluation will be carried out through a sequence of phases and importantly these phases will support the development of a robust approach to impact evaluation which will be refined and applied for each impact area across a three-year period.

### *1) Preparation of Evaluation Design / Evaluation Planning*

- a) Inception meeting with Australian Volunteers Program staff (MEL Team and Evaluation Steering Group) and DFAT AVS (Melbourne)
- b) Inception meeting with Australian Volunteers Program staff for in-country planning (after sampling) and with DFAT Post in sampled country (remote via video link)

### *2) Document review relevant to Australian Volunteers Program in-country context / focus of impact area*

### *3) In-country data collection / analysis / sense making*

- a) Stakeholder consultations
- b) Social network analysis
- c) Contribution analysis / sense making with in-country Australian Volunteers Program staff

### *4) Sense-making workshop with Australian Volunteers Program staff (MEL Team, Melbourne-based and in-country staff) and DFAT AVS (Melbourne)*

### *5) Preparation of draft and final Evaluation Reports*

### *6) Refinement of Evaluation Design*

It is proposed that key deliverables for each of the (three) impact area evaluations will be:

- 1) Evaluation Design / Plan
- 2) Sense-making workshop / Presentation of emerging findings
- 3) Draft Evaluation Report
- 4) Final Evaluation Report
- 5) Refined Evaluation Design / Plan

The final report shall be of an agreed length and structure, as determined in the inception report. It will summarise the methodology and address the evaluation objectives and questions. It will provide evaluation findings and prioritised recommendations on strategic options for strengthening engagement in the impact area in question. Recommendations for improving the evaluation methodology will be covered in the Refined Evaluation Design / Plan deliverable.

It is expected that the sequential nature of the annual evaluations will enable learning from one impact area evaluation to inform a refined approach for subsequent evaluation activities. It is expected that through the use of the evaluation approach in subsequent years a robust evaluation approach with transferrable set of methods will be developed that could be used by the Australian Volunteers Program for future evaluations of the impact areas or other areas of focus of the Program, such as the health or education sectors.

## **8. Evaluation audience and end-users**

The impact area evaluations will have a diverse audience base and will support outcomes of learning, accountability and public diplomacy.

Internal audiences and interests within the Australian Volunteers Program include:

*Program Leadership, Regional Directors and Country Management Teams*

- Better understand contribution to impact areas.
- Consider options for developing partnerships with new organisations and supporting existing partner organisations in order for the Australian Volunteers Program to contribute to outcomes in impact areas.
- Use evaluation deliverables to inform communications activities to promote the program in Australia and marketing / recruitment of volunteers and partners in specialist roles related to the impact area.

*The Monitoring, Evaluation and Learning (MEL) Team*

- Better understand theory of change for the Australian Volunteers Program's contribution to impact areas.
- Have a baseline assessment that can be reviewed over time.
- Consider options for refinement of ongoing monitoring and evaluation.
- Have a robust impact evaluation approach that could be used across multiple focus areas within the Program.

*Volunteers*

- Better understand contribution of the Australian Volunteers Program to the Australian Aid Program.
- Better understand contribution of partner organisations to development outcomes.

*DFAT*

- Better understand contribution of the Australian Volunteers Program to the Australian Aid Program.
- Use the evaluation findings in a broad range of communications (public diplomacy).

*Partner organisations*

- Better understand contribution of the Australian Volunteers Program to the Australian Aid Program.
- Better understand contribution of partner organisations to development outcomes.
- Use of evaluation findings in a broad range of communications.

*Country governments*

- Better understand contribution of the Australian Volunteers Program to the Australian Aid Program.
- Better understand contribution of partner organisations to development outcomes.
- Use of evaluation findings in a broad range of communications.

## 9. Management Arrangements

The evaluation will be managed by the Australian Volunteers program MEL Manager with the support of a dedicated Evaluation Steering Group. It is anticipated that the contracted team would meet initially weekly (either in person or via telephone) with the evaluation manager to discuss progress and facilitate access to the organisation.

Roles and responsibilities are below:

| Stakeholder  | Main areas of responsibility  |
|--|---|
| <b>Evaluation Contract Manager<br/>MEL Manager</b> | Ensuring the evaluation approach is technically sound and answers the objectives of the ToR. Managing the contractual relationship with the evaluation team. Convening the Steering Group and ensuring key stakeholders are engaged as required in the process. |
| <b>Evaluation Steering Group</b>                   | Provide guidance and advice from the perspective of evaluation use and technical input from the group members' individual areas of responsibility. The  |

|                                   |   |
|-----------------------------------|---|
|                                   | <p>Steering Group will provide feedback on evaluation products including the evaluation plan and draft products, and will assist with facilitating access to key documents and informants.</p> <p>Membership of the group to be reviewed for each Impact Area evaluation to also ensure subject matter expertise from DFAT and/or partner organisations is also bought in as relevant.</p>  |
| <b>Contracted evaluation team</b> | <p>The evaluation team will work cooperatively and closely with Australian Volunteers Program throughout the evaluation. The team will be responsible for delivering evaluation products in accordance with terms of the contract and the agreed evaluation plan, to an acceptable standard of quality (DFAT M&amp;E Standards). The evaluation plan and reports will be assessed for quality (particularly around methodology and use of evidence to support findings and recommendations) by the Australian Volunteers Program prior to payments being made on related contract milestones.</p> |

## **10. Professional guidelines and ethics**

It is expected that the evaluation will be undertaken in accordance with the AES Guidelines for Ethical Conduct of Evaluations and the ACFID/RDI guidelines for ethical research in evaluation and development. Products will meet the DFAT standards for monitoring and evaluation.

The Evaluation Team will be required to sign a confidentiality agreement, and will be aware that the produced material is the intellectual property of the Australian Government. All materials must be treated sensitively, and team members must maintain strict confidentiality of all data, information and documentation provided or obtained during the project.

## Annex 9: Limitations

Additional limitations of the evaluation, and mitigation strategies, are presented in Table 2.

*Table 2: Limitations and mitigation strategies*

| Limitation  | Mitigation strategy   |
|---|---|
| <b>Limited engagement of Indonesian POs in the evaluation</b>   | <p>The evaluation team:</p> <ul style="list-style-type: none"> <li>• worked closely with the Australian Volunteer Program Indonesia to understand the best way to effectively communicate and engage with POs;</li> <li>• employed simple surveys (quantitative) to reduce burden of participation of POs and also KIIs with only a select number of POs relevant to the sub-themes selected for the impact assessment;</li> <li>• translated data collection methods into Bahasa Indonesia (via in-house staff) to support effective engagement of Pos;</li> <li>• worked with the Australian Volunteers Program on arranging meeting times and locations convenient to POs;</li> <li>• and promoted the value of the evaluation to POs for their own learning about the contribution of the Australian Volunteers Program to their development objectives.</li> </ul> |
| <b>Low response rate to survey and online data collection methods</b>   | <ul style="list-style-type: none"> <li>• Survey questions were provided in English and Bahasa Indonesia and responses were accepted in either language.</li> <li>• Surveys were kept short, requiring no more than 40-60 minutes to respond.</li> <li>• ISF provided an ample timeframe for respondents to complete the surveys / SNA questionnaire.</li> </ul>   |
| <b>Scope of evaluation in relation to scale of country and topic area of Inclusive Economic Growth in Indonesia</b> | <ul style="list-style-type: none"> <li>• The evaluation was planned within scope and budget set out for the evaluation and all activities were framed to respond to the evaluation purpose and key evaluation questions.</li> <li>• Analytical frameworks guided the evaluation data collection and analysis, for write up of the evaluation report.</li> <li>• Activity Two was designed to provide a snap shot only of the context of IEG in Indonesia for the purpose of exploring Australian Volunteer Program contribution to POs.</li> </ul>  |
| <b>Contribution of the Australian Volunteer Program to Inclusive Economic Growth is difficult to discern</b>        | <ul style="list-style-type: none"> <li>• The evaluation was informed by the theory of change which sought to identify progress to achieve objectives and areas to strengthen in the future, in line with the causal chain set out in the theory of change.</li> <li>• Outcome and impact assessments were focused on a smaller sub-group of POs, to enable triangulation of perspectives to increase credibility of evaluation findings.</li> </ul>   |
| <b>Findings may be specific to Indonesia context</b>  | <ul style="list-style-type: none"> <li>• Indonesia was selected as the focus country for the Inclusive Economic Growth Deep Dive given the large number of assignments overall, and also because it had many that aligned with IEG. Given the range of types of IEG assignments and POs, and that Australian Volunteers Program works in similar ways with POs across all its participating countries, there will be lessons for other countries.</li> </ul>  |
| <b>Method developed for Indonesia context has limited transferability</b>   | <ul style="list-style-type: none"> <li>• ISF-UTS have developed the evaluation methods with a view to replicate for Deep Dives Two and Three. By working in close partnership with the Australian Volunteers Program MEL Team and the ESG, the approach developed stands a high chance to be relevant to other impact areas.</li> </ul>   |

## **Annex 10: Survey results**

Results of the survey questions are presented in sequence, following the survey questions.

### **1. What is your organisation's name? (*Text entry – forced response*)**

- Sumba Hospitality Foundation
- Yayasan Konservasi Sawah Bali
- CIQAL
- Pemberdayaan Perempuan Memerangi Kemiskinan
- Yayasan Usaha Mulia
- Yayasan Pecinta Dan Penyantun Taman Nasional / Friends of the National Parks Foundation
- PT Alam Santi
- Yayasan Besi Pae
- Mediterranean Bali
- The Learning Farm
- Yayasan Cipta Mandiri (YCM)
- Lembaga Juang Laut Lestari (JARI)
- Yayasan Emas Hitam Indonesia
- Idep Selaras Alam Foundation
- Mahakam Lestari Foundation
- BKT Kebun Raya "Eka Karya" Bali - LIPI
- Koperasi Produsen Aman Mandiri (KPAM)
- Politeknik Pariwisata Makassar
- DNetwork
- CV. SAPU

Responses to question 1 provide a list of the POs who responded to the survey<sup>22</sup>.

### **2. What is your role within the organisation? (*Text entry*)**

Entries were assigned one of the following types and results are presented in Figure 11.

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<sup>22</sup> Two employees from one of the POs (Koperasi Produsen Aman Mandiri) answered the survey, hence some questions had 21 responses. Also note that some respondents skipped some questions, hence less than 21 responses to some questions.

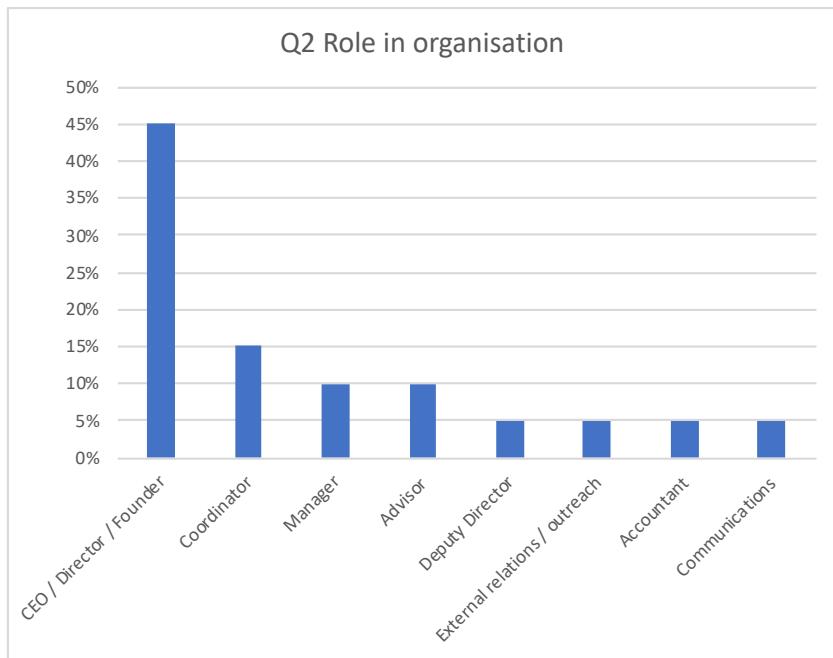


Figure 12: Role within organisation

Most respondents held senior roles within their organisation, for example CEO, Coordinator or Manager (14 out of 20 responses). Responses to Survey Question 2 enable us to understand the type of work the respondent undertakes within the PO, which provides an indication of their awareness of the POs operations. Given the high proportion of senior level respondents, we expect respondents to have a comprehensive awareness of their organisation and its operations.

### 3. How many years have you worked for this organisation? (Text entry)

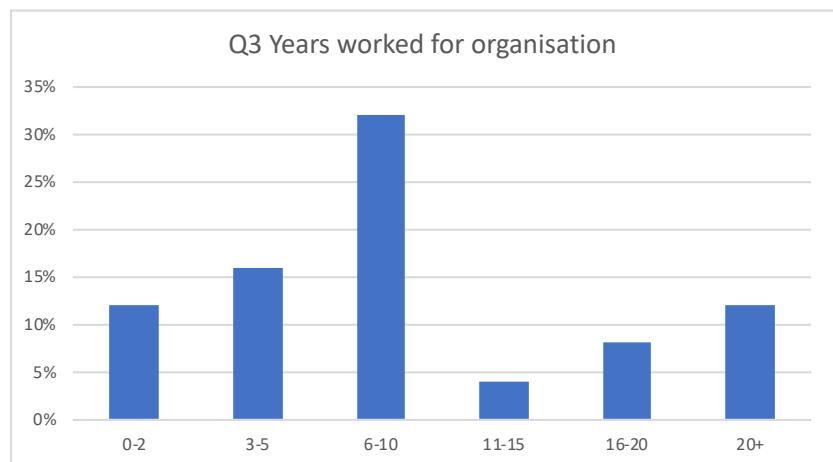


Figure 13: Years worked for organisation

The number of years worked for an organisation provides an indication of how much respondents know about their organisation – including its hosting of volunteers over past years. Most respondents had worked for the organisation for longer than two years (72%, or 18 out of 21 responses). This shows respondents would likely understand the roles and contributions volunteers have played within their organisation.

### 4. What is the size of your organisation in numbers of paid employees? (Multiple choice, only select one)

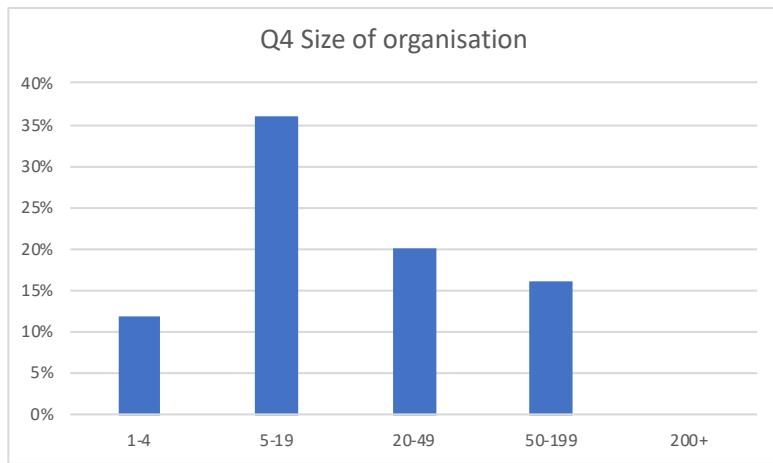


Figure 14: Size of organisation

Survey Question 4 asked respondents about the size of their organisation. Two-thirds of responses were in the 5 – 49 paid employees range (14 out of 21 responses). Smaller numbers of respondents were very small/micro organisations (1-4 paid employees) or medium to large (50+ paid employees).

##### **5. What is your organisation type? (Multiple choice – only select one)**

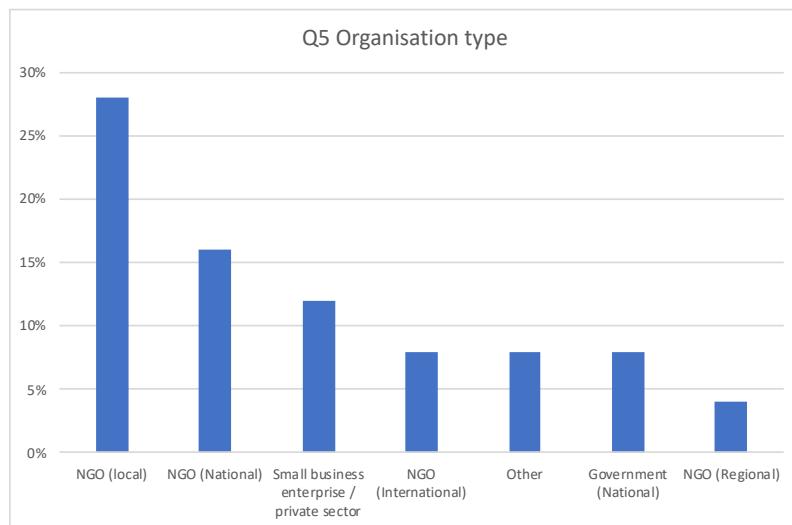


Figure 15: Organisation type

Respondents were provided with a list of organisation types from which to select:

- Government - national;
- Government - provincial;
- Government - local;
- NGO - international;
- NGO - national;
- NGO - local;
- NGO - regional;
- Religious organisation;
- International agency (e.g. UN agencies);
- Research/Education institute;
- Small business enterprise / private sector;
- Other.

Figure 14 shows the PO organisational types, with 28% (seven out of 20) being local NGOs. Four POs were National NGOs, two Small business enterprise / private sector. The remaining POs identified as NGO (International – 2 POs), Other (two POs); Government - National (two POs) and NGO - Regional (one PO).

## **6. In which province(s) does your organisation operate? List more than one as needed.**

*Table 3: Locations of POs*

| Organisation location              | Number of POs per location |
|------------------------------------|----------------------------|
| Bali                               | 5                          |
| Bangka Belitung Islands            | 0                          |
| Central Java                       | 1                          |
| Central Kalimantan                 | 0                          |
| Central Sulawesi                   | 0                          |
| DKI Jakarta                        | 0                          |
| East Nusa Tenggara (NTT)           | 2                          |
| International                      | 0                          |
| Kalimantan                         | 0                          |
| National                           | 3                          |
| South Sulawesi                     | 0                          |
| Special Region of Yogyakarta (DIY) | 3                          |
| Sumatera                           | 0                          |
| West Java                          | 2                          |
| West Nusa Tenggara (NTB)           | 1                          |
| West Kalimantan                    | 0                          |
| Multiple                           | 5                          |
| Unlisted                           | 0                          |

Respondents were provided with a list of regions to select from:

- Bali
- Bangka Belitung Islands
- Central Java
- Central Java (Jateng)
- Central Kalimantan
- Central Sulawesi
- DKI Jakarta
- East Nusa Tenggara (NTT)

- International
- Kalimantan
- National
- South Sulawesi
- Special Region of Yogyakarta (DIY)
- Sumatera
- West Java
- West Java (Jabar)
- West Nusa Tenggara (NTB)
- West Kalimantan
- Yogyakarta

Table 3 lists the total numbers of both POs per region. Five PO locations were from multiple locations. POs were largely situated across multiple regions (5), as well as Bali (5), National offices (3), Special Region of Yogyakarta (3) West Java (2), East Nusa Tenggara (2), Central Java (1) and West Nusa Tenggara (1).

**7a. Please consider the top 10 organisations your organisation has worked or interacted with since 2018, to achieve your organisation's development objectives / mission (e.g. government, local NGO, religious organisation etc.)**

See Annex 10 for SNA results.

**7b. From your list of top organisations, please identify each organisation type as one of the following:**

Government (national); Government (provincial / state); Government (local); NGO (international); NGO (national); NGO (local); NGO (regional); Religious organisation; International agency (e.g. UN agencies); Research/Education institute; Small business enterprise / private sector; Other – please specify.

*Table 4: Organisation type of linked organisations*

| Organisation Type                          | Linked Organisations of POs - Number of nodes per org type |
|--|--|
| Government - national                      | 8  |
| Government – provincial                    | 14   |
| Government - local                         | 4  |
| NGO - international                        | 24   |
| NGO - national                             | 20   |
| NGO - local                                | 13   |
| NGO - regional                             | 3  |
| Religious organisation                     | 1  |
| International agency (e.g., UN agencies)   | 3  |
| Research / Education institute             | 17   |
| Small business enterprise / private sector | 34   |
| Other                                      | 13   |

POs were asked to identify both their organisation type (results to this are presented in Survey Question 5) and also the organisation type of organisations they linked to, to achieve development objectives. Table 4 lists the numbers of linked organisations per organisation type. Results show that the organisation type POs most frequently cited was Small business enterprise / private sector (cited 34 times), followed by NGO – international (cited 24 times) and NGO – national (cited 20 times).

See Annex 11 for SNA results that visually depict answers to Survey Question 7b.

**7c. From your list of top organisations, please identify where you work with this organisation from the following list of provinces:**

See Annex 11 for SNA results that visually depict answers to Survey Question 7c.

**8. What are your organisations' development objectives / organisational mission?**

**9. Please provide examples of how your organisation has progressed its development objectives / organisational mission over the last five years.**

We analysed PO's responses to Survey Questions 8 and 9 together, which relate to Evaluation Question 2: "To what extent and in what ways have Partner Organisations progressed their development objectives in Inclusive Economic Growth in Indonesia?"

Responses to these questions identify which particular elements (sub-themes) of Inclusive Economic Growth the PO is focused on. POs may work on additional issues beyond their responses to these questions, however we have assumed their primary objectives have been recorded in the survey responses.

PO responses to these open text questions were assessed alongside the Inclusive Economic Growth definition, in particular the sub-themes identified during the formative evaluation. Sub-themes were only attributed to a PO if there was an explicit mention in their responses to survey questions 8 and 9. PO responses were allocated to one or more sub-themes which matched the description. Figure 5 shows the counts of the number of POs allocated to each sub-theme. Note that a PO can work across multiple sub-themes within Inclusive Economic Growth. Combined responses from question 8 and 9 were only counted once.

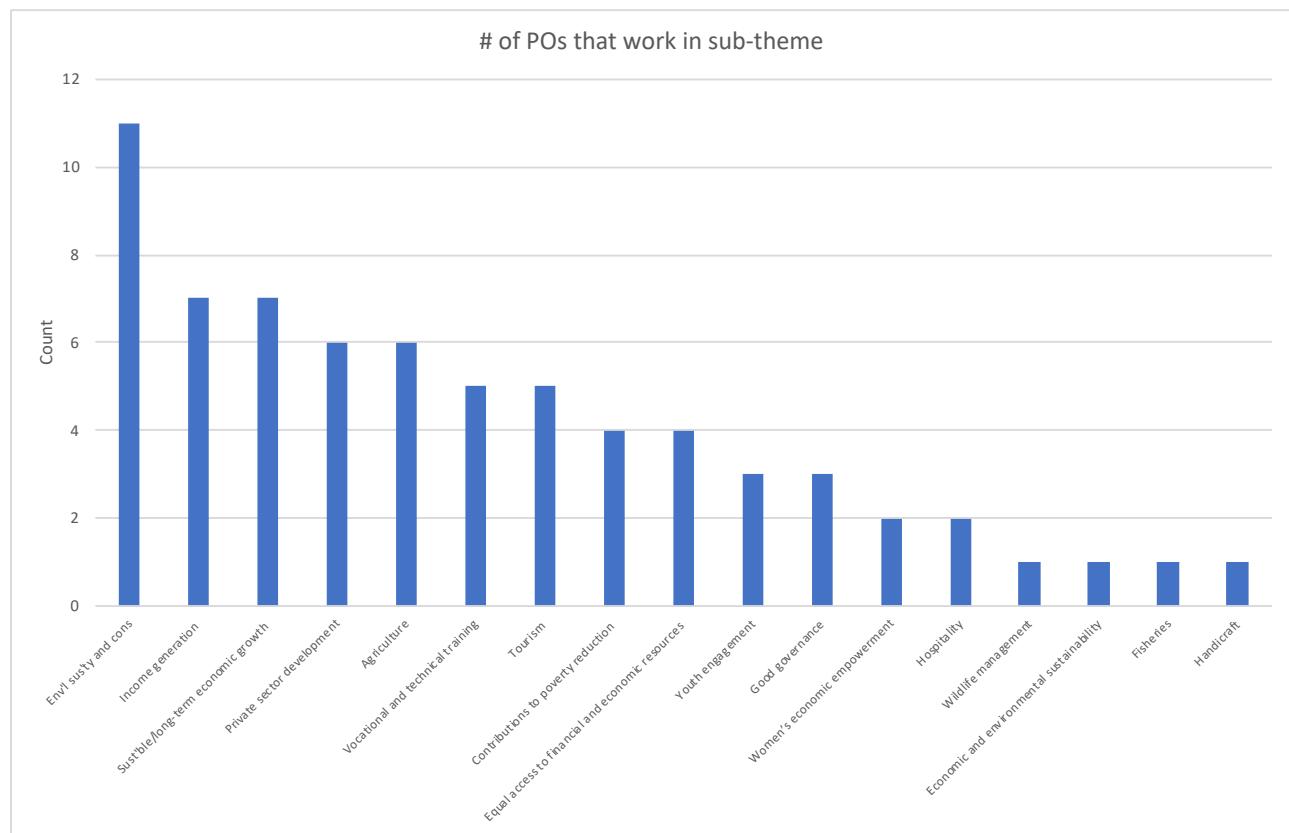


Figure 16: Organisation's sub-themes

**10. To what extent has the Australian Volunteers Program been suitable, to help strengthen your organisation's capacity to progress its development objectives / organisational mission?**

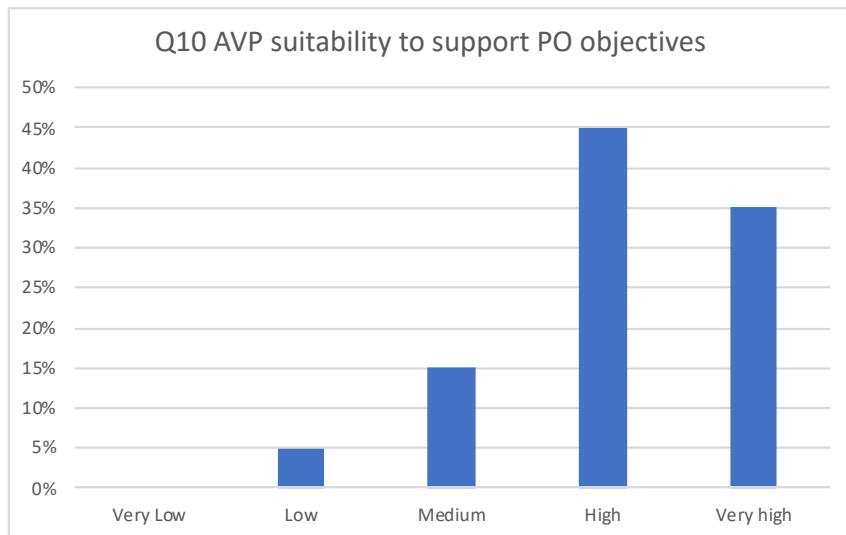


Figure 17: Australian Volunteers Program suitability to support PO objectives

Survey Question 10 asked respondents to rate the suitability of the Australian Volunteers Program's support of PO's objectives. The vast majority (19 out of 20 responses) scored 'medium' or higher, with only one response being recorded as low suitability. This question helps to answer Evaluation Question 1: "To what extent has the Australian Volunteers Program been suitable for supporting Partner Organisations to progress objectives in Inclusive Economic Growth in Indonesia?"

#### **11. How likely are you to recommend the Australian Volunteers Program to organisations similar to your organisation?**

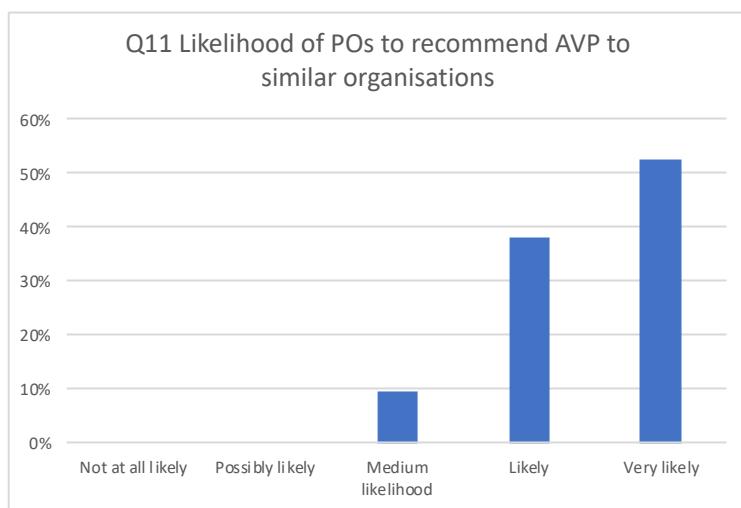


Figure 18: Likelihood of POs to recommend Australian Volunteers Program to similar organisations

All respondents scored their response to Survey Question 11 as 'medium likelihood' or higher. This question also helps to answer Evaluation Question 1: "To what extent has the Australian Volunteers Program been suitable for supporting Partner Organisations to progress objectives in Inclusive Economic Growth in Indonesia?"

#### **12. How would you rate the timeliness of the Australian Volunteers Program in how it supports organisation?**

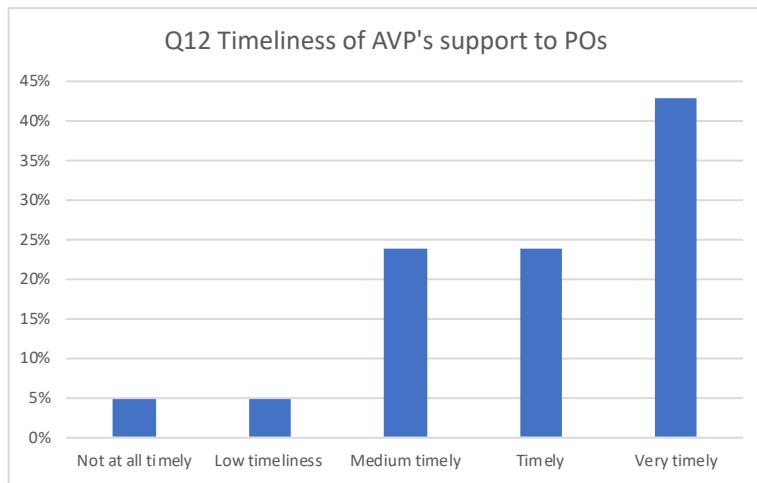


Figure 19: Timeliness of Australian Volunteers Program to support to POs

This question relates to Evaluation Question 5: “To what extent has the Australian Volunteers Program operated in an efficient way and contributed to progress in Inclusive Economic Growth in Indonesia?” Most responses (19 out of 21) were in the medium to very timely side of the spectrum, highlighting that POs generally thought that the Australian Volunteers Program’s timeliness was at least satisfactory. One response each was recorded for ‘not at all timely’ and ‘low timeliness’.

**13. Have you provided any feedback to the Australian Volunteer Program on how it can improve its support to Partner Organisations? YES / NO**

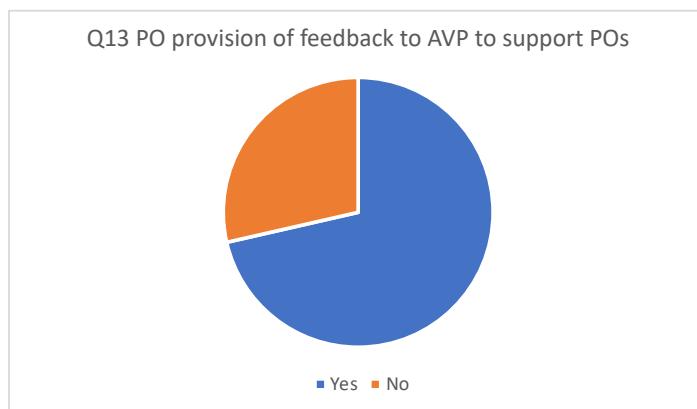


Figure 20: PO provision of feedback to Australian Volunteers Program

Figure 19 shows most PO respondents (15 out of 21 responses - 71%) had provided feedback to the Australian Volunteers Program regarding its support to POs. These responses, coupled with those from Survey Question 14, contribute to answering Evaluation Question 6: “To what extent has the Australian Volunteer Program been able to learn about and improve its approaches to managing a volunteering program, including through partnerships, recruitment, communication, innovation and trialling new approaches to support Partner Organisation’s development objectives in Inclusive Economic Growth?”

**14. If you answered yes: When you gave feedback to the Australian Volunteers Program, how do you rate the response provided?**

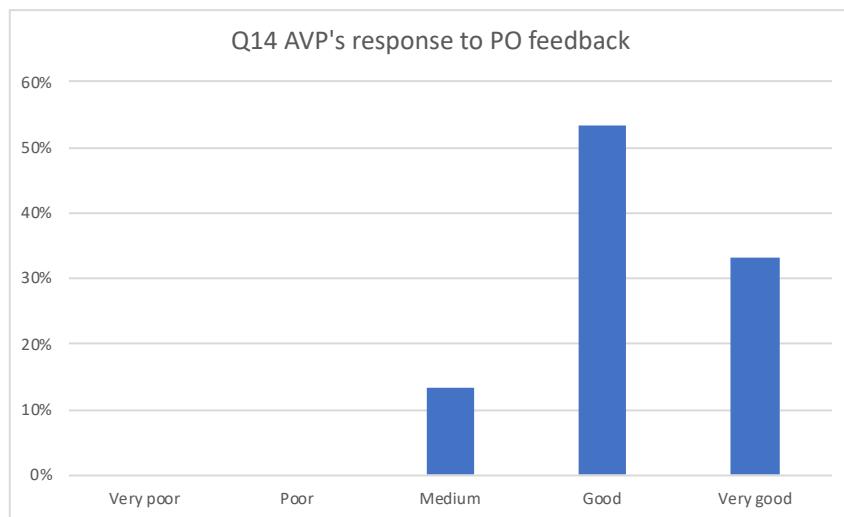


Figure 21: Rating of Australian Volunteers Program response to PO feedback

Figure 20 shows how PO's rated the Australian Volunteers Program's response to their feedback. These results help to answer Evaluation Question 6 (as noted above). Responses show that most POs rated the feedback favourably, with 13 out of 15 responses (87%) being good or very good. Two responses were recorded as a medium rating for Australian Volunteer Program response to feedback.

**15. To what extent has the Australian Volunteer Program supported your organisation to strengthen organisation's capacity to progress its development objectives / organisational mission?**

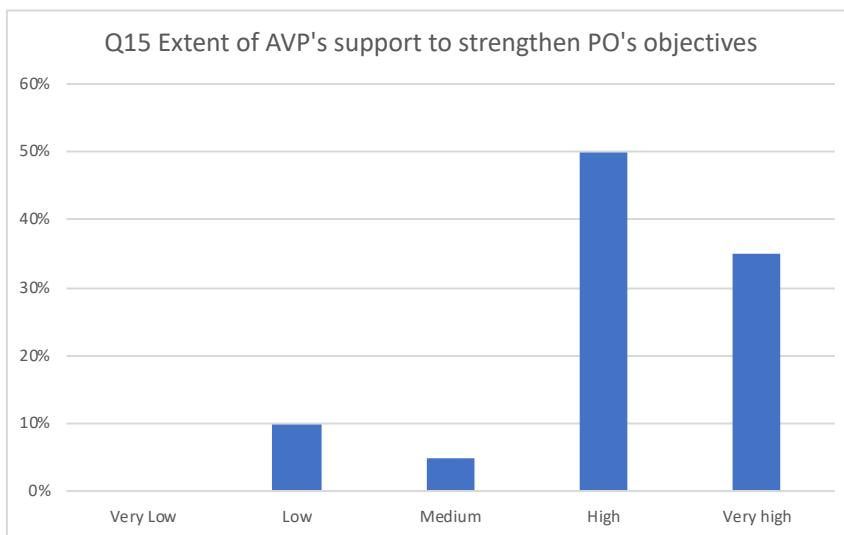


Figure 22: Extent of Australian Volunteers Program support to strengthen PO's objectives

Survey Question 15 helps to answer Evaluation Question 3: "To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in Inclusive Economic Growth in Indonesia?" The majority of PO responses are high to very high (17 out of 20, 85%), indicating a generally high level of satisfaction with the Australian Volunteers Program's support to POs. Two POs responded with low, and one with medium.

**16. Please provide examples of how the Australian Volunteers Program supported your organisation to strengthen organisation's capacity to progress its development objectives / organisational mission.**

Responses to Survey Question 16 (which helps to answer Evaluation Question 3: "To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in Inclusive Economic Growth in Indonesia?") are provided below. These responses will be analysed in NVivo alongside interview questions during Activity 5 of the evaluation.

| <b>PO response to Question 16</b>  |
|--|
| <b>Sustainability training for staff, helping to create curriculum for sustainability tourism class for students and staff.</b>  |
| <b>Excellent integration program initially offered to candidates; excellent interpersonal communication between AVI and Sawah Bali; Jakarta office is an fine example of a professional and organizational model</b>   |
| <b>Perfecting the administration of the institution, doing documentation, and report</b>   |
| <b>Sending a professional volunteer that was suitable to meeting our needs</b>   |
| In the beginning, several volunteers provided support in the Head Office for fundraising, proposal writing, communications, etc and that helped build a base for the successful reputation of the organisation. A volunteer in Media offered amazing photos that we still use to this day for our communications. Several volunteers have trained teachers and helped produce modules for the Vocational Training Centres. A volunteer helped to build the Organic Farm in West Java, and another one continued with capacity building and starting workshops. |
| We are very weak in the public relations field, every activity that helps us in this area will be very helpful   |
| The Alam Santi AVI volunteer did not yet get deployed before the COVID Pandemic halted the placement.  |
| Developed our renewable energy program   |
| AVI gives us access to new relations, creative ideas that are very useful for our organisation   |
| Australian Volunteers Program has impacted in the area such as:  |
| Teaching English as a second language for students   |
| Cultural exchange with students to explore the diversities   |
| Support the capacity building for TLF staff (teaching English effectively)   |
| Improve English materials for Basic Program  |
| Help to hospitalize foreign visitors to explore TLF areas.   |
| The capacity of our senior youths who run the project and the capacity of the programs assisted by the Australian Volunteers Program. One example was when we just established a guiding and tourism program, the volunteer assisted the youths through developing the program, the language and hospitality skills and some others. They assisted the program to be independent and achieved their goal last year.  |
| There are improvement in our works system including knowledge and skills, volunteers has been developed new networking and support our works in the field.   |
| Since the very beginning, AVI has supported our organization with capacity-building opportunities by assigning experts that assisted us in our development, especially VOLUNTEER X, who has been fundamental to our growth by facilitating grants that have helped us integrate further with our community while providing us with a source of income and also by applying her communications and fundraising skills in the pursuit of the evolution of our site Ancut Garden as well as our agroecology movement.   |
| By the AVI's Program we have been received directly so many supported as well as increase staff capacity building on specific rules and also help us have a wide connection and networking   |
| Provide volunteer (curator) helping the foundation conducting the programs, in particular in promotion and marketing   |
| Provide volunteer (curator) helping the foundation conducting the programs, in particular in promotion and marketing   |
| Providing suitable volunteers to overcome problems or weaknesses possessed by the organisation such as promotion assistance and marketing strategy   |
| For example: monitor the progress the program, supervise and evaluate the progress   |
| Helping in increasing our marketing capacity in line with the business unit we have  |
| Because our organization tends to be small, so additional staff, especially in areas that needs skills that we don't have, will greatly help us in achieving our goals. For example we have struggled a lot in the field of social media, but are less professional due to the lack of time, energy, and skills we have. During our volunteer assignment from Australian Volunteers Program they really helped in the social media field, we were greatly helped and   |

|   |
|---|
| <b>also helped us to strengthen the foundation of communication strategies for our organisation.</b>                        |
| <b>Support was provided in the form of a volunteer assignment that was in line with the needs of SAPU</b>                   |
| <b>For example, helping in making the website to English, then helping in outreach to international school stakeholders</b> |

**17. How likely is it that benefits from the Australian Volunteers Program will continue for your organisation, to progress your development objectives / organisational mission?**

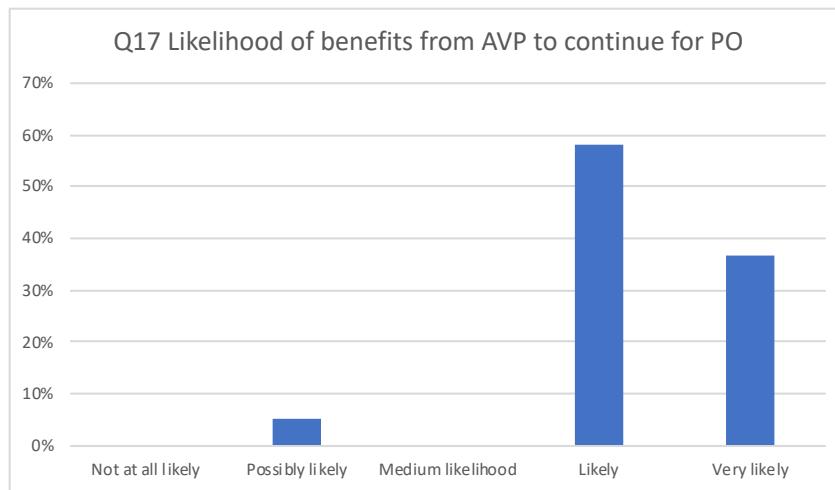


Figure 23: Likelihood of benefits from Australian Volunteers Program to continue for PO

This survey question relates to sustainability, and helps to answer Evaluation Question 11: “To what extent is there an indication of ongoing benefits in Inclusive Economic Growth in Indonesia attributable to Partner Organisations and Australian Volunteer Program support?” All but one response (18 out of 19) was likely or very likely, with the one remainder; possibly likely.

**18. Do you have any connections or relationships with other Australian organisations / beyond the Australian Volunteers Program?**

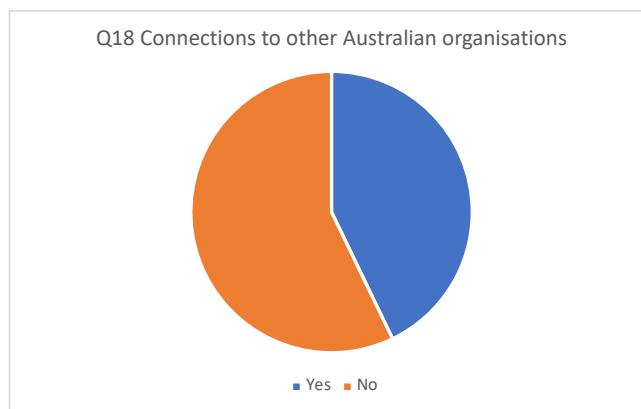


Figure 24: Connections to other Australian organisations

Survey Questions 18 and 19 link to Evaluation Questions 4 and 8. Question 4: “Were there contextual factors that helped or hindered progress overall?” Question 8: “To what extent are there synergies or linkages between the Australian Volunteers Program and other DFAT interventions in Inclusive Economic Growth in Indonesia?”

As seen in Figure 23, just over half (12 out of 21 responses, 57%) of respondents did not have connections or relationships with other Australian organisations.

**19. Please list the other organisations beyond the Australian Volunteer Program you have connections or relations with.**

For those POs who did have connections with other Australian organisations, responses to question 19 are shown below.

- Consul/Diplomatic
- Acicis
- ACICIS, International Internships
- Humane Society International Australia
- AgUnity Pty Ltd
- DFAT aid projects like DAP
- Australian Aid
- ABV
- Australian Consulate-General Bali and Jakarta

**20. Is there anything else you would like to share? Please provide any other comments. (Text entry)**

Responses to question 20 are shown below. These responses will also be analysed as to their relevance to all evaluation questions in NVivo during Activity 5.

**PO response to Q20: Is there anything else you would like to share? Please provide any other comments.**

Yes, in our particular circumstances, unique to Bali, our two AVI candidates/volunteers were unable to fulfil their job descriptions due to the reality that is Australians have always used Bali as a place where they can do "anything", without consequence (except drug dealing). Most expats in Bali are Australian and they are "economic refugees" unable to support themselves in Australia or in a manner in which they feel they are entitled to. Both of our AVI volunteers were in this position, and they were too distracted by their lifestyle with other expats to want to work. This was true for volunteer #1 and became more and more so for #2. Their refusal to learn the language was the first tip-off. It just went down from there. Both candidates were well qualified for their positions, yet they were distracted and felt they could "do anything". This was a great sadness and personal failure on my part, as I tried to be sympathetic to their needs until it became apparent that they were here in Bali to collect the AVI "salary" which was very generous so they could indulge in all their fantasies and have their needs met. I think this is an experience, one wholly circumscribed by volunteers who primarily want to be on the island of Bali. You'd have to confirm this with Jakarta office, as this is my own empirical evidence. I hold the program in high esteem, it just never worked for us. Both candidates were vetted for their expertise; they just calculated that withholding their own agendas was their best strategy.

Good, but if it possible we need the other volunteer to develop the organization program

We hope that after the covid-19 pandemic the collaboration between the organisation and AVI will continue, and will be able to get volunteers for 2021.

We thank you and are grateful to have support from the Australian Volunteer Program. We propose to continue welcoming volunteers especially those who have the social dedication and passionately involve with vulnerable youths.

As YCM always developing new programs, we will always need the support from Australian Volunteers Program.

We are fortunate to work with Australian volunteers because we learn from each other, work and play together and respect each other. They are our extended family and we continue to communicate and they still support in any ways

We deeply value our collaboration with AVI as we believe it has been fundamental to our present reality and we look forward to continuing our successful partnership.

|  |
|--|
| <b>None, all support was very good</b>   |
| Having volunteer from Australian Volunteers Program is very beneficial for the foundation as the organization can have a quality personnel without cost.   |
| I understand that Australian Volunteers Program is only about providing volunteer, however would it be possible for Australian Volunteers Program to broaden the scope of assistance by also providing a kind of training programs for the organization personnel?   |
| Because my organisation is more focused on product development and marketing, it is hoped that in the future it will be able to support a volunteer who is able to promote the products made by the organization to consumers in Australia. Because the organization cannot provide financial support to volunteers in the field for raw material support for the products, it is hoped that AVI can support costs if a field visit is made. |
| Yes, because this program is very important to achieve our organisation objective, therefore We would like Australian Volunteers Program still supports us by providing volunteers continuously  |
| There is no comment, just need to maintain the system that the Australian Volunteer Program has at this time   |
| We were greatly helped because the volunteer had the skills that were aligned with what we needed, and also the orientation about Indonesia that the volunteer received early when they arrived to Indonesia was very useful for them to adapt as they were working with us.   |
| So far programs provided by AVI to SAPU have been very good.   |
| The support of AVI to our organisation has very much benefited many people   |

## Annex 11: Social network analysis

### Introduction

Social network analysis (SNA) is an approach that explores social connections; it allows quantitative analysis and qualitative insights into interactions between individuals or organisations<sup>23</sup>. SNA has been used in a variety of domains, and although some of the terminology may change, the principals and metrics are the same<sup>24</sup>.

Within this study, SNA was used to analyse and visualise the network structures and connections of Partner Organisations (POs) to explore the connections between these organisations and other organisations (government, non government and private sector) related to Inclusive Economic Growth.

The methods and results of SNA are set out below, followed by a brief discussion, conclusion, and potential next steps.

### SNA Procedure

Within the online survey, POs were asked to nominate their size of organisation (0-4, 5-19, 20-49, 50-199), to select region or regions the POs operate from the following list:

- Bali
- Bangka Belitung Islands
- Central Java
- Central Java (Jateng)
- Central Kalimantan
- Central Sulawesi
- DKI Jakarts
- East Nusa Tenggara (NTT)
- International
- Kalimantan
- National
- South Sulawesi
- Special Region of Yogyakarta (DIY)
- Sumatera
- West Java
- West Java (Jabar)
- West Nusa Tenggara (NTB)
- West Kalimantan
- Yogyakarta

And to nominate their organisation type. Organisation types included:

- Government - national;
- Government - provincial;
- Government - local;
- NGO - international;
- NGO - national;
- NGO - local;
- NGO - regional;
- Religious organisation;
- International agency (e.g. UN agencies);
- Research/Education institute;
- Small business enterprise / private sector;
- Other.

POs were asked who their organisation has worked or interacted with since 2018, to achieve their organisation, and/or development objectives / mission. POs were then asked to nominate both the region of operation and organisation type (as above).

Data from these questions was used to create a ‘directed-symmetric matrix’ that can be analysed and visualised using SNA. Each PO and nominated organisation they work with is represented by a node in a visual representation.

To ensure anonymity in analysis:

- POs were numbered (S1 – S21)

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<sup>23</sup> Cunningham, R., Jacobs, B., Measham, T., Harman, B. & Cvitanovic, C. 2017. Social Network Analysis: a primer on engaging communities on climate adaptation in New South Wales, Australia. In: UTS:ISF (ed.). Australia

<sup>24</sup> Prell, C. 2012. Social Network Analysis: history, theory & methodology, London, SAGE Publications Ltd.

- Nominated organisations POs work with to achieve their development objectives were numbered (T1 – T156). Ethics does allow for these organisations to be named, however for clarity within the visualisations node codes have been used.

SNA and visualisations were run in SNA software packages, UCINet<sup>25</sup> and Netdraw<sup>26</sup>. The visualisation layout below uses geodesic distance to position the nodes. This means that the layout tries not to have any lines overlapping, the nodes with more nominations (e.g. higher in-degree) are more central to the figure and nodes with similar structural positions are forced together.

## Results

Survey participants totalled N=21<sup>27</sup>. Participants nominated 156 organisations that they worked with, resulting in a total of N=177 nodes within this network.

### Node attributes – Organisation Size, Type and Location

Within the oneline survey all POs were invited to categorise the size of their organisation, results are shown in Table 5. Note in Figure 25 and Figure 26 the shape of the node denotes the organisation size.

Table 5: POs categorised by organisation size

| Organisation Size | Number of nodes per group | Legend Shape  |
|-------------------|---------------------------|---------------|
| 1-4               | 3                         | Diamond       |
| 5-19              | 9                         | Square        |
| 20-49             | 5                         | Up Triangle   |
| 50-199            | 4                         | Down Triangle |

As all POs were asked to identify both their organisation type and also the type of organisations they linked to, to achieve development objectives. Table 6 lists the total numbers of both POs and linked organisations per organisation type.

Table 6: PO and PO 'linked' organisations by organisation type

| Organisation Type                          | POs - Number per org type | Linked Org of POs - Number per org type | Total org type |
|--|---------------------------|---|----------------|
| Government - national                      | 2                         | 8                                       | 9              |
| Government - provincial                    | 0                         | 14                                      | 14             |
| Government - local                         | 0                         | 4                                       | 4              |
| NGO - international                        | 2                         | 24                                      | 28             |
| NGO - national                             | 4                         | 20                                      | 24             |
| NGO - local                                | 7                         | 13                                      | 20             |
| NGO - regional                             | 0                         | 3                                       | 3              |
| Religious organisation                     | 0                         | 1                                       | 1              |
| International agency (e.g., UN agencies)   | 0                         | 3                                       | 3              |
| Research / Education institute             | 2                         | 17                                      | 19             |
| Small business enterprise / private sector | 4                         | 34                                      | 38             |
| Other                                      | 1                         | 13                                      | 14             |

<sup>25</sup> Borgatti, S. P., Everett, M. G. & Freeman, L. C. 2002. Ucinet for Windows: Software for Social Network Analysis. Analytics Technology. Harvard, MA

<sup>26</sup> Borgatti, S. P. 2006a. Identifying sets of key players in a social network. Computational and Mathematical Organizational Theory, 2006, 21-34.

<sup>27</sup> Two individuals from one PO completed the SNA survey and different responses are presented in the results

|  |  |  |  |
|--|--|--|--|
|  |  |  |  |
|--|--|--|--|

All POs were asked to identify both their organisation's regional location and also the locations of their linked organisations. Table 7 lists the total numbers of both POs and linked organisations per region. Three PO partner organisations locations were unlisted while nine were from multiple locations. POs were largely situated across multiple regions (5), as well as Bali (5), National offices (3), Special Region of Yogyakarta (3) West Java (2), East Nusa Tenggara (2), Central Java (1) and West Nusa Tenggara (1).

Table 7: POs and 'linked' organisations by location

| Organisation location              | POs: Number per org location | Linked Org of POs - Number per org location | Total org in location |
|------------------------------------|------------------------------|---|-----------------------|
| Bali                               | 5                            | 37  | 42                    |
| Bangka Belitung Islands            | 0                            | 1   | 1                     |
| Central Java                       | 1                            | 6   | 7                     |
| Central Kalimantan                 | 0                            | 7   | 7                     |
| Central Sulawesi                   | 0                            | 2   | 2                     |
| DKI Jakarta                        | 0                            | 6   | 6                     |
| East Nusa Tenggara (NTT)           | 2                            | 11  | 13                    |
| International                      | 0                            | 10  | 10                    |
| Kalimantan                         | 0                            | 3   | 3                     |
| National                           | 3                            | 41  | 44                    |
| South Sulawesi                     | 0                            | 1   | 1                     |
| Special Region of Yogyakarta (DIY) | 3                            | 41  | 9                     |
| Sumatera                           | 0                            | 1   | 1                     |
| West Java                          | 2                            | 7   | 9                     |
| West Nusa Tenggara (NTB)           | 1                            | 8   | 9                     |
| West Kalimantan                    | 0                            | 1   | 1                     |
| Multiple                           | 5                            | 4   | 9                     |
| Unlisted                           | 0                            | 3   | 3                     |

POs nominated linked organisations predominantly situated nationally (44) and in Bali (42). Additional organisations were located in East Nusa Tenggara (13); Internationally (10); Special Region of Yogyakarta (9); West Nusa Tenggara (9); West Java (9); Central Java (7); Central Sulawesi (7); and DKI Jakarta (6) (see Table 8).

For simplicity within the visualisations (Figure 25 and Figure 26) location categories have been aggregated to be Bali, Java (except Jakarta and Yogyakarta), Kalimantan, Sulawesi, National, Special Region of Yogyakarta, Nusa Tenggara, DKI Jakarta, International, Other, Unlisted and Multiple (see Table 8).

Table 8: PO and 'linked' organisation by aggregated location

| Organisation location                | Number of organisations per group | Legend Colour |
|--------------------------------------|-----------------------------------|---------------|
| Bali                                 | 42                                | Purple        |
| Java (except Jakarta and Yogyakarta) | 16                                | Pink          |
| Kalimantan                           | 11                                | Blue          |
| Sulawesi                             | 3                                 | Aqua          |
| DKI Jakarta                          | 6                                 | Kaki          |
| Nusa Tenggara (NTT/NTB)              | 22                                | Yellow        |
| Special Region of Yogyakarta (DIY)   | 9                                 | Light Green   |
| International                        | 10                                | Black         |

|                    |    |            |
|--------------------|----|------------|
| National           | 44 | Dark Green |
| Other              | 5  | Orange     |
| Multiple locations | 9  | Grey       |
| Unlisted           | 3  | Red        |

## Visualising the network

The visualisation layout in both figures below uses geodesic distance to position the nodes. This means that the layout tries not to have any lines overlapping, the nodes with more nominations (e.g. higher in-degree) are more central to the figure and nodes with similar structural positions are forced together. For this project, the same network is visualised twice in order to highlight two key attributes: organisation type and organisation locations.

Figures 24 and 25 demonstrate that many POs have very unique networks. These are identified by the star arrangements in the left hand of the visualisations. The star arrangements identify POs and their linked organisations (to support achievement of their development objectives). There is also a large component on the right side of the image, with a central node of an international NGO - T4 – Australian Volunteer Program. This pattern indicates that XX POs identified the Australian Volunteers Program as an organisation that supports achievement of development objectives.

Figure 24 demonstrates the prevalence of International NGOs (grey dots) and particularly with the large grey dot (representing the Australian Volunteers Program).

Figure 25 highlights the regional cliques that emerge, such as the group in Bali (purple) and Java (pink) that work with some national organisations (green) (in the top and top left of Figure 26).

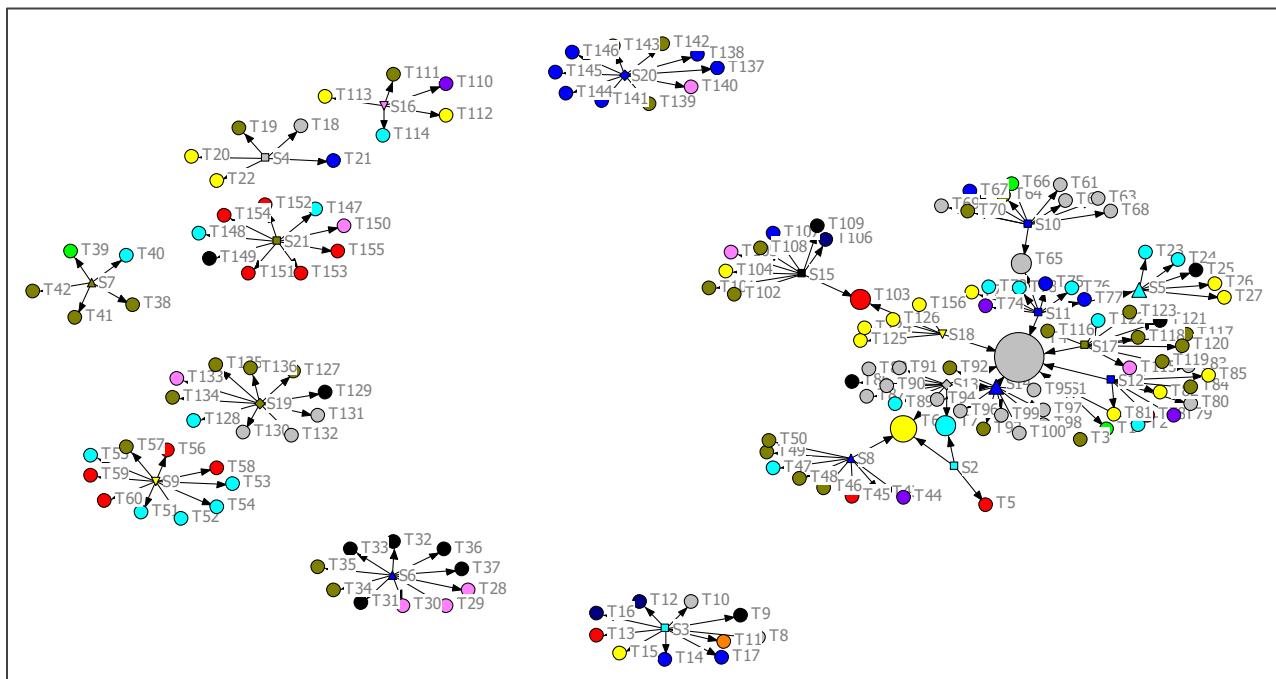
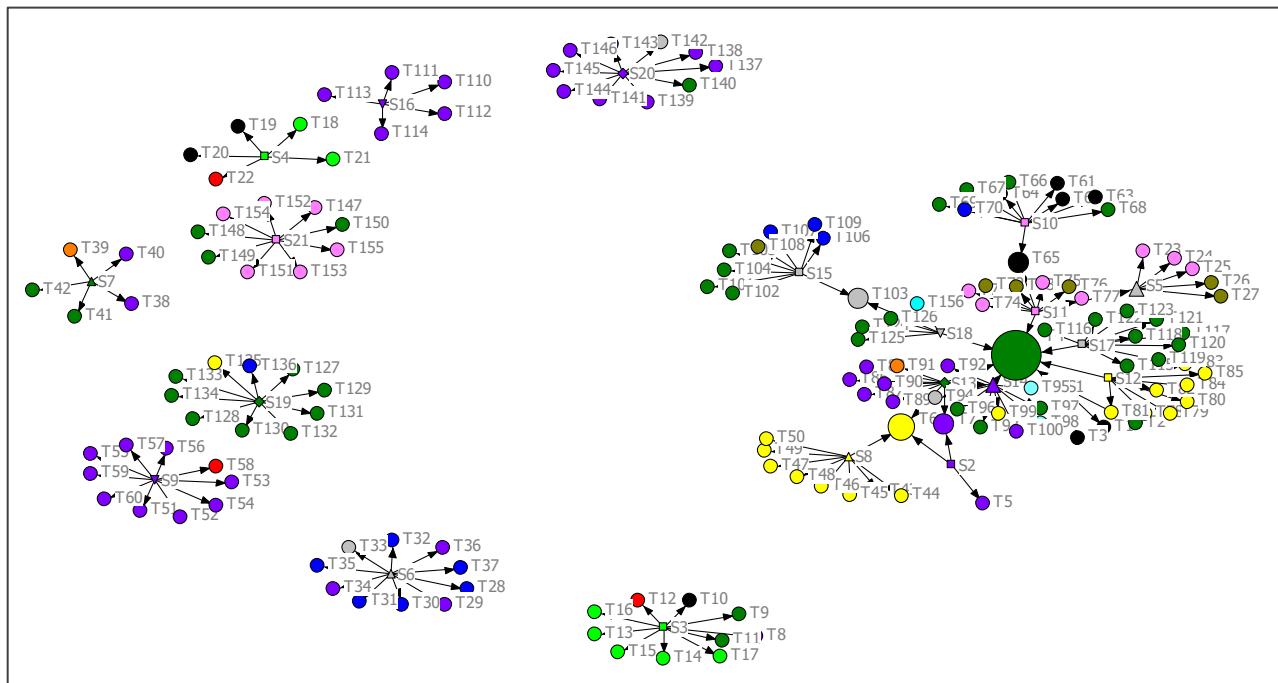


Figure 25: Visualisation of the Australia Volunteer Program network with organisation type

Legend Figure 25

| S = Partner Organisation; T = organisation nominated by PO |                               |                             |   |                            |
|--|-------------------------------|-----------------------------|---|----------------------------|
| NODE COLOUR REPRESENTS ORGANISATION TYPE:                  |                               |                             |   |                            |
| Government - national = Pink                               | Government - provincial = Red | Government - local = Purple | International agency (e.g. UN agencies) = Light Green | NGO - international = Grey |

|  |   |                       |                                 |                        |
|--|---|-----------------------|---------------------------------|------------------------|
| NGO - national = Light Blue                                  | NGO – regional =Dark Blue                         | NGO - local = Blue    | Religious organisation = Orange | Other = Black          |
| Research/Education institute = Yellow                        | Small business enterprise / private sector = Kaki |                       |                                 |                        |
| <b>SHAPE REPRESENTS ORGANISATION SIZE:</b>                   |   |                       |                                 |                        |
| 1 - 4 = Diamond  | 5 - 19 = Square                                   | 20 - 49 = Up Triangle | 50 - 199 = Down Triangle        | Not available = Circle |
| <b>SIZE OF THE NODE DENOTES IN-DEGREE:</b>                   |   |                       |                                 |                        |
| The larger the node, the greater the in-degree of that node. |   |                       |                                 |                        |



nature of the geography of Indonesia, being made up of hundreds of islands with varying levels of population and infrastructure.

2. Only two POs were mentioned by one other POs as an organisation that they linked to, to achieve their development outcomes:

S14 - IDEP Selaras Alam Foundation

S5 - Yayasan Usaha Mulia

3. 7 POs identified the Australian Volunteers Program as an organisation that supports achievement of their development objectives (as shown in the right side of the figures). These POs represent a range of organisations.
4. There were few organisations that had linkages with multiple POs. These organisations were international NGOs, research and educational institutes and provincial government who may play bridging roles within this network.

The Australian Volunteers Program was the main organisation that had linkages to multiple POs.

T4 - Australian Volunteers for International Development (7 POs identified link)

T6 - Udayana University (3 POs identified link)

T7 - Tri Hita Karana Bali (2 POs identified link)

T65 - Global Giving (2 POs identified link)

T103 - Department of Culture and Tourism (2 POs identified link)

5. Small businesses and the private sector are the most common type of organisations supporting POs. As illustrated in Figure 25 and Table 6 above, other organisations who were most commonly reported as supporting POs were international (most often the Australian Volunteers Program) and national NGOs, research / education institute and then provincial government. POs consulted during the evaluation highlighted the challenges of engaging with government of Indonesia.

Interpretation of the figures for a few POs are provided below.

S3 (bottom middle of figures) - Center for Improving Qualified Activities in the Life of People with Disabilities (CIQAL), is connected to a Government – Provincial (red), a Research/Rducation institute (yellow), NGO – international (grey), two NGOs – regional (dark blue), two NGOs – local (blue), a religious organisation (orange) and one other (black). When looking at the same star arrangement in Figure 4, these organisations are all located in the Special Region of Yogyakarta (light green) with two National organisations (dark green), one International (black) and one unlisted organisation.

S2 - Yayasan Konservasi Sawah Bali, Figure 24 shows they are connected to a number of other NGO – local organisations (blue), two small business and private sector organisations (kaki) and one Government – national organisation (pink). Within figure 24 we see that the majority of these organisations are located in Bali with one being located nationally (dark green) and another having multiple locations (grey).

An observation is that this ‘network’ was not purposefully set up to be a network. Rather, this was an exploratory enquiry into the interaction between POs and other organisations within the system of Inclusive Economic Growth in Indonesia. This may be influencing and potentially driving the network structure, resulting in the multiple cliques or discrete networks that the POs report.

It is also important to note that social networks offer a snapshot in time of the interactions that exist, in this instance, between POs and their linked organisations they have worked with. Networks are not quantitatively comparable unless there is a longitudinal survey of the same actors and the same questions have been asked within the survey. If this survey was to be run again at a later interval there could be a point of comparison.

## Annex 12: Systems mapping

### Aims

To scope the current state of Inclusive Economic Growth in Indonesia, we undertook a systems mapping exercise (Activity 2 of the Deep Dive Evaluation Design). This systems map was informed by a scoping interview with staff from the Australian Volunteer Program Indonesia, and document review to identify relevant actors, policies, initiatives and additional contextual factors that contribute to defining Inclusive Economic Growth in Indonesia. The activity helped the Evaluation Team discern the interaction of POs with the local context of Inclusive Economic Growth in Indonesia.

### Method for systems mapping

A system may be defined as: “a group of interacting, interrelated, and interdependent components that form a complex and unified whole”<sup>19</sup>. Systems thinking supports the integration and analysis of biophysical, social-political and economic systems within the same non-linear diagram. Creating a systems map provides a visual representation of a complex system so that we can learn from it. It is necessarily partial and simplified.

Our preparation for the systems map involved a scoping discussion with the AVI Regional MEL Coordinator, inquiring about the key actors, policies, initiatives, enablers and barriers of Inclusive Economic Growth in Indonesia. That discussion was documented in a table and confirmed with him, and he provided a range of documents to review. The research team supplemented this with an internet search for documents relevant to Inclusive Economic Growth in Indonesia, informed by the definition of Inclusive Economic Growth developed in the formative evaluation and drawing on existing knowledge of Indonesian institutions and discourses. The review included grey literature (either English or Indonesian language) by the Indonesian government, development partners, civil society and research think tanks. We scanned and summarised the documents, identifying institutions, policies/initiatives, enablers, barriers and impacts of Inclusive Economic Growth.

From this document summary we synthesised the key elements of the system that were referred to frequently in the documents, to include as variables in the systems map. Using Vensim software, we mapped the key variables enabling Inclusive Economic Growth (positive drivers), and the variables which influence Inclusive Economic Growth but have a negative effect, as they currently stand (negative drivers). We also mapped variables that are impacted by Inclusive Economic Growth in Indonesia (impacts). Finally, we examined any emerging processes from impact variables feeding back to influence change in driving variables and marked this with looping arrows. One evaluation team member undertook this task independently, discussed results with other team members, and made adjustments to develop the final diagram shown in Figure 1. We have provided explanation of the system processes in the table below the figure.

### Results

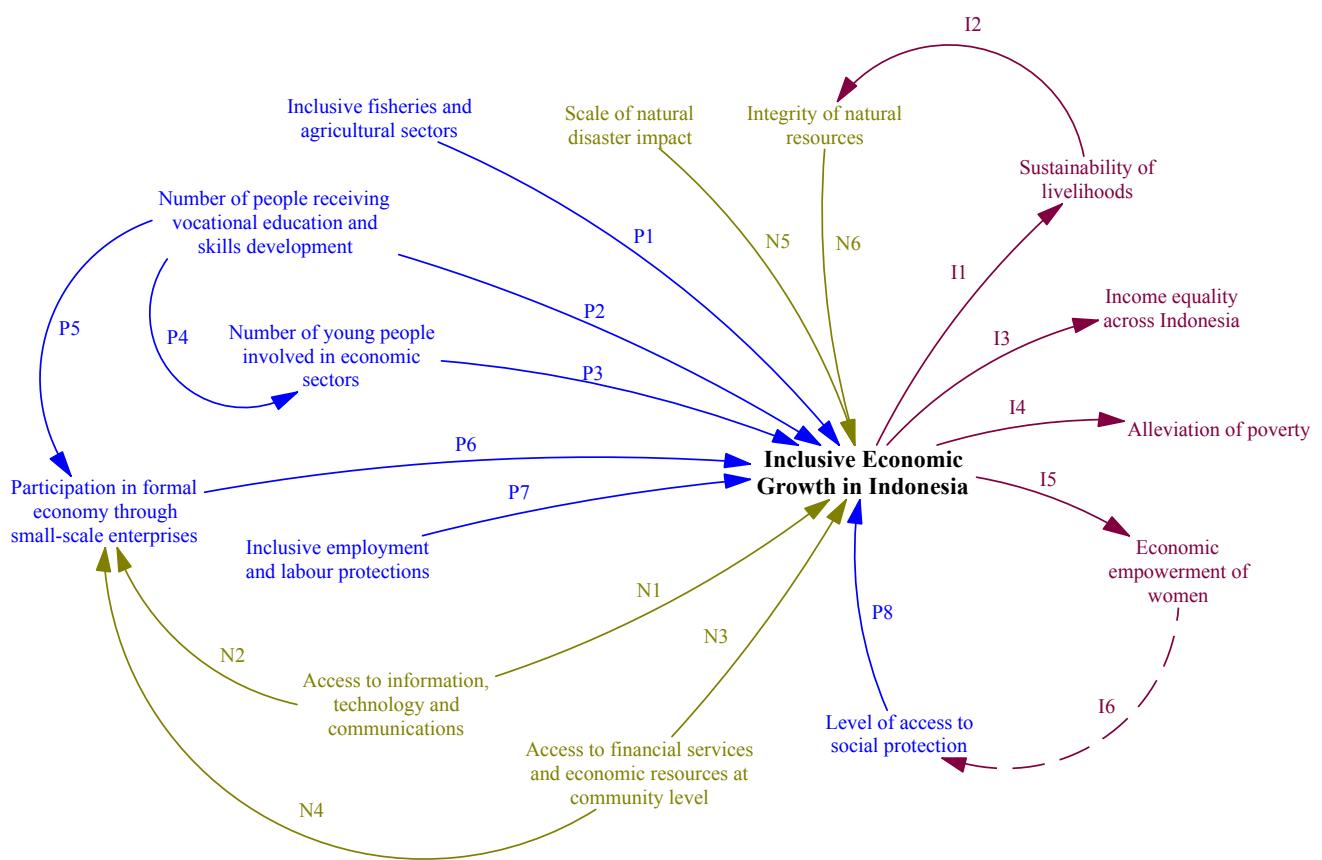
Figure 27 shows positive drivers of Inclusive Economic Growth on the left side of the diagram. Participation in the formal economy through small-scale enterprises (P6) was identified as a key driver of Inclusive Economic Growth in Indonesia. This process is supported through government initiatives; development partners (Women's Economic Participation in Indonesia through PROSPERA), ASEAN; national NGOs (traditional handicrafts promoted through Du'Anyam and SMESCO); and religious organisations such as the Wahid Foundation.

Social protection is considered another key driver of Inclusive Economic Growth, and the Indonesian government is committed to creating a comprehensive social protection system through the National Health Insurance scheme (JKN); Smart Indonesia Card (KIP); Health Indonesia Card (KIS); and Family Welfare Card (KKS). An Australian development program Empowering Indonesian Women for Poverty Reduction (MAMPU) funds local partners PEKKA, KAPAL Perempuan and KPI to improve women's access to social protection by building networks of women leaders to spread information and monitor access. Outside government welfare payments, zakat (charitable donations made by individuals under Islamic law) can help moderate the social gap.

Natural disasters have a larger impact on the more vulnerable members of the society, and tend to be barrier for economic growth (N5). Though the 2015-2019 National Medium-Term Development Plan states that development activities must not damage and harm the ecosystem, the actual situation is worsening degradation of the environment. Due to many marginalised Indonesian people living in rural areas with limited economic opportunities, they are very dependent on the resources in forests, sea and land for their subsistence livelihoods. Thus, a healthy ecosystem is vital to support their nutrition and wellbeing, and this ecosystem is increasingly under threat from extractive industries, limited enforcement of environmental regulations and population overcrowding (N6). An outcome of Inclusive Economic Growth would be livelihoods of sustainable consumption and production (I1), that would protect the integrity of natural resources (I2), and enable more Inclusive Economic Growth.

On the right side of Figure 27, impacts of Inclusive Economic Growth are depicted. Inclusive and sustainable economic development positively correlates with more income equality (I3) and alleviation of poverty (I4). When women are more economically empowered, they are more likely to have information about services, their legal rights and have social capital to access social protection (I6).

Figure 27: Drivers and Impacts of Inclusive Economic Growth in Indonesia



| Processes shown by arrows between variables in Figure 27   | Some relevant actors  |
|--|---|
| <b>Positive drivers (blue)</b>   |   |
| P1. Sectors inclusive of small-scale fisherfolk, smallholder farmers which recognises roles and interests of women and men, provides appropriate social insurance and has strong environmental regulations in place to maintain a healthy ecosystem. | Ministry of Maritime Affairs and Fisheries; Traditional Fisherfolk's Union of Indonesia (Kesatuan Nelayan Tradisional Indonesia); KIARA; Ministry of Agriculture; Federation of Indonesian Peasants Union (Federasi Serikat Petani Indonesia) |

|  |   |
|--|---|
| <p><b>P2. People receiving vocational education (at public vocational and pre-professional high school (<i>Sekolah Menengah Kejuruan</i>) or private schools) and learning skills on-the-job enables their capability to contribute to productive sectors.</b></p>   | Ministry of Labour: Directorate of Technical and Vocational Education (DTVE)  |
| <p><b>P3. A large portion of the potential labour force are young people who have completed compulsory junior high school (aged 15 - 25) and their engagement in work is beneficial both for their increased welfare, and Inclusive Economic Growth.</b></p>   | Ministry of Youth and Sport; Association to Support Women Micro-Entrepreneurs In Indonesia (Asosiasi Pendamping Perempuan Perushaha Kecil Indonesia (ASPPUK))                       |
| <p><b>P4. Young people receiving vocational education and skills is a positive driver to their involvement in economic sectors.</b></p>  |   |
| <p><b>P5. People receiving vocational education and skills development, especially skills certification, is an enabler to work in small-scale enterprises.</b></p>   |   |
| <p><b>P6. Transitioning small-scale enterprises from the informal to the formal sector through promoting financial literacy, market access, technology and innovation can increase profits, better wages and working conditions.</b></p>   | Australia Indonesia Partnership for Economic Governance (PROSPERA); DFAT; ASEAN: ASPPUK; Ministry for Cooperatives and Small Medium Enterprises; SMESCO; Wahid Foundation; Du'Anyam |
| <p><b>P7. Employment free of discrimination based on gender, ethnicity and age, as well as protections for workers in terms of working hours and wages, is a positive driver of Inclusive Economic Growth.</b></p>   | DFAT; TURC; BITRA Indonesia; Yasanat; MWPRI; ILO  |
| <p><b>P8. Access to legal identity documents, food vouchers, conditional cash transfers and health insurance through a range of government initiatives or secular and religious charities, provides a social safety net when shocks occur (eg. illness or job loss, natural disasters, price increases) and is a positive driver of Inclusive Economic Growth.</b></p> | DFAT; PEKKA; KAPAL Perempuan; KPI   |
| <p><b>Negative drivers (green)</b></p>   |   |
| <p><b>N1. Access to information, technology and communication is necessary for access to banks, the national and international market and learning required for business expansion. Lack of access among low-socio economic groups in Indonesia (and poor infrastructure) is a barrier to Inclusive Economic Growth.</b></p>   | Ministry of Communications and Information Technology; Asia Development Bank  |
| <p><b>N2. Access to information, technology and communication enables growth of small businesses.</b></p>  |   |
| <p><b>N3. Inequality of access to financial services at the community level (including credit and microfinance), land and property assets, and funds for village development are barriers to Inclusive Economic Growth.</b></p>  | Ministry of Finance; BAPPENAS; PROSPERA; Ministry of Villages: Development of Marginalised Areas, and Transmigration  |
| <p><b>N4. Equal access to financial services and economic resources enables growth of small businesses.</b></p>  |   |
| <p><b>N5. Natural disasters impact negatively on safety, health, damages infrastructure and interrupts economic activities. The scale of natural disaster impacts and the resilience of communities to build back determines influence on the economy.</b></p>   | National Agency for Disaster Countermeasures  |
| <p><b>N6. A healthy ecosystem is necessary to support all forms of life, as well as human wellbeing and natural resources needed for local economies. Current practices of clearing peat land and forests for extractive industries is a barrier to growth of an inclusive and sustainable economy.</b></p>  | BAPPENAS; Ministry of the Environment and Forestry  |
| <p><b>Impacts (purple)</b></p>   |   |

|   |  |
|---|--|
| I1. An inclusive economy creates opportunities for livelihoods which maintain a cycle of sustainable consumption and production.  |  |
| I2. Sustainable livelihoods have a positive impact in preserving the integrity of natural resources.  |  |
| I3. Inclusive economic growth creates greater income equality between classes, ethnic groups, and urban and rural areas of Indonesia.   |  |
| I4. A necessary outcome of Inclusive Economic Growth is the alleviation of poverty and providing opportunities for upwards mobility in the economy.   |  |
| I5. Inclusive economic growth encourages participation of women in economic activities as well as leadership positions, and they are gaining independent incomes and savings.               |  |
| I6. There is a weak link between economic empowerment of women and their increased capacity to access information, social services and social protection for themselves and their families. |  |

## **Annex 13: Partner organisation case studies and ‘stories of change’**

**Partner Organisation Name: Independent Producer’s Cooperative of the Indonesian Indigenous Community Alliance / Koperasi Produsen AMAN Mandiri (KPAM)**

### **Strengthening Local Economies of Indigenous Communities in Indonesia**

Across Indonesia, indigenous people are struggling for recognition and for their political, social, and economic rights to be realised. These rights are enshrined in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), to which Indonesia is a signatory, as well as Article 18b-2 of the Indonesian Constitution.<sup>28</sup>

Indigenous people in Indonesia have been living on customary land for generations and managing the sustainability of forest and marine resources, governed by customary law and institutions. Their customary way of life and livelihoods are threatened by national land procurement for mining and large-scale plantations. As indigenous people are likely to live in remote areas and have less access to information, formal education, communications and technology, they are often left out of government accountability processes such as electoral voting and policy consultations. Indigenous communities are connected with the market economy to varying degrees, and have been developing business initiatives to grow their local economies, aside from growing their own food.

### **Vision and objectives of AMAN Mandiri Producer’s Cooperative**

The vision of the Independent Producer’s Cooperative of the Indonesian Indigenous Community Alliance / Koperasi Produsen AMAN Mandiri (KPAM) is to realise the economic independence of indigenous people and raise income for the indigenous people’s activist movement. KPAM sits at the national level and operates branches at the community level, promoting various economic activities and ensuring the benefits return to their indigenous members.

KPAM is working to strengthen local economies of indigenous communities through capacity building activities in eco-tourism, business, handicrafts and coffee production. To support their capacity building, KPAM is building a relationship with the Indonesian Ministry of Cooperatives and Small and Medium Enterprises. KPAM also provides a bridge for remote indigenous communities to access support from other organisations which have capacity building programs for economic development. KPAM’s work is fully aligned with the Australian Volunteers Program Inclusive Economic Growth impact area; in supporting indigenous people in income generation, strengthening their capacity to participate in the formal economy, supporting women’s economic empowerment and ensuring environmental sustainability.

### **KPAM’s achievements in economic independence for indigenous people**

KPAM supports community-based eco-tourism activities that show nature, cultural and spiritual features of indigenous communities. The cooperative has built the capacity of several indigenous communities in ecotourism, in South Sulawesi, Maluku, West Kalimantan, Lombok and West Papua, to name a few regions. For example, the Malaumkarta people in West Papua focus on eco-tourism that shows their traditional ways of protecting marine life in the sea and conservation of birds-of-paradise in the forest.

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<sup>28</sup> International Work Group for Indigenous Affairs, <https://www.iwgia.org/en/indonesia.html>, accessed 16 July 2020.

Another of the main business activities of KPAM is supporting production and marketing of handicraft products made by indigenous women. Some communities have their own production house for handicrafts, where they provide trainings especially for youth and women. The production houses provide woven cloths, purses, book cases, bags and clothes to the cooperative to package and market the products. KPAM sells its members' products online and also has two display outlet shops called Gerai Nusantara located in Kerobokan - Bali and Bogor - West Java. The aim of the shops is to create certainty of selling prices and to develop a market which values the commodities of its indigenous members.

KPAM also markets speciality coffee from indigenous communities. They work with farmers to comply with standard production procedures and increase the quality of coffee supply. Indigenous communities do not only rely on coffee crops but have a great diversity of indigenous commodities and resources and knowledges they can draw on.

In recent years, KPAM has successfully built its capacity and increased income for indigenous communities. One woman from Tana Toraja started as a KPAM member working as a trainer for broadcasters of AMAN's 15 community radio channels, and now has her own small business producing made-to-order bags and shoes with traditional woven fabrics. She promotes the stories of the indigenous weaving patterns at Gerai Nusantara. The cooperative assisted her with starting capital for her business and later, a second loan to increase promotion and sales. This helped overcome the usual barriers in banks for women from ethnic minorities and low socio-economic backgrounds to access loans. Through generating her own income, she has been able to pay her child's school tuition and other expenses.

### **Contribution of the Australian Volunteers Program to KPAM**

The Australian Volunteers Program funded by the Australian government has supported KPAM with the placement of two skilled volunteers. The first volunteer which KPAM hosted was initially placed with the cooperative's mother organisation Aliansi Masyarakat Adat Nusantara (Indonesian Indigenous Community Association) and then was transferred to support KPAM. She provided advice on strategic planning, communications and the promotion of products so they would be accepted by the market.

Another volunteer supported development of a business management and marketing strategy for indigenous coffee. According to the KPAM National Chairperson, "It was very helpful how she guided us in the process of developing the coffee business. [The program] was really helpful, especially how [the volunteers] helped us promote the products of indigenous communities and build a market system that is very different from what we have done before."

Although KPAM is very satisfied with the institutional strengthening achieved by Australian volunteers in their cooperative, they see potential benefit from volunteers working directly with communities in the field in future volunteer placements.

### **Learning about strengthening local economies**

Supporting indigenous people's cooperatives such as KPAM contributes to economic growth which is inclusive of diverse and often marginalised and disadvantaged populations. The economic model of the cooperative is "specifically based on the potential and local wisdom of indigenous peoples" (KPAM National Chairperson). The integrity of the ecosystem is maintained through supporting

*"It's the combination of indigenous people's traditions with the beauty of nature and also with spirituality, that is the kind of ecotourism we are developing. The communities take part in every aspect and receive income from it."*

*(National Chairperson KPAM)*

traditional ways of protecting marine life and forests. Ecotourism activities and selling indigenous commodities provides diversification of income for indigenous groups who might otherwise rely solely on cash income from mining, forestry and palm oil.

The success of the cooperative is enabled through its commitment to development led by Indigenous people, who are often ethnic minorities marginalised by the national economy. KPAM focuses on strengthening the capacity of its members, and building the independent local economy. In this way cultural traditions are preserved, and economic benefits go directly to indigenous communities.

**Partner Organisation Name: Makassar Tourism Polytechnic / Politeknik Pariwisata Makassar (Poltekpar)**

### **Inclusive Vocational Education for the Tourism Sector in Indonesia**

In Indonesia, there are challenges in gaining employment for marginalised and disadvantaged groups. Youth unemployment is high and disproportionately affects young women. People with disabilities are often excluded from the job market, with discriminatory stereotypes that they do not have any capabilities to contribute to any job sectors. Ethnic minority groups from Eastern Indonesia may struggle to gain formal employment, with the majority working in subsistence farming and the informal economy.

Vocational and technical education is part of Indonesia's development strategy to focus on development of human resources, connected to the Ministry of Labour's Grand Design for the National Vocational Training System. Through reforms of the vocational training system, the government aims to address gaps between labour supply skills and labour market demand.<sup>29</sup> Inclusive vocational education can provide opportunities to promote the equal participation in the labour market of groups which often experience marginalisation or discrimination.

### **Organisational objectives of Makassar Tourism Polytechnic**

Makassar Tourism Polytechnic was established in 1991 and has three organisational objectives. The first objective is to develop human resources in the tourism sector through improving the abilities, skills and attitudes of their students. Their second objective is to develop research in tourism. Their third objective is to develop community services, providing training to communities to improve their capacity in managing tourism destinations and small businesses.

The work of the polytechnic is aligned with economic development plans under the Ministry of Tourism to build each region's economy through tourism. The polytechnic also collaborates with government institutions in Indonesia, including regional government departments which promote and regulate tourism. The polytechnic also works directly with private tourism agencies, and collaborates with several universities in Australia and in other countries.

The polytechnic promotes an enabling environment for inclusion of people with disabilities, in line with the 'Indonesian Regulation no. 8 of 2016 on People with Disabilities'. Indonesia has also expressed support for the rights of people with disabilities by ratifying the UN Convention on the Rights of Persons with Disabilities.

Makassar Tourism Polytechnic is fully aligned with the Australian Volunteers Program Inclusive Economic Growth impact area; in delivering vocational training that equips youth to gain employment or start their own businesses in the tourism sector, and provides a pathway to participation in the formal economy.

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<sup>29</sup> Global Business Guide Indonesia (2016), "Vocational Education in Indonesia; Crucial to Compete in the ASEAN", [http://www.gbgindonesia.com/en/education/article/2016/vocational\\_education\\_in\\_indonesia\\_crucial\\_to\\_compete\\_in\\_the\\_asean\\_11489.php](http://www.gbgindonesia.com/en/education/article/2016/vocational_education_in_indonesia_crucial_to_compete_in_the_asean_11489.php)

## **Positive outcomes for vocational education at Makassar Tourism Polytechnic**

Based in Makassar - South Sulawesi, the polytechnic is contributing to economic development in this region of Eastern Indonesia that has historically experienced less economic growth than Java island.

The polytechnic is contributing to educational and economic opportunities for youth, women and people with disabilities who are typically excluded from full participation in the formal economy. The number of female students is higher than males, and there are many attractive job prospects for both female and male students following their education, both in Indonesia and international cruise ships.<sup>30</sup>

The polytechnic is developing its capacity and promoting itself to be inclusive of students with disabilities. Students with hearing and speech impairments are taught in the regular class, and materials are delivered through sign language and additional teaching support is given. The polytechnic are putting particular efforts in job placements for graduates living with a disability, and there have been requests for trained tour guides who have skills in sign language to communicate with tourists who have hearing or speech impairments.

Whilst these initiatives are underway, a current student of the polytechnic who is hearing impaired explained changes that were needed for the polytechnic to strengthen its inclusiveness. Socialisation of deaf culture and normalising sign language on campus through teaching sign language to students, lecturers and staff was recommended.

Teachers can also employ other forms of visual teaching such as writing neatly on a board, rather than relying on aural learning. Other suggestions included to improve inclusive education by building a partnership with GERKATIN (Welfare movement for Indonesians with hearing impairments) who provide sign language instructors, and PERDIK (Indonesian People with Disabilities Movement for Equality) to support people with disabilities in literacy skills.

Community service activities of the polytechnic include training of community members who are managers of hotels, restaurants and tourist attractions. The expected outcomes of this training are community members improving their knowledge and skills in areas such as financial management, food service and room service. Satisfaction of tourists or guests leads to increased and more sustained income from their tourist businesses.

*“Not only do I want to pursue my dream as a student, but I also want to become a role model for my juniors who are deaf and also have dreams and aspirations, so that they are not ashamed and they dare to advocate themselves for a better future. And of course to create a more comfortable environment for people with disabilities, at least, in the tourism sector.” – Student of Makassar*

*“If local people have skills or knowledge about tourism, they will be able to develop tourism in their respective regions. And we also focus on doing community development. We engage directly with the community to provide an understanding or introduction about tourism and also give some training on required skills such as how to manage hotels, how to manage restaurants.*

*The purpose of all of this is to increase the economy of the community in particular, also the economy of the country or the economy of each region.” – Academic staff of Makassar Tourism*

<sup>30</sup> This assessment about job prospects in tourism was made prior to the COVID-19 pandemic. Job opportunities in international tourism, including cruise ships, have declined in 2020.

## **Contribution of the Australian Volunteers Program to Makassar Tourism Polytechnic**

While lecturers are very competent in their field of expertise in hotel management, hospitality and tourism, the lecturers wanted to improve their English language skills. Makassar Tourism Polytechnic identified their need for developing the capacity of their lecturers, and made a request to the Australian Volunteers Program. The Program, funded by the Australian government, supported the polytechnic with three skilled volunteers.

The volunteers provided support in English language skill development, including the preparation of language modules which are still used by the polytechnic after the volunteers left. The volunteers coached some lecturers who wanted to improve their skills in research and publication. The tour and travel department of the polytechnic also benefited from sharing information and etiquette from international tourism practices. Aside from the practical benefits of developing human resources, another contribution the volunteers made was growing the polytechnic's network in Australia.

*"I attended a mock tour with the tour and travel department to Tana Toraja. I was able to utilise my personal experiences on tours and in the tourism field to improve how the students were taught. This involved improving the English that was used when giving presentations, cultural differences that would be present in people from different countries, how to greet people from different countries, and what was missing from their knowledge regarding bus etiquette." – Australian volunteer placed at Makassar Tourism Polytechnic, 2019*

Makassar Tourism Polytechnic hopes their collaboration between Australian Volunteers Program will continue into the future, with a focus on developing research skills of lecturers and expanding their educational programs. The polytechnic's future aim is to develop programs for vocational skills needed in the hospitality industry, for example cooking and tourism management skills. Makassar Tourism Polytechnic suggests to develop a training guide for partner organisations of the Australian Volunteers Program, and build a network with other partner organisations to share knowledge about hosting volunteers.

### **Learning about inclusive vocational education**

Sustainable tourism can contribute to livelihoods and economic growth, while valuing nature conservation. According to Makassar Tourism Polytechnic staff, unlike the finite resources used in oil extraction, agriculture or land development, tourism is more sustainable with continuous positive prospects. "Tourism will change [people's] mindset on how to conserve the environment and how to think about sustainable development especially in preserving local wisdom, protecting local culture, and maintaining the tourist attractions in Indonesia."

Thus it is important to remove the barriers to participate in the tourism sector, for minority groups which are often marginalised and disadvantaged. Vocational education that builds the skills and confidence of people with disabilities to work as tour guides, drivers and in administrative roles will increase their job opportunities and overall life prospects. More generally, inclusive education gives exposure to students and teachers regarding disability issues and supports them in adapting to be more inclusive. According to one of their students, the polytechnic is contributing to a longer-term change of more positive and inclusive attitudes towards people with disabilities in society: "when this change occurs, the perspective of hearing people toward people with disabilities will change positively; it will minimise the discrimination and human rights violation against people living with disabilities"

## **Yayasan Cahaya Tunas (Mediterranean Bali)**

*Mediterranean Bali is an education and training organisation operating in Bali with between 50-199 staff.*

**Organisational objectives:** The organisational objectives of Mediterranean Bali are to support Balinese people (especially youth and people from poor backgrounds) with vocational training in hospitality and tourism for ongoing and sustainable employment in hotels or cruise ships. As noted in the PO's survey response, the organisation aims to become the best Private Employment Training Institute in the field of hotels and cruises in Indonesia by 2022. Mediterranean Bali recognises the potential benefits of tourism in Bali to extend to those currently excluded from income generating opportunities, and living in poverty. The PO has specific objectives to identify and recruit people from poor backgrounds who have a desire to work in tourism and proactively engage with an NGO to enrol these people.

*“... although Bali is known as the tourism centre and the income is relatively good, only certain people enjoy it. There are still so many Balinese that live in poverty but they have a strong will to improve their economy.”*

**Achievements of the PO:** The PO has developed courses for students which include Certificate 3 – a one-year program that includes face-to-face learning for 6 months and then training in a hotel for 6 months. Certificate 4 is a two-year program. The PO also offers professional development and technical development skills workshops. The focus is on the training, and focused on skills to enable graduates to immediately meet work requirements of cruise ships and hotels. The PO handles 4 cruise ship companies and manages job placements for graduates with these companies.

**Contribution of the Australian Volunteers Program:** A number of volunteers have supported this PO over the years, including technical placement (e.g. Chef) and more general capacity building placements (e.g. Hospitality Program Trainer). Cross cultural exchange has been an important element of the volunteer contributions to Mediterranean Bali. The PO described informal cross-cultural focused discussions with volunteers, for example, about gender equality, which is grounded in cultural norms in both Bali and Australia. The PO noted:

*“So, we in Mediterranean Bali think that cross cultural understanding is very interesting to discuss anytime. Since we work on international program, our students work in a hotel or a cruise ship, so they need to interact with guests or customers from international culture, or western culture in particular. Having these Australian volunteers with us helps us to learn a lot about anything that we need to improve and to give the students regarding the cultural difference.”*

Supporting the improvement of English language skills of students at Mediterranean Bali for the specific purpose of tourism was also an important contribution of the volunteers.

**Learning and insights:** Mediterranean Bali is a highly suitable PO for volunteers to contribute to inclusive economic growth given the organisation's poverty reduction focus through vocational training in the tourism sector. The PO recognises the contribution of the Australian Volunteers Program through cross-cultural exchange, English language and capacity building for long term impact.

## **Friends of The National Parks Foundation (FNPF) /Yayasan Pecinta Taman Nasional**

*Yayasan Pecinta Taman Nasional / FNPF is a National NGO operating in Bali and Central Kalimantan (Kalteng) with between 20-49 staff.*

**Organisational objectives:** FNPF's organisational objectives are to conserve wildlife by paying attention to habitats and communities in conservation areas. As noted in the PO interview, while the core business of the PO is the preservation of endangered wildlife, the organisation also acknowledged the connection of the extinction of wildlife to economic hardship of communities:

*"Often people who are willing to take the risk of breaking the law by capturing wild animals in order to trade them are people from low economic status. These people are being used by greedy people to benefit themselves."*

The PO therefore takes a holistic perspective and supports community empowerment, often through eco-tourism as a means to both preserve and protect wildlife, and support sustainable livelihoods of communities.

**Achievements of the PO:** In Central Kalimantan, the PO has conducted habitat improvement in the National Park area, facilitated community support for alternative work, and conservation education for students to develop ecotourism activities (especially volunteer tourism). In Bali, the PO managed an animal rescue centre to rehabilitate and release protected wild animals, created community-based conservation areas in the Nusa Penida islands and several villages in Bali, and developed ecotourism activities especially volunteer tourism. Local government have provided support to the PO relating to its economic development activities in Nusa Penida, and the PO looks proactively for opportunities to link with government programs.

**Contribution of the Australian Volunteers Program:** Volunteers have primarily supported the PO through marketing and promotion skills. The PO struggles to retain staff in marketing positions beyond a few months, given its financial inability to pay competitive salaries. Volunteers have also supported the PO with hospitality and tourism skills, and setting and maintaining service standards.

Ensuring the sustainable financial side of the organisation (fundraising and promotion) and language skills of the field staff have also been important contributions of the volunteers.

**Learning and insights:** The PO's contributions to inclusive economic growth through ecotourism are localised to its area of operations, but demonstrate an awareness of seeking opportunities with government and non-government partners to progress its objectives. This PO also demonstrates flexibility and adaptability in its activities to remain viable and relevant for both wildlife preservation and community livelihoods. *"As an NGO, we have to be creative in our activities otherwise we are gone easily. We have been around for 23 years old now."*

## **Yayasan Usaha Mulia (PO-4)**

*Yayasan Usaha Mulia (YUM) is a National NGO operating in Central Kalimantan (Kalteng), Special Capital Region of Jakarta (DKI) and West Java (Jabar) with between 20-49 staff.*

**Organisational objectives:** Yayasan Usaha Mulia operates various health, education and community development projects with the aim to improve the quality of lives of Indonesians living in poverty. One of the projects in education is vocational training centres with a focus on reducing youth unemployment. The PO recognises that tourism is an important sector for employment in the areas in which it operates, therefore it focuses on English, Computer literacy, entrepreneurship skills and hospitality:

*“... the aim is really to get these youth the necessary skills that would either help them to find employment or be self-employed”.*

YUM also recognises the benefits of employment for young women as a means to provide an income, and therefore reduce early marriage. The PO therefore supports young women with the necessary education and skills for employment for income generation.

**Achievements of the PO:** As described in the PO's survey response, YUM has trained close to 1,200 youth every year in English, computer literacy and sewing skills. In Central Kalimantan, 65% of students are female, which contributes to the objective of providing skills for employment for young women. YUM has also provided community libraries and after-school educational activities to more than 500 children in West Java and Central Kalimantan. In addition, the PO has supported improvements to food security for 600 families by building organic home gardens, and also worked with 16 Posyandus (health centres) in Central Kalimantan and six in West Java to reduce stunting through improvement of nutrition and training of cadres.

**Contribution of Australian Volunteers Program:** The volunteer program has supported YUM with qualified teachers and trainers, development of quality modules and quality content. In particular, support has been through the PO's English programs. Their contributions have been both through the development of modules as well as teacher training, as described by the PO:

*“... we can see that our teachers have, have had lots of benefits from actually being trained by a native [English] speaker. Their pronunciation is much better; they have more confidence in teaching, because they themselves have been trained by a native speaker.”*

YUM appreciated the training provided by the volunteers which targeted real life English conversations and specific business needs that would arise in various industries. Students participated in the training through the interactive teaching style of volunteers, which was appreciated by the PO and noted to be quite different to what Indonesians are normally used to.

**Learning and insights:** YUM demonstrates the ‘inclusive’ element of inclusive economic growth, particularly through the inclusion of youth and young women in its vocational training programs. The contribution of the Australian Volunteers Program is relevant and effective given the volunteers' understanding of the job markets and their provision of targeted training for real world situations.

## **Yayasan Mahakam Lestari**

*Yayasan Mahakam Lestari (YML) is a National NGO operating in East Kalimantan (Kaltim), North Kalimantan (Kaltara) and West Kalimantan (Kalbar) with 5 staff, who are based in Balikpapan and Jakarta..*

**Organisational objectives:** Yayasan Mahakam Lestari works towards helping the Dayak people (the major ethnic in Kalimantan) to preserve their culture and handicrafts, in particular a plaited arts. YML has the dual aims of cultural preservation and marketing of cultural products for income generation. The PO aims to encourage the Dayak community to run the programs themselves, working to empower them with the appropriate skills and knowledge to do so.

**Achievements of the PO:** YML has provided training and skill development of the Dayak artisans for handicraft production. In doing so, the PO has increased the number of Dayak artisans and revitalised the type of plaid weaving that had previously been extinct for a long time. YML has provided artisans with marketing skills, economic empowerment and has created opportunities to liaise with donors to ensure the needed funds for conducting all programs.

**Contribution of the Australian Volunteers Program:** Volunteers have supported YML with technical skill development relating to knowledge management (e.g. increased knowledge of principles and purpose of research, data collection, documentation and accessibility), grant writing, communications and promotion to broader audiences, as well as more general capacity building, English language development (so artisans can promote and market their own products) and cross-cultural exchange. YML noted the significance of the volunteer's support to promote the cultural products to the outside world. The PO noted:

*"Since she's an Australian, she knows what's the taste of western people for such products. It helps a lot. She helped a lot with the promotion."*

As described in an End of Assignment report, one of the volunteers was pivotal in supporting the process of intergenerational transfer of knowledge to revive the traditional art and production of a marketable Dayak basket. The significance of this process, and the resulting output, was promoted on the volunteer's Facebook page and resulted in the request for a journal paper that was published in 2019, thus raising the profile of the volunteer's contribution to the PO to an audience that may open up wider opportunities for YML and its beneficiaries (the Dayak community).

**Learning and insights:** YML supports inclusive economic growth with a focus on the artisans within the Dayak group and its cultural products in Kalimantan. YML noted that in particular, what the volunteer program had enabled was access to global markets through the right connections from the volunteer's own network. Improving these skills and its networking capacity with retail and wholesale stakeholders would further provide a sustainable and independent business model for the organisation.



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