



Completion Report

November 2020





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Abbreviations

APBD	Anggaran Pendapatan dan Belanja Daerah / Local Government Budget
BaKTI	Bursa Pengetahuan Kawasan Timur Indonesia / Eastern Indonesian Knowledge Exchange Foundation
Bappeda	Badan Perencanaan Pembangunan Daerah / Regional Development Planning Board
BAPPENAS	National Planning and Development Ministry of the Government of Indonesia
BITRA	Yayasan Bina Keterampilan Pedesaan
BPJS	Badan Penyelenggara Jaminan Sosial / Social Insurance Administration Agency
BPS	Badan Pusat Statistik / Statistics Indonesia
BTOR	Back-To-Office-Record
CSOs	Civil Society Organisations
DESBUMI	Desa Peduli Buruh Migran / Village that Cares about Migrants
DESMIGRATIF	Desa Migran Produktif / Productive Migrant Village
DFAT	Department of Foreign Affairs and Trade
DIM	Daftar Inventaris Masalah (List of Issues for Discussion, in relation to legislation)
Dinkes	Dinas Kesehatan / District Health Service
Dinsos	Dinas Sosial / District Office of Social Services
DP3A	Dinas Pemberdayaan dan Perlindungan Perempuan dan Anak / District Service for the Empowerment and Protection of Women and Children
DP3APKB	Provincial Office of Women's Empowerment, Child Protection, and Family Planning
DPRD	Dewan Perwakilan Rakyat Daerah / Regional Council of People's Representatives
DPR RI	Dewan Perwakilan Rakyat Republik Indonesia/ House of Representatives
EoPO	End of Program Outcome
FPL	Forum Pengada Layanan / Service Providers Forum
GoA	Government of Australia
Gol	Government of Indonesia
HKSR	Hak Kesehatan Seksual dan Reproduksi (Sexual and Reproductive Health Rights)
INFID	International NGO Forum on Indonesian Development
JKN	Jaminan Kesehatan Nasional / National Health Insurance System
KAPAL	Institut KAPAL Perempuan
Kemensos	Kementerian Sosial (Ministry of Social Affairs)
KIS	Kartu Indonesia Sehat / Healthy Indonesia Card
KLIK Pekka	Klinik Konsultasi Pemberdayaan Kepala Keluarga Perempuan
KOMPAK	Kolaborasi Masyarakat Pelayanan untuk Kesejahteraan / Governance for Growth Program
KPI	Koalisi Perempuan Indonesia
KPS2K	Kelompok Perempuan dan Sumber-Sumber Kehidupan / Women and Sources of Life Group
M&E	Monitoring and Evaluation
MAMPU	Australia-Indonesia Partnership for Gender Equality and Women's Empowerment
MANIS	MAMPU National Information System
NTT	Nusa Tenggara Timur / East Nusa Tenggara
OCPAT	Alat Pengkajian Kapasitas dan Kinerja Organisasi / Organisational Capacity and Performance Assessment Tool
P2TP2A	Pusat Pelayanan Terpadu Pemberdayaan Perempuan dan Anak / Integrated Services Center for Women and Children's Empowerment
PBI	Penerima Bantuan Iuran / Recipient of government subsidised health premiums

PEKKA	Pemberdayaan Kepala Keluarga Perempuan (Empowerment of Women Heads of Households)
Perbup	Peraturan Bupati (District Head Regulation)
Perda	Peraturan Daerah (District Regulation)
PERMAMPU	Perempuan Sumatera Mampu
Perwali	Peraturan Walikota (Mayoral Regulation)
PKH	Program Keluarga Harapan / Family Hope Program
Pokja	Program Kelompok Kerja / Working Group
PPMI	Perlindungan Pekerja Migran Indonesia (Undang-Undang)/ Protection of Indonesian Migrant Workers (National Law)
PQR	Partner Quarterly Reports
Prolegnas	Program Legislasi Nasional / National Legislative Agenda
Puskesmas	Pusat Kesehatan Masyarakat / Community Health Centre
RAD SDG	Rencana Aksi (Action Plan) to achieve the Sustainable Development Goals
RPJMN/D	Rencana Pembangunan Jangka Menengah Nasional / Government of Indonesia National/District Medium-Term Development Plan
RUU PKS	Rancangan Undang-Undang Penghapusan Kekerasan Seksual / Draft Law on the Elimination of Sexual Violence
SDGs	Sustainable Development Goals
SK	Surat Keputusan / Decision Letter
SLRT	Sistem Layanan Rujukan Terpadu / Integrated Service and Referral System
SOPs	Standard Operating Procedures
SPPT-PKKTP	Sistem Peradilan Pidana Terpadu – Penanganan Kasus Kekerasan Terhadap Perempuan / Integrated Criminal Justice System for Handling Cases of Violence Against Women
ToC	Theory of Change
TURC	Trade Union Rights Centre
VAW	Violence Against Women
VIA	Visual Inspection with Acetic Acid /Inspeksi Visual Asam Asetat
Yasanti	Yayasan Annisa Swasti
YKP	Yayasan Kesehatan Perempuan / Foundation for Women's Health



Executive Summary

The Australia-Indonesia Partnership for Gender Equality and Women's Empowerment (MAMPU) was an eight-year initiative funded by the Department of Foreign Affairs and Trade (DFAT) of the Government of Australia and implemented in cooperation with the National Planning and Development Ministry (BAPPENAS) of the Government of Indonesia (GoI). MAMPU aimed to contribute to gender equality and women's empowerment in Indonesia by supporting networks and coalitions of women's and gender-interested organisations (the MAMPU 'partners') to influence policies, regulations and services. This Activity Completion Report (ACR) reviews the delivery, performance, and lessons from the second phase of MAMPU (MAMPU Phase II), which was implemented between July 2016 and December 2020. An initial phase (MAMPU Phase I) was implemented between April 2013 and June 2016.

Both phases were underpinned by a consistent strategic approach. Reflecting the context in 2012, MAMPU was designed as a long-term initiative to harness the latent capacity of the Indonesian women's movement to influence government reform. MAMPU provided a combination of grants, technical assistance (TA) and a range of other support to networks of partners working in five thematic areas: (1) improving women's access to GoI social protection programs; (2) improving conditions of employment and removing workplace discrimination; (3) improving conditions for women's overseas labour migration; (4) improving women's health and nutritional status; and (5) reducing Violence Against Women (VAW).

Changes in governance arrangements in 2017 – at the outset of Phase II – increased BAPPENAS engagement in MAMPU and created new spaces for interaction between partners and GoI ministries. Of particular value was the formation of Thematic Working Groups that brought partners into regular contact with key line ministries to discuss shared policy priorities. A MAMPU Secretariat, established and overseen by a Managing Contractor, Cowater International, supported the smooth functioning of the governance and management system.

Delivery systems were established during phase I and remained in place over both phases with steady incremental refinements. A cornerstone of these was a rigorous and efficient grants management system that enabled resources to be channeled to a wide variety of networks encompassing a range of capacities. A standout feature was the development of partner capacity to on-grant to networks of smaller local organisations spread across villages and districts in 27 of Indonesia's 34 provinces. Similarly, MAMPU developed M&E arrangements that accommodated the wide variety of partner approaches. These arrangements were underpinned by a comprehensive information management system that was pivotal to MAMPU's capacity to monitor, evaluate and report on outcomes.

MAMPU's strategic approach was based on a 'Theory of Change' – a map connecting expected results with program activities. According to this theory, support from MAMPU would contribute to improving capacity and readiness for collective action among partners, leading to increased voice and influence, resulting in improved access to essential services for poor women and their families. These three result areas were MAMPU's End-of-Program-Outcomes (EOPO).

To achieve these EOPOs, MAMPU devised and applied a way to support networks of diverse organisations working in different ways to influence change that benefitted women across Indonesia. Evidence shows that this mechanism has, by-and-large, worked well. Over Phase II, MAMPU delivered over AUD 25 million in grants alongside TA and other support to a network of 127 direct partners and local organisations working

across 27 provinces. The collaborative decision-making architecture established through MAMPU has been a key feature of this way of working, bringing partners together regularly to deliberate on collective priorities and direction. At the same time, MAMPU has worked within this structure to link partners with national government agencies as well as the media.

This support has contributed to positive shifts in the capacity of partners, in line with MAMPU's EOPOs. Evidence from capacity assessments shows that most – though not all – partners are stronger and more sustainable organisations in 2020 than they were in 2017. With MAMPU's assistance, partners have established a 'mass base' of local women's groups across just under 1,137 villages in 27 provinces. Research and qualitative monitoring has shown that members have gained knowledge, skills, awareness and crucially, courage – key building blocks for empowerment. The creation of these safe, informal spaces has helped to grow women's social capital and expand their agency over time. Data also show that since 2016 partners are working more often with each other, as well as with other civil society organisations beyond the MAMPU network. A significant driver of this increase has been collaboration to advance the Sustainable Development Goals (SDGs) agenda. Alongside this, partners and local governments have developed closer collaborative arrangements around their joint work to improve service delivery – particularly to improve services for victims and survivors of VAW. Greater engagement with the media across the network has been reflected in a steadily growing media profile.

Importantly, MAMPU has enabled partners to develop and refine solutions to constraints affecting women's access to services. For example, KLIK, a mobile complaints handling service developed by one MAMPU partner, builds on the community mobilization skills of village cadre to extend the reach of government social protection service providers to women and men in hard-to-access rural areas. Another model – Sekolah Perempuan (Women's School) – develops the skills and collective capacity of grassroots women to play a range of leadership roles, including assisting others to access the national health insurance scheme (JKN). These and other approaches helped partners to demonstrate to policymakers 'tangible' solutions to pressing access to service problems.

These changes in partner capacity and readiness have flowed through to increases in voice and influence – consistent with MAMPU's EOPOs. Contributions from our partners are evident in 647 official decisions by policymakers in government and parliament. These range from village and district regulations to national laws, including government decisions adopting models such as KLIK and Sekolah Perempuan for wider replication. Multiple sources of evidence show how women have worked collectively to express their views and influence decision-making at the village level. Additionally, significant examples of partner influence on national policy have emerged. These include revising the 1974 Marriage Law to increase the minimum age of marriage for girls from 16 to 19 years of age. Other examples include a new national initiative by the Ministry of Labour to reform the way that services are provided for millions of Indonesia's overseas migrant workers – the majority of whom are women.

Significant numbers of women and men have gained access to services. Data show that so far partners have directly assisted over 139,000 women and 37,000 men to access a wide range of essential services including legal identity documents, publicly-funded health insurance, and cervical cancer screening. Partners have helped revitalize the government's fledgling service for victims and survivors of VAW, contributing to increases in case handling and referral. Indirectly, MAMPU has contributed to wider increases in access, as local governments carry out policy changes impacting on improvements in service delivery.

The magnitude of this indirect increase in access to services is currently not known as measuring it will require some government data.

Over eight years, MAMPU needed to stay flexible to adapt to a dynamic political context and capitalise on

opportunities where and when they emerged. This has been most clearly illustrated by the launch of an initiative to engage Gol on the implementation of the SDGs. Growing 'backlash' from conservative interests has threatened to set back previous gains by the women's movement, impeding progress on policy change and at the grassroots alike. Although MAMPU was explicitly aware of this risk from 2016, it took longer to take concrete steps in response to this complex issue. This fault line will continue.

The onset of the COVID-19 pandemic in Indonesia in March 2020 has been the most serious challenge to affect MAMPU arising from the context. The impacts of the pandemic are undeniably gendered and will erode the poverty gains achieved over MAMPU's lifetime. MAMPU adapted swiftly, prioritizing reach among women at the grassroots. By April 2020, grant funds had been channeled to address COVID-19 at the village level through a range of initiatives to ensure accurate and credible information about protective measures. MAMPU also connected partners to an Indonesian social enterprise, *Jahitin*, as part of an initial response to support the livelihoods of women in target villages. MAMPU built on momentum that had already begun among organized women at the grassroots. Remarkably, local women's groups supported by MAMPU had begun action to address COVID-19 in their villages by 9 March, only days after the announcement of the first case in Indonesia on 2 March. The local-to-national structure of MAMPU's partner networks was a key factor in enabling the rapid response.

Summary of Recommendations

1. Position Managing Contractors in a non-hierarchical role in relation to civil society organisations they are charged with supporting.
2. Tailor grants management systems to the realities of different organisations and avoid falling back on *one-size-fits all* solutions for administrative expediency.
3. Create the space for civil society organisations to drive and shape the content and approach of capacity development support.
4. Refresh collective priorities on a periodic basis and through collaborative deliberation enable civil society organisations to identify and address multiple and overlapping areas of focus.
5. Create governance and management structures that engage government and partners in deliberation and discussion on equal terms.
6. Develop and communicate a clear narrative concerning women's economic empowerment, livelihoods and income generation and relate this to women's empowerment and gender equality.
7. Build on and harness existing capacity among civil society organisations and allow sufficient space for them to adapt timeframes and tactics to context.
8. Consider linking new partners and organisations to the women's movement as a strategy to raise the voice and issues of marginalized women.



Introduction and Background

The Australia-Indonesia Partnership for Gender Equality and Women's Empowerment (MAMPU) was an 8-year initiative funded by the Department of Foreign Affairs and Trade (DFAT) of the Government of Australia and implemented in cooperation with the National Planning and Development Ministry (BAPPENAS) of the Government of Indonesia. MAMPU supported the development of networks and inclusive coalitions of women's and gender-interested organisations (MAMPU 'partners') and parliamentarians to influence government policies, regulations and services, and apply influence in selected private sector arenas. Through this process MAMPU expected to improve the access of poor women to essential government services and programs. Ultimately, MAMPU aimed to contribute to the broader goal of improving gender equality and women's empowerment. These aims were in alignment with the Government of Indonesia's commitment to the Sustainable Development Goals (SDGs) and priorities in the 2014-19 Medium-Term Development Plan (RPJMN).

This Activity Completion Report (ACR) reviews the delivery, performance, and lessons from the second Phase of MAMPU (MAMPU Phase II), which was implemented between July 2016 and December 2020.¹ In Part 1, the report discusses key aspects of the way MAMPU was carried out and includes sections reviewing MAMPU's governance, finance and grants, and monitoring and evaluation (M&E) arrangements. By necessity, this section traces the evolution of these arrangements from the first phase (Phase I) of MAMPU between 2012 and 2016.

In part 2, the discussion turns to results, performance, and lessons. Following an outline of the Theory of Change, the document presents the 'performance story' for MAMPU from July 2016 to August 2020. This narrative takes the reader on a journey from shifts in the context, the key support that was delivered, through to the results achieved. Each section of this story presents key achievements, what was expected in the Theory of Change, some key evidence, and other important issues that help to contextualize the discussion. Also included are 'stories of change' capturing the experiences of four women with whom MAMPU worked at the grassroots. Following this discussion, the document addresses the evaluation questions that were set for MAMPU in the Monitoring and Evaluation Framework. This part of the report includes an assessment of the way MAMPU adapted to changes in context, including the outbreak of COVID-19 in the final year. Also included are additional evaluation questions discussing Value for Money (VFM) and sustainability. Part 2 concludes with some lessons and recommendations for the future.

Annex 1 contains further details including the 'Evidence Base' – the full list of documents, evaluation processes, and pieces of data that have informed the performance story. Annex 2 addresses financial and grant performance.

This ACR should be read in conjunction with the extensive documentation that has been prepared on a range of aspects of MAMPU's experience and lessons. This material has been made available for at least 12 months following MAMPU closure at <http://mampu.bappenas.go.id> and www.mampu2020.org. No single report can do justice to an 8-year journey that has been so rich in learning.

MAMPU Phase I

MAMPU Phase II followed a 3-year first Phase that began in 2013. Both Phases were part of a single overarching 8-year AUD 120 million commitment to harness the latent collective power of Indonesia's women's movement to push for policy reform.

¹ A separate ACR was prepared for Phase I (Annex 4).

Reflecting this intent, DFAT (then AusAID) undertook a highly collaborative design process in 2012 involving widespread consultations with civil society organisations (CSOs) working on gender issues at local and national levels across the country. This process identified 5 thematic areas where reform would make a significant difference for poor women and where there were promising opportunities to achieve change.

The design document housed MAMPU within the Vice President's Office for the Acceleration of Poverty Reduction (TNP2K), but this was changed to BAPPENAS early in 2013. Reportedly, the decision was influenced by uncertainty at the time over the long-term focus of the vice president's office following the 2014 presidential elections.

The Women in Leadership Unit (WIL) within the Australian Embassy directly administered an initial 12-month period of establishment, while a tender process to engage a managing contractor took place. Under this interim arrangement, an initial cohort of 6 partners² received small grants in mid-2012 to support the preparation of proposals for longer-term funding through MAMPU. These organisations were asked to incorporate several key ideas in their proposals including the involvement of local-to-national networks, and the development of solutions amenable to policy reform, and that had the potential to make a tangible difference to large numbers of poor women. Partners were also asked to demonstrate interest from district governments to be involved.

In April 2013 Cowater International was appointed managing contractor for the remaining 3 years of Phase I and mobilized a team of advisers to Jakarta. The early focus was on establishing delivery systems, supporting partners to finalise their proposals, and preparing to administer an expanded program of grants and Technical Assistance (TA) for partners. Following an intensive 6-month inception period, partners began receiving the first grants from October 2013.

Despite the diversity of partner approaches, the early stages of implementation were dominated by community organizing among grassroots women and the establishment of relationships with local government in target areas. Concepts and models proposed slowly took shape over the 2014-2015 period as partners encountered unexpected challenges and adapted. Additional organisations joined in 2014³ bringing the total complement of direct partners to 10, and a wider network of 151 local organisations and branches.

Mid-Term Review of Phase I

In mid-2015, with the end of Phase I approaching in June 2016, DFAT commissioned an independent mid-term review of Phase I to inform the decision to continue to a second 4-year Phase. The review took the form of an external verification of two key documents developed by MAMPU: a performance story; and a forward plan for 2016-2020. Prepared in June 2015, the Performance Story used evidence from the M&E system to show that partner capacity had improved, policy engagement with local and national governments had intensified, and early signs of increases in access to services had begun to emerge. The Forward Plan made the case for continuing to build on the foundations established in Phase I, with additional attention to issues such as strengthening intra-partner networks and increasing engagement with customary and religious leaders.

In July 2015, the independent verification team conducted a field mission to Indonesia to examine the content of both documents. The mission found the claims in the Performance Story to be 'strong', and the case for the Forward Plan to be 'very strong'. In December 2015 DFAT formally approved the continuation

² The initial 6 partners were 'Aisyiyah, Migrant CARE, KAPAL Perempuan, PEKKA (Women-headed Households), KPI (Indonesian Women's Coalition) and BaKTI (Eastern Indonesia Knowledge Exchange). The International Labour Organisation (ILO) joined later in 2013.

³ Partners that joined in 2014 were the National Commission on Violence Against Women (Komnas Perempuan), PERMAMPU, and YKP

(Foundation for Women's Health).

of MAMPU to a second Phase and elected to exercise a clause in Cowater International's contract enabling a 4-year extension from July 2016 to June 2020.

Transition to MAMPU Phase II

The transition to Phase II required further consultation between DFAT and BAPPENAS, that partners had to reschedule their activities. Between July 2016 and January 2017 – the first 6 months of Phase II – discussions took place between DFAT and BAPPENAS to confirm governance arrangements. These consultations encompassed several matters, including which directorate and deputy of BAPPENAS would host MAMPU for a second phase. Although Phase I had been housed within the Deputy for Poverty and Social Protection, it was eventually agreed that MAMPU would move to the Directorate for Family, Women, Children, Youth and Sport (KPAPO) under the Deputy Minister for Human Development, Society and Culture (PMK).

MAMPU's governance arrangements were overhauled and documented in a comprehensive set of guidelines. Overall, the intent of these changes was to strengthen alignment with the GoI priorities and enhance the involvement of BAPPENAS in MAMPU. The content of these shifts is discussed in further detail in sections 1.1 and 1.2 of this document.

MAMPU Phase II

In January 2017 the GoI and GoA signed a new Subsidiary Arrangement, establishing the legal basis for the second Phase of MAMPU. The first Steering Committee meeting, held in April, approved the work plan enabling partners to restart their work. Over 2017 the pace of implementation gradually increased as partners regained the momentum that had been lost during the transition period.

The Strategic Plan for Phase II (Annex 3) finalized towards the end of 2017 noted that the goal statement had changed, highlighting gender equality and women's empowerment. The document recommitted to the existing Theory of Change but noted several changes in emphasis and presentation. The Strategic Plan also referred to the important role of BAPPENAS in the revamped governance structure to help connect MAMPU partners to other line ministries to open up channels of policy influence and engagement.

Independent Review and Extension Phase

By mid-2018 DFAT was considering the future direction of investments in gender equality and social inclusion in Indonesia following the completion of MAMPU scheduled in 2020. An independent mid-term review of MAMPU Phase II in November 2018 found that the initiative had made strong progress against outcomes and recommended that DFAT continue to support gender equality. DFAT decided to combine initiatives addressing gender equality with DFAT's other existing commitments in social inclusion, which were also approaching completion in 2020, in order to ensure both issues are addressed in a more strategic and integrated way.

In mid-2019, DFAT notified the managing contractor of a potential extension of 6-months to allow time for the design of a new initiative to continue Australia's support for gender equality and social inclusion in Indonesia. The extension period was to have a focus on collective policy influence. MAMPU took the opportunity to reorganize the framework around nine 'collective action agendas' loosely grouped in four 'clusters'. This reorganized framework served as the basis for the final MAMPU workplan from October 2019 to August 2020. Further detail on these changes is discussed below in section 1.1.



Part 1: Approach and delivery arrangements

Part 1 of this ACR reviews key aspects of the delivery of MAMPU during the second Phase, including sections on:

- MAMPU's strategic approach;
- Governance and management arrangements;
- Delivery arrangements including financial and grants management systems; and
- Monitoring, evaluation, research and learning systems.

In relation to each of these issues, the narrative describes the principles and intent, and discusses how these arrangements evolved over Phase II.

1.1 Strategic Approach

The origins of MAMPU's approach

Both Phases of MAMPU shared the same strategic approach of building on the latent collective power of the Indonesian women's movement to influence policy reform and positively impact the lives of women who are poor. MAMPU sought to address a core problem: that despite a decade of progress in poverty reduction, women were still largely excluded from decision-making in public life; and that as a result they struggled to access critical government services.

MAMPU's approach to this issue was unusual among bilateral initiatives. There were few programs of this scale (AUD 108 million) and duration (8 years) working almost exclusively with women's CSOs, while maintaining partnership with a mainstream government agency – in this case BAPPENAS. Bilateral and multilateral initiatives in support of civil society often delivered the support through international non-government organisations (INGOs) or other intermediaries based outside of the country of operation, or through in-country mechanisms that supported this work towards gender equality as one strategy among others.⁴

This unique approach reflected the policy context at the time of the design as well as thinking that was emerging in the wider literature on development and social change. MAMPU took shape during a period when the Australian aid program was expanding rapidly. Funding to the Indonesia country program had increased, creating room for more ambitious longer-term planning. Partly influenced by this context, several longer-term and larger-scale initiatives, of which MAMPU was one, were conceived by DFAT in Indonesia during this period.⁵ At the same time, the design bore the imprint of evidence emerging from the Developmental

“International evidence demonstrates that where collective action problems have successfully been resolved, coalitions of groups and organisations have been the main drivers of this change.”

– MAMPU Design Document Part A

Leadership Program (DLP)⁶ and elsewhere drawing attention to the importance of coalitions in the politics of policymaking. This thinking placed the accent on developing the relationships between CSOs working on gender issues, going beyond a traditional focus on organisational capacity development.

Crucially, the MAMPU design was founded on the idea of existing collective capacity among organisations working to address gender issues in Indonesia that can

⁴ For a more substantive discussion of this issue see Brown G. and A. Lockley (2020), Supporting Women's Movements: Lessons from MAMPU, Jakarta: MAMPU

⁵ Others include the 10-year Knowledge Sector Initiative (KSI) and the 8-year Governance for Growth (KOMPAK) Program.

⁶ The DLP is an international research initiative dedicated to exploring how leadership, power and political processes drive or block successful development.

be further nurtured. The analysis and principles set out in the design documents detail examples of previous successes such as the 2004 Domestic Violence Law to drive home the point that Indonesian women's organisations had a track record in successfully driving change. MAMPU was directed at harnessing and building on this momentum. In this respect, and despite not being explicitly acknowledged, MAMPU can be said to be a vehicle to support the Indonesian women's movement.

These ideas gave rise to a 3-step Theory of Change, which envisaged improved capacity and readiness for collective action among partners (emerging in years 2-3), leading to increased voice and influence (in years 3-5), resulting in improved access to services and livelihoods for poor women (in years 5-8). This Theory of Change is the basis for the analysis of MAMPU's performance, discussed in part 2 of this ACR.

The five thematic areas ('themes') identified in the design established the substantive focus of MAMPU and reflected priorities agreed between GoI and GoA: (1) improving women's access to Government of Indonesia social protection programs; (2) increasing women's access to jobs and removing workplace discrimination; (3) improving conditions for women's overseas labour migration; (4) strengthening women's leadership for better maternal and reproductive health; and (5) strengthening women's leadership to reduce Violence Against Women (VAW).

Changes in approach for Phase II

In January 2017, at the outset of Phase II, consultations between DFAT and BAPPENAS resulted in a number of changes, designed to bring MAMPU into closer alignment with GoI plans and priorities. The goal statement, as set out in the 2017 Subsidiary Arrangement, was revised, as set out in table 1 below.

Table 1: Revised goal statement for MAMPU Phase II (Source: Strategic Plan MAMPU Phase II)

2021 MAMPU Design Document:	"Improved access and livelihoods for poor women in Indonesia in selected geographic areas within the targeted themes."
2017 Subsidiary Arrangement:	"...to improve the access of poor women in Indonesia to essential services and other government programs in order to achieve gender equality and women's empowerment and support the achievement of relevant Government of Indonesia SDG targets."

The revision sought to address two issues. Firstly, the change highlighted that ultimately MAMPU aimed to go beyond improving access to services to impact positively on gender quality and women's empowerment. A second change removed 'livelihoods' from the original goal statement, reflecting BAPPENAS concern that the pathway to achieving this was not sufficiently clear. There was also a view within MAMPU that livelihoods was better positioned as a *means* to empowerment, not necessarily an *end* in itself. Overall, the Theory of Change was retained from Phase I, but with a change in emphasis brought about by the renewed focus on women's empowerment and gender equality in the goal statement. These are discussed further below in the section 1.4 on monitoring and evaluation.

These changes were accompanied by modifications to the thematic areas. Theme 2 was altered to "improving employment conditions and removing workplace discrimination", removing reference to "access to work" to reflect the nature of MAMPU's focus on women homeworkers. This change recognised that this work was

not directed at securing access to formal employment, but rather to address the exploitative employment conditions experienced by homeworkers in the putting out system. Theme 4 was revised to “improving women’s health and nutrition”, removing specific reference to “reproductive health” to incorporate the Government of Indonesia’s priority of addressing the prevalence of stunting. Themes 1 (social protection), 3 (overseas women migrant workers), and 5 (Violence Against Women) remained largely unchanged.

Congruent with these shifts, thematic ‘road maps’ were introduced at the request of BAPPENAS. Road maps were created to help define the policy focus within each of the five themes, and to develop targets and strategies to complement Gol efforts. During the first quarter of 2017, MAMPU worked with partners and government representatives to prepare draft annual road maps for the three years from 2017 to 2019. These drafts were then further refined each year during the annual work planning process.

Although MAMPU was organized around the five thematic areas, a wider set of collective priorities steadily grew in importance over Phase II, as partners responded to opportunities for influence that emerged. By the close of 2018 MAMPU was supporting partners to address a six-point collective action agenda alongside five discrete thematic areas. This broader collective agenda – which encompassed the SDGs, child marriage and intolerance – intersected with but also transcended thematic areas. This created a degree of clutter in MAMPU’s conceptual architecture.

Extension Phase: Clusters and Collective Action Agendas

In 2019 MAMPU took the opportunity to reorganise ahead of the final year to create a clearer conceptual basis for collective action. In mid-2019, DFAT had informed MAMPU of the possibility for a 6-month extension to allow time for a new initiative to be developed. Since resources were limited, it was agreed that MAMPU would focus on maintaining momentum for collective influence on policy during the extension period.

To give sufficient focus to this work, MAMPU identified four ‘clusters’ (or policy areas) within which five thematic areas and the six-point collective action agenda could be consolidated. The four clusters were: (1) Decent Work and Economic Empowerment; (2) Basic Social Services; (3) Eliminating Violence Against Women; and (4) a ‘cross cutting’ cluster incorporating preventing child marriage, addressing intolerance and working with parliamentarians. Within these clusters, partners identified 9 more specific ‘collective action agendas’ to provide the basis for work planning over the final 2019-20 fiscal year.

A key aspect of this new approach was that partners could choose to work across multiple policy agendas, rather than focus in only one theme, as had been the case since the outset of MAMPU. This broke down the silos that had previously limited MAMPU’s support for partners to collaborate across thematic areas. This has proven to be an effective way of working.

1.2 Governance and management arrangements

MAMPU’s governance and management systems evolved several times over both Phases, reflecting the shifts described in the previous section. At times MAMPU had to navigate the sensitivities and tensions inherent in civil society-government relationships, which can sometimes be accentuated when bilateral donors are involved.

⁷ Examples include discussions on synchronizing data collection on VAW cases between MAMPU Partners FPL, Komnas Perempuan, and the Ministry of Women’s Empowerment and Child Protection that took place in the 2018 Thematic Working Groups. These discussions led eventually to a formal agreement between the three parties in December 2019 – the first of its kind – agreeing protocols on collecting, handling, and handling case data.

Governance arrangements inherited from Phase I

The governance arrangements outlined in the MAMPU design documents were designed to place partners at the centre of decision-making, while ensuring high level engagement from DFAT and Gol, and access to strategic insights and advice. The initial structure envisaged program management decision-making within an annual Partner's Forum, accountable directly to DFAT (then AusAID) and TNP2K jointly. In advisory and supportive roles were a 'Strategic Advisory Committee' (SAC) and the managing contractor.

This structure evolved soon after Phase I began. Firstly, TNP2K was replaced by BAPPENAS in 2013, as noted above. Secondly, the proposed decision-making role of the Partner's Forum did not eventuate. This was largely because the annual event was too infrequent, and with wide participation from across the network, it was simply too unwieldy to enable efficient discussion and decision-making. While Partner's Forums were held each year over the life of MAMPU, they came to be seen primarily as spaces for sharing, celebration, and reflection. Partner's Forums were generally attended by more than 100 participants from partners as well as women from the grassroots and other organisations. Board of Director's (BoD) Meetings were established in 2015 and held at least quarterly throughout MAMPU's life. These were limited to 2 senior staff from each of MAMPU's direct partners, along with the MAMPU senior management team, which kept overall participation to around 35-40 individuals. Consequently BoD meetings were much more focused around program management concerns and became an important venue for collaborative decision-making. As noted in Part 2 of this document, deliberations in the BoD meetings resulted in several significant initiatives, such as a MAMPU-wide SDG activity in 2018.

Other aspects of the governance structure did not gain traction during Phase I. Thematic Working Groups were discussed in the design documents as a mechanism to bring together partners and other organisations working in the same thematic area but were only hosted by BAPPENAS on a single occasion. Although members of the SAC were engaged as individual advisers throughout MAMPU's life, the committee was disbanded in 2014. Without an established formal mechanism, joint engagement and discussion on MAMPU by BAPPENAS and DFAT was sporadic.

Governance changes over Phase II

The transition between the first and second Phases of MAMPU resulted in sweeping changes to the governance structure. There were several imperatives driving this. By agreeing to host Phase II, BAPPENAS had accepted a degree of accountability for MAMPU's performance and alignment with Gol plans and priorities. At the same time there was a view that governance arrangements over Phase I had not enabled BAPPENAS to fully play this role and needed to be reconfigured. It was also recognised that more frequent structured engagement between partners and BAPPENAS could open up further opportunities for policy influence with Gol agencies. This was consistent with the expectation in the Theory of Change that MAMPU would be contributing to increased voice and influence on policy making from 2017.

Accordingly, a revised governance structure was agreed in January 2017 and documented in a comprehensive set of Program Management Guidelines (*Tata Laksana*). At the apex of the new 3-tiered

structure was an annual 'Steering Committee', with membership from BAPPENAS, represented by the Deputy Minister for Human Development, Culture and Society, and DFAT, represented by the Minister Counsellor for Governance and Human Development. Directly beneath the Steering Committee, a 'Technical Committee' was established comprising the Counsellor responsible for MAMPU oversight from DFAT and the BAPPENAS Director for Family, Women, Children, Youth and Sport and charged with hands-on coordination. Partners were represented at all levels, while the MAMPU Secretariat was tasked with supporting the functioning of the overall structure. A key provision of the new arrangements was the re-establishment of five Thematic Working Groups, each chaired by a relevant BAPPENAS director and the Unit Manager responsible for MAMPU oversight from DFAT and involving relevant MAMPU partners alongside representatives of key line ministries. A clear set of roles for each of these entities was agreed and set down in the Program Management Guidelines.

A revised annual work planning process was closely tied to the functioning of the governance structure. Commencing in the second half of each year, partners drafted work plans for the following 12 months, in alignment with the overall direction and targets in the thematic road maps. These work plans were informed by discussions in Thematic Working Groups, at which partners discussed priorities for the year ahead with BAPPENAS and representatives from other line ministries. Once finalised, partner annual work plans were consolidated by MAMPU (alongside proposed TA and other support activities) and presented at a session of the Technical Committee alongside a report on progress from the previous year, typically in November or December. Once endorsed by the Technical Committee, the consolidated MAMPU work plan was presented to the Steering Committee for final approval ahead of the start of the calendar year.

On the whole, these revamped governance arrangements functioned smoothly over Phase II, notwithstanding teething issues encountered during establishment in 2017. The Steering Committee and Technical Committee met each year with active engagement from both GoI and DFAT senior officials. Annual work plans were approved without delays and Thematic Working Groups were regularly held with participation from a wide cross section of line ministries. In addition to being a useful accountability mechanism for MAMPU, Thematic Working Groups provided space for two-way sharing, communication and advocacy between MAMPU, partners and GoI, and enabled partners to voice the concerns of their grassroots members. In a number of cases, discussions in these meetings helped spur momentum for collaboration between partners and government ministries around shared priorities.⁷

These arrangements underwent minor modification to adapt to MAMPU's shift from five thematic areas to four clusters for the final year. The Thematic Working Groups for themes 2 (employment conditions and workplace discrimination) and 3 (women overseas migrant workers) were merged into a single Thematic Working Group on Decent Work and Economic Empowerment. This was also a pragmatic move, since the same BAPPENAS Director was responsible for both issues.

Changing structure and role of the MAMPU Secretariat

Management arrangements within the MAMPU Secretariat underwent several shifts over both Phases as learning accumulated about the subtleties of working with partners, and to respond to the changes in approach and governance described above.

The MAMPU design document positioned the managing contractor in a supportive role, providing grant funds, responding to requests for assistance, and cultivating non-hierarchical relationships with partners, but without an explicit role in strategic direction of the program. The design expected that the DFAT WIL Unit would lead policy engagement with GoI, including opening up opportunities for influence by partners. However, with the merger of AusAID and DFAT announced in 2013 and accompanying impacts on staffing levels, the role of the managing contractor in strategy gradually grew in significance over Phase I. However, the MAMPU team needed to exercise careful judgment. It was always understood that ideas needed to be discussed, debated and potentially dismissed by partners. It took time to develop trust between the Secretariat and partners. Some proposals initiated by MAMPU were embraced, some were politely ignored, while others were actively resisted.

Alongside the Team Leader, several positions were created in the MAMPU team specifically to build and manage relationships with partners. The role of ‘partner facilitator’ (later called ‘partner engagement officer’) was established early in Phase I to provide a single point of contact within the MAMPU team for each partner and ensure a measure of relationship continuity. A reorganization in 2014 placed three partner facilitators under the management of a Technical Program Manager who came to play a central role in cultivating strong relationships with partners and later in Phase I, with GoI.

The drive to concentrate MAMPU around thematic road maps and working groups at the start of Phase II had implications for the team structure and roles. There was an intention to intensify the active convening role of MAMPU, as expressed in the 2017 Strategic Plan (see quote). The team was restructured, with the

“At this stage of the program, MAMPU’s role as a connector and bridge builder between partners, government agencies and other strategically significant actors will increase.”

– MAMPU Phase II Strategic Plan, 2017

creation of five ‘thematic hubs’, each under a ‘thematic coordinator’ (formerly partner engagement officer). Other technical roles within the team, including Grants Officers and M&E Officers worked under the coordination (but not supervision) of thematic coordinators to provide support to partners to implement thematic road maps. A thematic funding mechanism was created to enable thematic coordinators to draw on TA to help discharge this supportive role. To strengthen management and

coordination, a Deputy Team Leader and Senior Program Adviser were engaged to oversee different themes, while the role of Technical Program Manager was discontinued after the incumbent departed in early 2017. As engagement with GoI intensified over Phase II, the role of the Senior Program Adviser expanded from an initial focus on selected to include managing the relationship between MAMPU and BAPPENAS.

It gradually became clear that a narrow understanding of thematic areas was unnecessarily limiting. Over Phase II MAMPU partners had in fact widened their influence agenda as the context shifted and opportunities to push for change emerged in new ways. Examples of this were the SDGs and the child

⁸ The role of Deputy Team Leader was discontinued following the engagement of a new Team Leader in October 2017.

marriage, which became topics of public discussion and government attention over 2016 and 2017. A restrictive interpretation of MAMPU's scope might have viewed these issues as tangential to the core mission. MAMPU applied greater flexibility to supporting partners to pursue other issues relevant to women's empowerment and gender equality where momentum was building and there were clear opportunities to make progress. Eventually MAMPU reorganized for the final year, combining thematic areas and the wider agenda into 4 clusters. The team structure remained unchanged however, with thematic coordinators now handling clusters and agendas.

1.3 Financial and grants management systems

The second phase of MAMPU built on comprehensive delivery arrangements that had been established during Phase I. At the core of these arrangements were the financial management and grants administration systems. Annex 2 provides a detailed analysis of financial performance during Phase II.

Rigorous processes for the management and accounting of funds are vital for any large-scale bilateral program with average annual expenditure of around AUD 14 million. However, MAMPU's mandate posed additional hurdles. MAMPU was charged with supporting a highly diverse network of (mainly) NGOs of varying size and scale, operating in villages across the country. Furthermore, MAMPU's support to this network needed to be flexible enough to quickly adjust to the demands of working to influence policy amid a dynamic political context. At the same time grant administration and reporting needed to be light touch to avoid overburdening partners, many of which were small community-based organisations unfamiliar with the requirements of handling relatively large grant funds. In short, MAMPU's financial and grants management systems needed to be rigorous yet flexible, comprehensive yet agile.

Finance and procurement

MAMPU's systems for financial management, including procurement, were mature at the outset of Phase II, having been established and steadily refined during the first Phase. Closer Gol and BAPPENAS involvement in MAMPU governance did help address financial accountability challenges, particularly as outlined in various regulations on foreign revenue for development aid cooperation issued by the Ministry of Finance.

To avoid this eventuality, the Program Management Guidelines agreed in early 2017 gave considerable attention to governance and financial accountability. The clear roles ascribed to BAPPENAS, DFAT, MAMPU Secretariat, partners and related ministries in the governance structure provided for robust Gol oversight of progress and implementation. As a result, BAPPENAS were able to acknowledge and record all Phase II expenditure, while BPK made no adverse findings regarding MAMPU. This positive dynamic undoubtedly supported the collaborative relationships that developed between MAMPU and BAPPENAS over Phase II. The MAMPU Secretariat needed to report against the head contract to DFAT, and against thematic areas (and later, clusters) to Gol. Financial reporting to DFAT was based on the fiscal year, while reporting to BAPPENAS followed Gol budgetary and planning cycles based on the calendar year. MAMPU addressed these issues by creating an integrated budgeting and re-coding system that linked head contract budget lines, thematic areas and clusters. This enabled two different sets of financial reports to be generated quickly to meet the information needs of both governments.

On whole, procurement arrangements enabled MAMPU to respond rapidly to the demands of the program. A system of panels containing prequalified individuals and organisations had been set up during Phase I and assisted quicker procurement of a range of support, including Technical Assistance (TA), when required by the MAMPU Secretariat or partners. These panels were 'refreshed' in 2018 to ensure expertise remained

relevant. As noted in the following section, the use of efficient procurement arrangements was incorporated into MAMPU's Value for Money (VFM) framework over Phase II and assessed at regular intervals.

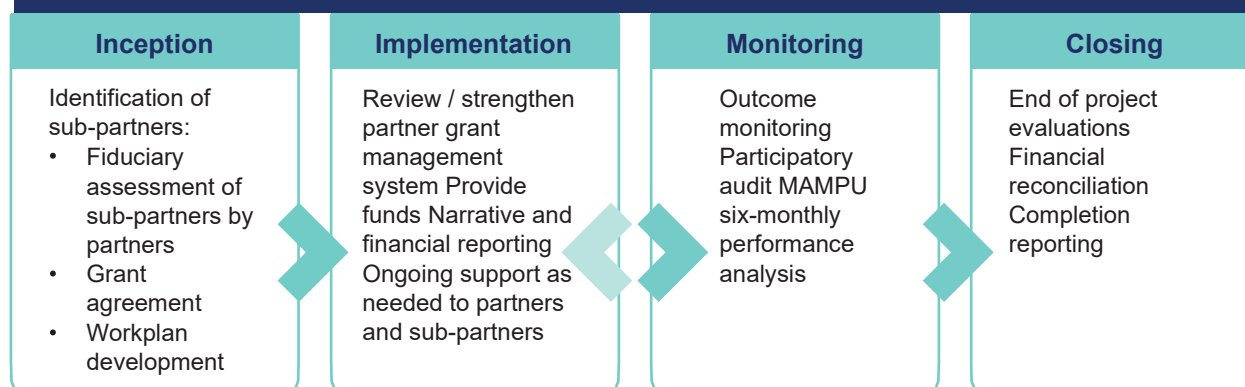
Grants management ⁹

The scale and complexity of MAMPU's approach demanded a transparent, robust and efficient grants management system. Between 2017 and 2020 MAMPU provided AUD 26.5 million in direct grants to enable the network of partners – comprising 127 organisations during Phase II – to carry out their plans. In addition, MAMPU provided AUD 3.7 million in core funding payments to assist partners to strengthen their organisations. MAMPU's network of partners cascade from national-level organisations through to local branches, sub-chapters, and community-based organisations operating in districts and villages throughout 27 provinces. This required a multilevel approach that positioned direct partners as 'grant makers' themselves, on-granting to other members of their networks – the MAMPU 'sub-partners'.

The multilevel grants management system adopted for Phase II had been developed during the first Phase. The core elements included an initial fiduciary assessment and six-monthly performance analysis encompassing timeliness of partner financial reporting, accuracy of transaction recording (including that of sub-partners), alignment with the organisations' own internal procedures, and budget compliance. Early on, it became apparent to MAMPU staff and many partners that better systems were needed to manage the increase in grants provided to sub-partners. Accordingly MAMPU worked with partners to enhance their own grants management system as well as their interaction with sub-partners. The core elements of this system are outlined in Figure 1.

⁹ This section is adapted from a practice note on MAMPU's grants management system. See Lockley, A. (2020), Using a grants system to build organizational capacity and accountability, MAMPU Practice Note, MAMPU: Jakarta.

Figure 1: MAMPU system for grants management for subpartners (Source: Lockley, A. (2020), Using a grants management system to build organisational capacity and accountability, MAMPU Practice Note, MAMPU: Jakarta)



MAMPU has focused on strengthening partner organisations' compliance with their own systems and procedures, rather than with program-specific requirements. This approach helps to ensure that capacity improvements remain relevant into the future. During Phase I each partner worked with an embedded consultant of their choosing; someone they trusted with full disclosure of their inner workings. They explored program risks and mapped the gaps in capacity in relation to project implementation, whether in staff, technical capacity, or management. From this, grant management manuals and standard operating procedures were developed, tailored to each organisational context.

During the initial Phase, partners worked with their sub-partners to design MAMPU-funded initiatives and develop workplans as a strategy to stimulate multi-level collective action on particular issues. MAMPU introduced a unique tool to partners – participatory audits – to assist in their role of monitoring grant implementation with sub-partners and local stakeholders. Participatory audits strengthen vertical networks by interrogating project management and feedback loops between the partner and sub-partner, and between these levels and local level stakeholders, whether implementing partners, local government and community leaders, or community members themselves. Participatory audits have since been widely applied by partners and sub-partners. Two partners – PEKKA and PERMAMPU – have, with MAMPU's help, since adapted the tool to include an outcomes monitoring element.

“It connects administrative staff to the grassroots”

– PEKKA feedback, cited in practice note on participatory audit

“[The emphasis on transparency] makes stakeholders in program trust in the governance of the program as there are multiple checks”

– KAPAL Perempuan feedback, cited in practice note on participatory audit

This system has functioned well over Phase II. Comments received as part of the process to develop a MAMPU practice note on participatory audit (see above) indicate that it was widely seen as a useful, if intensive, practice. Organisational capacity assessments of partners illustrate that the tool has been adopted and adapted by several partners and prompted wider improvements in organizational capacity. Since June 2017, 130 participatory audits have been completed, covering almost AUD\$6.9 million in grants. Over the life of both phases of MAMPU, only nine of 1,342 reported challenges experienced by partners related to MAMPU's systems, and of these only three of these specifically mentioned grants management systems.

1.4 Monitoring, Evaluation, Research and Learning

The program design placed significant weight on the role of evidence within MAMPU. This was not just to ensure accountability for funds, but as a central strategy to increase the effectiveness of partners and their networks.

MAMPU's approach posed several unique challenges for M&E. The enormous diversity among partner networks, the variation in their initiatives and approaches, and the geographically dispersed nature of the work, coupled with the unpredictability of policy influence mitigated against conventional approaches based on pre-determined indicators. However, a strength of the design was the clarity of the Theory of Change in providing a coherent overarching narrative explaining how MAMPU was expected to contribute to its goals. M&E was relatively well resourced from the outset of Phase I, reflecting the importance of evidence in the program. Monitoring, evaluation and research activities comprised 5% of total program expenditure over Phase II, and 11% of Secretariat expenditure. A full-time M&E Specialist was engaged continuously throughout both Phases.

M&E arrangements from Phase I

M&E arrangements for Phase II built upon the foundations established during the first phase. The first M&E Plan was approved by DFAT in November 2013 and proposed an approach that has continued to guide M&E practice over the life of MAMPU. Broadly speaking, this was based on the Theory of Change and centred on a consistent set of questions – rather than indicators – as the basis for monitoring and evaluation arrangements. At the partner level, five core monitoring questions were specified to address implementation, financial management, risks, reach and outcomes. These questions were used as the basis of a partner-specific monitoring plan, as well as quarterly reporting to MAMPU. In 2014, MAMPU introduced the Most Significant Change (MSC) method – a participatory story-based monitoring technique – as a strategy to create space for grassroots women's voices in the monitoring process.

This approach had distinct advantages at the time. Little was known about the partner initiatives to be funded by MAMPU, many of which were still being developed. In this context, there was a risk that indicators, which need to be highly specific, would be quickly out-of-date as partner designs continued to evolve. A question-based approach could better accommodate this fluidity. The focus on monitoring 'reach' was intended to track patterns of engagement between partners and different types of key stakeholder such as policymakers at national and subnational levels.

Alongside a focus on monitoring questions, the M&E Plan adopted with minor modifications the four Key Evaluation Questions (KEQ) proposed in the design document. Each KEQ assessed the extent to which outcomes were occurring at each level of the Theory of Change, allowing for the buildup of a complete picture of performance as MAMPU progressed over time. The M&E Plan identified a range of techniques and tools to address these KEQs, including organizational capacity assessments, policy case studies, and organizational network studies. A whole-of-program evaluation, using the performance story technique¹⁰, was timed to coincide with the completion of Phase I expected in June 2016.

¹⁰ Also called the Collaborative Outcomes Reporting (COR) technique.

These arrangements evolved over Phase I. MAMPU adopted the Organisational Capacity and Performance Assessment Tool (OCPAT) originally applied to assess partner capacity in 2012, and assessments were repeated at 2-year intervals throughout the life of the program. A network study was trialed with one partner through a baseline study conducted in 2015 and repeated in 2016. However, this approach was discontinued and data on partner collaboration and networking was collected through a revised PQR.

Changes over Phase II

MAMPU arrangements evolved at the start of Phase II to reflect the adoption of thematic roadmaps and the new governance processes. A revised M&E framework was developed in 2017 linking partner implementation monitoring to the thematic roadmap targets. This enabled MAMPU to present an aggregate snapshot of progress against thematic roadmap targets to the Thematic Working Groups, Technical Committee and Steering Committee. At the same time, data on implementation was linked to the Theory of Change enabling MAMPU to understand where progress was strong or falling behind. The capability of the management information system (as described below) to support this was fundamental.

The Theory of Change was retained from Phase I, but with a shift in emphasis brought about by the renewed focus on women's empowerment and gender equality in the goal statement. The linear presentation of the outcomes in the design and initial M&E Plan was reshaped to illustrate all three outcomes unfolding simultaneously at program completion in 2020. In this representation, increased capacity and readiness, voice and influence, and access to services steadily built upon and reinforced each other until all 3 outcomes were occurring together by the last three years of the program. This better reflected the empowerment intent of the revised MAMPU goal.

The revised M&E framework also set out a more systematic approach to assessing MAMPU contribution to improved access to services. This was comparatively straightforward in target areas where MAMPU partners directly assisted women and men to access services and reported on these results through regular processes. However, this was more complex where MAMPU contributed to wider scale improvements in access that occurred outside of target areas, for example by influencing government policy. This required access to government administrative data at district level, for instance on registration for the national health scheme. This proved more difficult than expected and as acknowledged in section 2.3 below, MAMPU was ultimately unsuccessful in securing this data.

MAMPU developed and applied tools for monitoring influence on policy change and these were upgraded in the shift to Phase II. A modified form of process tracing was applied to assess and develop the case that MAMPU contributed to significant policy changes. These approaches helped to establish MAMPU's influence on several major GoI policy initiatives, as documented in 3 Significant Policy Change (SPC) case studies submitted to DFAT over Phase II. At local levels, the widespread influence of partners and women at the grassroots on policy decision-making was captured through specific fields in quarterly reporting and triangulated through field monitoring. This enabled a combination of quantitative data showing wider patterns across the program, with narrative reporting that could convey some of the nuances.

In 2018 MAMPU incorporated a VFM framework into the program M&E system. The framework proposed a principles-based approach that prioritised ongoing improvement of VFM. To do this, the framework translates the 8 DFAT ‘global’ principles into 14 MAMPU-specific VFM principles and set out a process to assess the extent to which they were evident in MAMPU practice. The methodology was applied in 2018 and in 2020 just prior to completion. The results of the 2020 assessment are outlined in part 2 of this document.

MAMPU National Information System (MANIS)

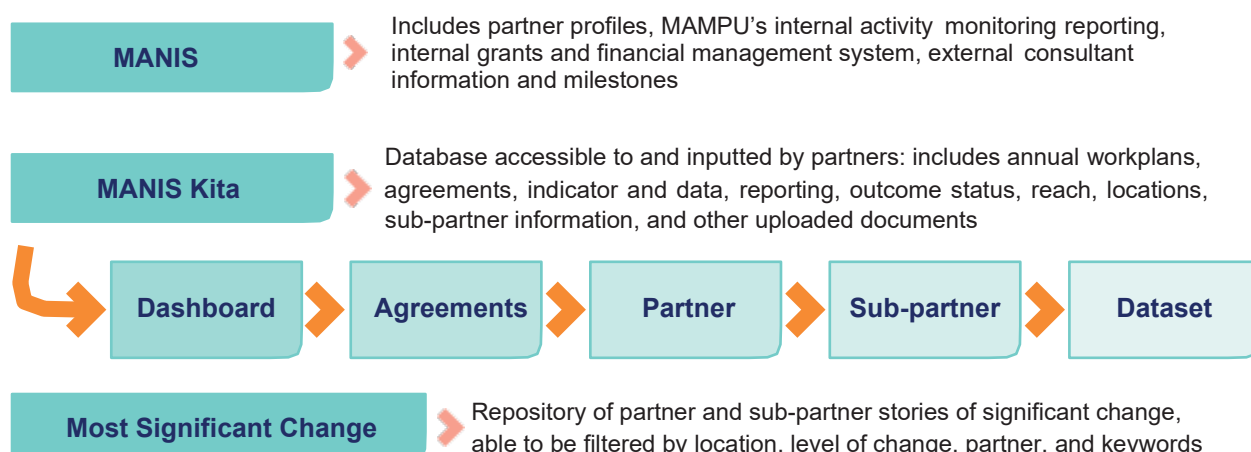
A comprehensive information management system, known as MANIS, was a key component of the MAMPU’s M&E arrangements. Work on the system started in late 2013, having been foreshadowed in the first M&E Plan. The initial design was developed by a part-time Information Management Systems Specialist employed as a consultant by MAMPU, working with a full-time M&E Information Systems Officer. Both roles have remained in place throughout the program to iteratively develop and update the system.

MANIS was launched in mid-2014 as a simple desk-top system capturing data from Partner Quarterly Reports (PQRs) and monitoring reports from the MAMPU team. However by mid-2015, it had evolved significantly. MANIS was initially developed on a basic Microsoft Access desktop platform, only accessible from the MAMPU office in Jakarta. In 2014, this was augmented with an online capability to enable use by staff frequently travelling or using different operating systems.

Once this had been shown to be effective, a module for storage of MSC narratives – ‘MSC Storybook’ – was added followed by an online reporting system – MANIS Kita – in 2016. These are separate but linked databases used by MAMPU partners for progress reporting and submission of stories about observed or emerging outcomes within their initiatives.

Figure 2: Structure of MANIS (Source: adapted from A. Lockley, MAMPU’s Information System – MANIS, Practice Note, 2020)

Core project management components



MANIS has been instrumental to MAMPU's capacity to report on progress and outcomes to different audiences. For instance, the relational capability in the databases enabled data on progress towards outcomes to be presented against thematic road maps, which was critical for accountability to the Technical and Steering Committees.

Research and learning

Management of research has had a complex history on MAMPU. The 2012 design originally proposed the inclusion of an 'Analytics and Research Unit' (ARU) to be charged with carrying out a range of monitoring, evaluation and research-related activities. However, this concept never took root and in 2014 MAMPU engaged a Research and Innovation Manager who oversaw all research until 2017. As a result of the restructure in 2017, two research officers were recruited and assigned to thematic areas, while reporting to the M&E Specialist.

Research commissioned by MAMPU fell into several categories. A number of studies were designed to support M&E processes, for instance by exploring issues emerging through regular monitoring processes. For instance, a qualitative study of women's collective action was initiated in 2016 partly because monitoring data had shown community organizing had expanded rapidly and it was important to understand the factors that were drawing in women at the grassroots. Similarly, a mixed method longitudinal study of access to services tracked changes in poor households' access to services and explored if and how MAMPU was linked to these changes. These studies had close connections with KEQs.

Other studies were specifically designed to add to the evidence base on particular questions of policy salience or to support decision-making. For instance, in 2019 MAMPU supported a rigorous quantitative analysis of the impact of child marriage on the life prospects of girls and boys, adding new knowledge that was taken up by BAPPENAS for the launch of their National Strategy on the Prevention of Child Marriage (Stranas Pencegahan Perkawinan Anak).

MAMPU instituted several multilevel processes to foster a culture of reflection and learning. At the heart of this was the six-monthly Participatory Analysis and Reflection (PAR). PAR events were facilitated by MAMPU M&E staff and involved staff from partners and sub-partners considering areas of progress and difficulty through a series of exercises. The discussion and selection of MSC stories was incorporated in a special session, with varying degrees of success. Each PAR concluded with agreement on joint follow up actions by MAMPU and partners. Over Phase II some 32 PAR events were facilitated by M&E staff from the Secretariat. Partner's Forums were an opportunity to foster discussion and reflection among the wider MAMPU network and were successful in engaging a broad cross section of stakeholders, from women at the grassroots to partner staff and women's activists. Nevertheless they were intense affairs, and as a result were never held more frequently than once a year. Synthesized data on progress was presented at BoD meetings, although this was sporadic. While there were multiple channels for learning, MAMPU could have done more to tie these various strands together.



Part 2: Performance, Results, and Lessons

This part of the document contains the MAMPU performance story between 2017 and 2020. Following the typical structure of a performance story, this includes sections on:

- The Theory of Change – how was change was expected to happen?
- The Performance Story – evidence-based claims of contribution to the outcomes in the Theory of Change.
- Discussion and synthesis against the four KEQs from the M&E Framework for Phase II. In addition to the four KEQs, two additional evaluation questions on VFM and sustainability have been included.
- Lessons and recommendations.

Basic Methodology

The analysis and conclusions presented in this part of the report have been produced through a light touch form of ‘Collaborative Outcomes Reporting’ (COR), a recognized evaluation technique. At its most basic, COR involves mapping available data against a program’s outcomes along with external verification to check the credibility of the claims made. However, on this occasion, external verification was not possible owing to travel restrictions arising from COVID-19.

This report draws upon data collection processes that are part of MAMPU’s M&E arrangements. Data from these was brought together and reviewed by the MAMPU M&E team over September and October 2020 and synthesized into a series of ‘headlines’ against the program’s outcomes. These ‘headlines’ formed the basis for MAMPU’s performance story.

In addition, the analysis and lessons have been informed and enriched by the results of a series of online reflection events held with partners and MAMPU staff in September. Four online sessions with 22 MAMPU staff identified significant contributions the program had made. Through a facilitated online event, more than 100 participants drawn from partner staff and grassroots women discussed the most significant achievements and changes.

Alongside these activities, a repeat assessment of MAMPU’s VFM was facilitated. The VFM framework translates the eight DFAT ‘global’ principles into fourteen MAMPU-specific VFM principles and includes a tool to assess the extent to which they are evident in our practice. The aim is primarily to drive improvements in VFM through an evidence-based internal process. MAMPU applied this tool through a facilitated workshop with five operational and management staff during September 2020. A synthesis of the results is included in section 2.3.

2.1 How was change expected to happen?

Both phases of MAMPU were based on a ‘Theory of Change’ – a map connecting expected results with activities. This section of the ACR describes how these connections were expected to work. The Theory of Change was first developed with partners in 2012, with revisions and refinements in 2017.

Ultimately, MAMPU aimed to contribute to “gender equality and women’s empowerment in selected areas in Indonesia.” However, it was recognized that this high-level goal was the result of the complex interplay of wider socio-cultural, political and economic forces, many of which lay well outside the direct influence of MAMPU.

Nevertheless, by the end of 2020 MAMPU was expected to make a contribution towards this goal in two ways. Firstly, MAMPU was to have “improved access to essential government services and programs for poor women in target locations”. The ‘essential government services and programs’ referred to in this statement reflect the five MAMPU themes:

- Social protection programs, particularly publicly-funded health insurance provided through the National Health Insurance Scheme (Jaminan Kesehatan Nasional) administered by the Social Insurance Administration Agency (BPJS) (thematic area 1);
- Workplace protections, particularly health insurance for women homeworkers (thematic area 2);
- Services that improve migration conditions for women migrant workers (thematic area 3);
- Services that address women’s sexual, reproductive health, and nutritional needs (theme 4); and
- Counselling and support services that address the needs women victims and survivors of violence (theme 5).

Secondly, by 2020 MAMPU expected to see positive change in the ‘voice’ and ‘influence’ of women at multiple levels. In villages, women would be working collectively, expressing their views in public and private (‘voice’), shaping decision-making and influencing the allocation of state resources (‘influence’) for wider benefit, including improved access to services. By doing so they would be challenging norms that constrain what is socially acceptable for women and girls.

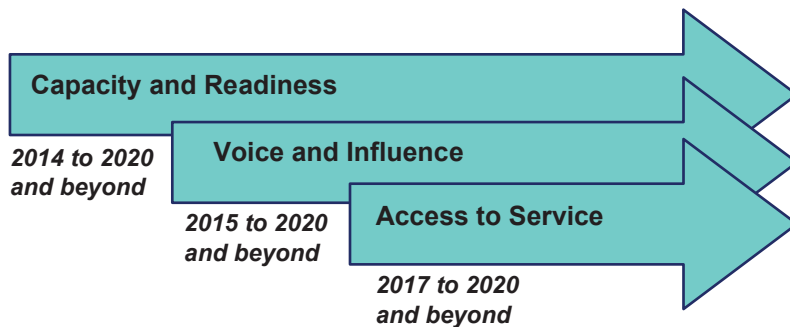
These changes in ‘voice’ and ‘influence’ were understood to be a process as well as an expected outcome. As a process they described a pathway through which MAMPU improves women’s access to services. They were an outcome of MAMPU in that they described an end state that in itself has intrinsic value. Critical to both was a view of poor women as agents, not only as users of services provided by others. This was the empowerment agenda that was central to MAMPU.

MAMPU was based on the idea that networks of selected civil society organisations – the MAMPU partners – can play a pivotal role in shaping government reform to benefit poor women on a significant scale. The Program elected to build on the work of organisations with an established track record of influencing reform in Indonesia. The theory was that with the right kind of support at the right time, these organisations would act more collectively, and increasingly in concert with allies in government, parliament, and private sector. At the same time, partners would work with and draw from the priorities and experiences of poor women in villages across Indonesia. By supporting these multilevel processes, MAMPU expected momentum for change to grow, influencing how the government makes and carries out policies, improving women’s access to essential services on a wide scale.

By the conclusion of 2020 MAMPU expected the results of this process to be visible in increased ‘voice’ and ‘influence’. In the villages where MAMPU works, it was envisaged that women would be more involved in decision-making and their ongoing participation would be acknowledged and enshrined in formal village regulations. At the district, provincial and national levels, MAMPU’s contribution would be reflected in policy decisions that could plausibly contribute to improving women’s access to services on a wide scale by 2020. This was the expected medium-term outcome of MAMPU.

However, a series of preconditions were identified for these outcomes to contribute to better service delivery, improved access to services, and empowerment by 2020. Firstly, they must be accompanied

Figure 3: MAMPU outcomes and timeframes (Source: MAMPU Strategic Plan)



by positive changes in the self- belief, knowledge and confidence of women with whom MAMPU works at the village level. Evidence from MAMPU as well as internationally, suggests that these are important prerequisites for voice and empowerment. Secondly, the authorizing regulations and policies for reforms that address women's priorities would need to be in place at the national, provincial, and district or municipality levels.

Without these, further action such as shifting budgets towards women's priorities was difficult. Thirdly, resources (financial and human) needed to be mobilised and allocated towards the particular service-related issue addressed in the policy. Fourthly, government service providers needed sufficient capacity to deliver the policy intent at the service level. These four preconditions were not enough in the absence of a fifth: evident commitment and support from a critical mass of leaders – inside government and parliament as well as in communities.

MAMPU was cautious about generalizing across the diversity of contexts where the program aimed for change. The opportunities and constraints depended to a great extent on the unique social, political and cultural dynamics in each village, district and province. Nonetheless, together these five preconditions – in varying configurations – represented the 'causal package' required for policy influence to lead to improved access to services and empowerment.

Increasing the capacity and readiness of partners for collective action – including their links with government and private sector – was expected to lay the foundation for achieving other outcomes. MAMPU was expected to accelerate this by developing partner organisational capacity, bolstering the focus and intensity of collective action, and enabling partners to expand their reach among women at the grassroots. MAMPU sought to incentivize partners to work in networks that link up local and national organisations and provides them with grant funds to test ideas in selected locations across Indonesia. Alongside this, the Program linked partners to technical expertise, high quality evidence, and resources, to enable them to better seize opportunities that emerge as changes in the context occur.

As well as resourcing the network, MAMPU's role was to act as an active 'connector' and 'bridge builder' between partners, government agencies, and other strategically significant actors. The governance structure for MAMPU – which opened space for routine partner-national government interaction – was to be critical to this. The increased involvement of BAPPENAS in a guiding and facilitating role was important to boost capacity to link partners with wider reforms across the government.

GOAL	Gender Equality and Women's Empowerment
End-of-Program-Outcome (2017-20 and beyond)	<p>“Improved Access to Essential Services”</p> <p>Improved access: Poor women have migration improved access to essential government employment services and programs in target areas</p> <p>Responsive service delivery: Government and providers deliver higher quality and more accessible services in target areas in response to influence from poor women at village, district, and national level</p> <ul style="list-style-type: none"> • Social protection programs • Workplace protections • Services supporting for • Services that address reproductive health and nutritional needs • Services for women victims survivors of violence
Medium-Term Outcomes (2015-20 and beyond)	<p>“Increased Voice and Influence”</p> <p>Critical external factor: Local government service providers have sufficient capacity to carry out the intent of policy decisions</p> <p>Changes to resource allocation: Governments and parliaments (local and national) allocate the resources (human and financial) needed to implement policy decisions</p> <p>Regulatory and policy decisions: Government and parliaments (local and national) make policy and regulatory decisions that reflect the needs and priorities of poor women in the five thematic areas</p> <p>Commitment to reform: National and local leaders, government policy-makers, and parliamentarians increasingly reflect the needs of poor women in decision-making agendas</p> <p>Strengthened demand for reform through grassroots ‘voice’: Poor women in target locations increasingly advocate for their needs and priorities at village, district, and national levels</p>
Short-term Outcomes (2014-20 and beyond)	<p>“Increased Capacity and Readiness for Collective Action”</p> <p>Build coalitions to advocate for change: Partners increasingly using evidence to advocate, engage and build alliances with government, parliamentarians, the media, and the private sector</p> <p>Develop solutions: Partners and their networks trial and refine solutions to service delivery issues that affect poor women in target locations</p> <p>Organise at the grassroots: Partners organize women and men at the grassroots and develop women's critical awareness, knowledge, and self-belief</p> <p>National-to-local linkages: Increasingly effective communication between partners at national and local levels and branches</p>
Support from MAMPU	<p>FUND: Multi-year grants to partner networks to enable them to test and define their ideas and DFAT-advocate for change</p> <p>CONVENE: Bring the network together regularly to identify, discuss and strategise</p> <p>COORDINATE AND BRIDGE: Link partners with Gol, media, private sector, and other donor-funded initiatives</p> <p>ADVISE and ASSIST: Technical advice and expertise that is strategic</p> <p>BUILD EVIDENCE: Collect, analyse, synthesize, and communicate evidence while being responsive to emerging needs</p>

2.2 How change actually happened: The MAMPU Performance Story

This section summarises MAMPU's performance against expectations in the Theory of Change. It describes what was done, changes in three key End-of-Program-Outcomes (EOPOs): increased capacity and readiness for collective action, increased voice and influence, and improved access to essential government services and programs.

The wider context:

pockets of progress, but growing backlash, increasing vulnerability

MAMPU's performance must be understood against the larger story of development and change in Indonesia. In 2012, the Program design made the case for MAMPU against the backdrop of a long period of economic growth, and emphasized that Indonesian women, especially poor women, were not sharing equally in these gains. High rates of maternal mortality, barriers to accessing government social protection, and inadequate implementation of laws addressing VAW were among three key issues highlighted in the design.

There have been notable improvements in areas such as access to health services, health coverage and more Indonesians have access to the legal identity documents they need. Poor Indonesian women have seen their quality of life and standard of living go up between 2011 and 2018 and for the first time in Indonesia's history poverty rates dropped to below 10%.

At the same time, analysis by MAMPU highlights areas of stagnation between 2011 and 2018.ⁱ Falls in poverty have bypassed some of the most marginalized women in society. Households headed by men have made much faster progress out of poverty than those headed by women. Particular segments of women-headed households – such as those headed by older women supporting young children – are more likely to be asset poor. Consequently they are uniquely vulnerable to shocks and particularly in need of

“...we find evidence that the Indonesian economy is leaving vulnerable female-headed households behind.”

– Schaner, S. and N. Theys (2020), “Changes in Indonesia's Gender Landscape Between 2011 and 2018: Updated MAMPU Background Assessment”.

social protection. This finding is especially relevant as the economic impacts of the COVID-19 pandemic continue to unfold and impact households across the country. Gains in access to health care have not always translated to improved health outcomes, and current policy has made it more difficult for women to legally migrate abroad in search of work. Indonesian women still have the lowest labour force participation rates in some regions. In these areas, the agenda at the outset of MAMPU continues to resonate in 2020.

Meanwhile, backlash against perceived 'Western liberal' agendas has become more acute over MAMPU's life. ⁱⁱ Organisations working on women's empowerment have been increasingly challenged by rising intolerance and religious conservatism. This trend has threatened to set back previous legislative gains (for example the 2004 Law on Domestic Violence) for women. Conservative interests are better organized and have increasingly influenced national parliamentary politics, actively opposing laws addressing child marriage and sexual violence.

Changes in the political context at the local and national levels have opened up opportunities for progress in some areas, but impeded change in others. During his first term, the priorities of President Joko Widodo (Jokowi) including his embrace of the SDGs, aligned well with MAMPU's agenda and helped to create opportunities for influence. However, the increasingly polarized political environment in the lead up to national elections in 2019 made substantive progress more difficult. Several rounds of local elections have created upheaval, decreasing access to elected representatives in districts and municipalities across the country. The ongoing implementation of the 2014 National Law on Villages, passed early in MAMPU's life, has been a further key contextual development.

The onset of the COVID-19 pandemic in Indonesia in March 2020 has been the single most disruptive event to occur in the wider context since MAMPU began. Official projections of the poverty impacts of COVID-19 invariably point to steep rises in 2020, potentially eroding the gains of the past seven years. The impacts of COVID-19 are undeniably gendered. Seventy-one per cent of Indonesia's 359,339 nurses are women, exposed to infection through contact with patients amidst a shortage of Personal Protective Equipment (PPE). Widespread disruption of supply chains has devastated employment and impacted on vulnerable groups in the informal economy such as women homeworkers. Women have increasingly shouldered the burden of unpaid labour as school closures, work-from-home policies, and embedded cultural norms increased unpaid domestic work and childcare. Rising rates of VAW have been reported in some areas, echoing global trends.



What we have delivered... (MAMPU support)

THE HEADLINES

Against this backdrop, MAMPU has supported and facilitated networks of organisations working to influence wider change in support of women's empowerment and gender equality. Below we outline the 'headlines' of this support.

MAMPU has developed and applied a unique way of working that supports a diverse movement of organisations.

MAMPU is unique. In 2012 there were few templates for working with a movement of far-flung organisations with diverse structures, backgrounds and affiliations to, firstly, design an eight-year Program, and then support (but not direct) the members to carry out their plans. This was the concept put forward in the design.

Since 2012 MAMPU has managed, coordinated and delivered support to networks, largely in line with these expectations. Four interrelated features of the MAMPU 'way of working' stand out:

- i. **A team structure that enables consistent partner engagement:** The MAMPU Secretariat team is organised around engagement with partners. This is highlighted in the role of 'Thematic Coordinator' (previously Partner Engagement Officer) and its relationship to other technical and managerial roles in the MAMPU secretariat team.
- ii. **An infrastructure for collaborative and collective decision-making:** MAMPU has set up processes that create space for collective decision-making extending from workplanning and strategizing through to six-monthly reflections. Regular Board of Director's Meetings (BoD) were initiated by MAMPU in 2014 and this has evolved into an important forum for communication and collaborative decision-making. A MAMPU-wide activity to influence the Sustainable Development Goals (SDGs) – first identified in a BoD meeting in December 2017 – is a prime example of how these spaces enable collective action and problem solving. This forum was similarly key to shaping MAMPU's response to the COVID-19 pandemic.
- iii. **A formalized bridging role to link CSOs with national government:** Since January 2017, MAMPU, BAPPENAS and DFAT have established formal governance structures to help connect the Program with national government. These include a Technical Committee, Strategic Committee meetings and an annual schedule of Working Groups that bring government and partners together to deliberate on and discuss progress and plans. These processes help provide official status to partner workplans.
- iv. **A grants mechanism that enables and supports diverse networks:** MAMPU has devised and applied a grants system that enables support to be channeled to a wide variety of networks encompassing a range of capacities. This enables grant funds to reach a range of CSOs from small community-based organisations working on the frontlines in a few villages, to sprawling mass organisations working across the country. MAMPU has tailored grant arrangements to the circumstances of each network and developed the capacity of selected partners to provide and account for funds to other members of the network.

To be clear, on their own these elements are not unique. Rather, the way that they have been combined and deployed has been key. This has helped avoid a 'one-size fits all' approach to financial support, it has encouraged personalized relationships of trust to evolve, and it has enabled MAMPU to respond to the opportunities for influence.

Working in this way, MAMPU has delivered a broad range of support that has been timely, relevant and strategic.

The MAMPU 'way of working' has enabled a wide range of support to reach the network of partners in line with our intended outcomes. This support has taken five forms.

Financial support for partners has been a significant aspect of this work. MAMPU has provided partners with 'core funding', as well as 'grant funding' to trial and develop their ideas and concepts on the ground. The grants management system established and successively refined since 2013 has been critical to enable this to happen in a way that is consistent with MAMPU's intent to work with wider networks.

MAMPU has also provided partners with highly **'technical' support and advice**. This is exemplified by development of a case management database for a network of service providers (FPL) for victims of Violence Against Women (VAW) (see text box).

At other times, MAMPU has provided a **broader, longer-term integrated 'package' of support** to help partners grasp an opportunity or address a shared organizational development priority.

Technical support to improve capture and storage of VAW case data.

Better arrangements for managing data on cases of VAW has long been an ambition of FPL and Komnas Perempuan. However, in June 2016 discussion on a potential system had stalled. To help progress the issues MAMPU began working with FPL members in September 2016 to scope a system that could meet the needs of frontline service providers – small resource constrained organisations. By mid-2017 a simple online database was operational. In less than 12 months, 20 organisations had uploaded more than 2,000 cases and have already used these data in advocacy on the Draft Law on the Elimination of Sexual Violence.

For example, MAMPU helped partners to identify, design and carry out an activity to collectively influence the SDGs. This idea first emerged in a BoD meeting convened by MAMPU in late 2017. Once the idea had been agreed among partners, MAMPU moved quickly to help develop the Terms of Reference and clarify funding arrangements. Staff from MAMPU helped convene consultations with local government agencies in 22 districts and organize a conference in Jakarta in 2018 attended by governments, civil society organisations, and researchers from Indonesia and the region. Simultaneously, MAMPU engaged directly with DFAT and BAPPENAS to build support for the initiative. Timeliness was an important consideration so that the output of the SDG consultations could influence the development of the RPJMN by the end of 2018.

Similarly, MAMPU worked with partners to develop and provide a package of support to improve the sustainability of partner organisations. The 'Pathways to Sustainability' activity took shape in late 2018 through discussions with at a BoD meeting and kicked off in February 2019. Through this activity, MAMPU engaged two Indonesian organisations - Saraswati and Kopernik – to provide 'demand-driven' practical support and advice to partners on topics ranging from management information systems to establishing 'for-profit' social enterprises.

MAMPU has also provided specific training and capacity development in response to an identified priority. For example, in 2017 MAMPU trained Komnas Perempuan Commissioners and other partner staff in media handling skills in advance of the 16 Days of Activism Campaign Against VAW. The benefits have flowed

through to subsequent media opportunities. For example in the 2018 Eastern Indonesia Women's Forum, where the Komnas commissioners demonstrated a more sophisticated approach to communicating their message to the media. There is sound evidence (see below) that MAMPU's training is widely considered to be of good quality.

MAMPU convened partners and connected them with other organisations.

Over Phase 2, MAMPU intensified work to convene and link partners with other organisations to build support for collective action. Data from internal monitoring systems show that MAMPU staff has frequently been involved in a range of engagements that brought partners together, or with other organisations from government ministries and donors to media and private sector firms.

MAMPU's role in these engagements varies along a spectrum. At one end MAMPU has been an "active convener", for example, in meetings and discussions that draw together partners in a particular Theme or Cluster. MAMPU staff contact partners to align schedules, facilitate agreement on the agenda, and arrange logistics. MAMPU personnel facilitate discussion and play an active part in shaping thinking and decision-making. For example, in June 2019, MAMPU staff convened a series of workshops with 7 partners to clarify a collective strategy for child marriage. The events were designed and organized by MAMPU staff members, who then acted as facilitators during the sessions. Other examples include monitoring missions by MAMPU staff, which often provide an opportunity to bring partners into contact with key district government officials to help strengthen collaborative relationships.

At the other end along this spectrum of roles, MAMPU has often acted as "backup support". In this capacity, MAMPU joins discussions and events initiated by partners, DFAT or other third parties. MAMPU's role in these engagements is lower in profile and has often involved monitoring discussions, recording agreed actions for follow up, and considering whether to bring in other partners or connect the discussion to other groups.

Knowing when each role is appropriate has been key to working effectively with MAMPU partners.

MAMPU helped to raise the quality of the interaction between partners and national government.

Since January 2017, MAMPU has played an increasingly active role in improving the quality of the interaction between partners and national government. Since 2016 MAMPU has organized significant events that bring partners into contact with government including meetings (Working Groups, Technical Committee, Steering Committee meeting), joint monitoring, and workshop discussions. Through these occasions, partners have an opportunity – outside of an advocacy context – to present and discuss key issues with national government. This encourages higher quality dialogue and exchange which can help to recast civil society-government relationships.

MAMPU was increasingly successful in drawing wider attention to partner priorities, achievements and new evidence.

MAMPU has gained traction in public discussions and policymaker attention, highlighting key priorities and new evidence. There has been more concerted approach to engaging media representatives and communicating pieces of research that resonate with the issues of the day. MAMPU research has made a difference including on issues such as child marriage, the costs of VAW, and women's collective influence on the implementation of the village law. MAMPU's analysis on these issues has gained the attention of policymakers and generated coverage in the print and online media.

WHAT WE EXPECTED, PROMISED OR AIMED FOR

The Theory of Change in the Strategic Plan and M&E Framework identifies five types of assistance that MAMPU provides to partners:

- **Fund the network:** MAMPU is expected to provide multi-year grants to partner networks to enable them to test and refine their ideas and advocate for change.
- **Advise and assist partners:** MAMPU is to provide TA and expertise that is strategic while being responsive to the emerging needs and priorities of partners.
- **Convene the network:** MAMPU is expected to bring the network of partners together regularly to identify, discuss, and strategise.
- **Build the evidence base:** It is expected that MAMPU will collect, analyse, synthesize, and communicate high quality evidence that is relevant and useful for partners.
- **Coordinate and bridge:** MAMPU is expected to link partners with key GoI ministries, especially at the national level as well as the media, private sector, and other DFAT- and donor-funded initiatives.

In addition, the way in which MAMPU provides this support is an important aspect of expected performance. The 2012 design documents emphasize that MAMPU should work “in a manner that builds a supportive, open and trusting relationship with partners”. This should encourage “non-hierarchical relationships” between MAMPU and partners.ⁱⁱⁱ

THE EVIDENCE TO SHOW WHAT WE HAVE ACHIEVED

Grant records show that MAMPU has provided a stable source of grant funding for CSO networks. Between January 2017 and 2020 MAMPU channelled over A\$ 26.5 million in grants to 19 direct partners

“MAMPU makes arrangements in its grant scheme that are flexible and adaptable. [This] allows partners to carry out activities more freely, without administrative barriers.”

– Komnas Perempuan, cited in G. Brown and A. Lockley (2020), Supporting Women's Movements: Lessons from MAMPU

and their networks of over 100 local organisations and local chapters. Over the same period MAMPU provided approximately A\$ 3.7 million in 'core funding' payments to direct partners.^{iv} Feedback from partners, documented in the 2020 OCPAT, and corroborated in a lessons learned paper in 2020^v, confirm that the way in which MAMPU has provided this funding enabled them to adapt and remain effective (see quote below).

The MANIS and procurement records show 31 TA activities, including training, studies, assessments, and

support for strategy development and design. Between 2016 and 2018, TA focused on finance, policy influence, communication and public campaigning, and technical substance of MAMPU including social protection, VAW and stunting. As MAMPU approached closure in 2020, TA increasingly addressed areas identified by partners as important to the sustainability of partner organisations and interventions at the grassroots. Topics included business planning, product marketing, data storage analysis and management^{vi}.

Evidence in MANIS indicates that MAMPU technical training is considered high quality and useful by partners. Evaluations from 1,211 participants of 64 MAMPU training activities show that 90% consider the quality 'good' or 'excellent' and 65% regard it as 'definitely useful' for their work.^{vii}

MAMPU has organised 22 significant cross partner events since July 2016. These include Partners Forums, BoD Meetings, as well as workshops or meetings on specific topics. Between 2017 and September 2018, the SDGs were the most frequent subject of joint discussion convened by MAMPU. Over 2019 and 2020, discussions turned increasingly to sustainability and the partner-wide collective action agenda as MAMPU re-organised from themes to clusters.^{viii}

MAMPU has opened channels of dialogue between partners and other strategic actors, particularly the national government and the media. Records show that we organised 12 significant events since 2016 including meetings (Working Groups, Technical Committee, Steering Committee meetings), joint monitoring, and workshop discussions.^{ix} An organisational capacity assessment of KAPAL Perempuan in 2017 noted the benefits of their involvement in technical meetings with BAPPENAS convened through MAMPU.^x

Supporting sustainable livelihoods.

To respond to the findings of a 2018 review, MAMPU has helped partners to cultivate a better understanding of market-driven approaches to women's livelihoods. This took several forms. MAMPU engaged a Thematic Coordinator with skills and experience in value chain approaches to coordinate support to partners working on homemaker issues. MAMPU also engaged Kopernik – an Indonesian social enterprise with specialized expertise in this area – to work with partners and women's groups. As a result of this work, homemaker groups in Cirebon and Yogyakarta have established new relationships with manufacturers with improved financial and workplace conditions. In other locations, such as North Sumatra, homemaker groups successfully trialed new ways of reaching new markets for their small-scale products.

Records from the management information system indicate that MAMPU staff took part in 486 engagements involving partners and third parties between January 2017 and August 2020. Analysis of the content and aims of these events show that 35% or 166 of these involved MAMPU in an 'active' convening role, with the remainder in a 'backup' role. This means that from January 2017 to August 2020 MAMPU facilitated such events on average 3.6 times per month. This is evidence of the intensity of MAMPU's work to convene and link partners.^{xi}

Between 2017 to 2020, MAMPU commissioned 14 pieces of analytical work ranging from capacity assessments to research studies with a total value of AUD 2.37 million (IDR 25 billion). Meeting records and presentation files confirm that the results of the analysis of the impact of child marriage, finalized in June 2020, were incorporated into the launch of the National Strategy on Combatting Child Marriage (Strategi Nasional Pencegahan Perkawinan Anak).^{xii} Media monitoring records show 10 articles in the sample specifically referencing MAMPU research on women's collective action and the village law, access to services, and the costs of VAW.^{xiii}

OTHER POINTS TO NOTE

Relationships take hard work. Partners have not always shared MAMPU's perceptions about the value of the team structure. There have also been differences of view on strategy and at times these have caused discord between partners and MAMPU.^{xiv} Nevertheless, long-term engagement has nurtured robust relationships, and these have helped to manage differences constructively.

Despite data from evaluations showing most training is 'useful', some training provided by MAMPU was not considered relevant by partners. Capacity assessments in 2019/20 revealed that some partners found that training events do not sufficiently acknowledge their unique needs and priorities.^{xv}

Women's economic empowerment and livelihoods needed clearer definition by MAMPU.^{xvi} There is strong evidence that income generation, microfinance, and a range of other livelihoods support activities are a vital to collective action with women who are poor.^{xvii} However, these issues were never clearly represented in the existing Theory of Change.

Notwithstanding the progress in 2019 and 2020, overall MAMPU has struggled to forge viable relationships between partners and the private sector over the life of the program. The potential of mutually beneficial partnerships with the private sector was highlighted in the Forward Plan in 2015 and again in an independent review of Theme 2 in 2018. Recent analysis of lessons from MAMPU's experience in economic empowerment highlighted several causes of the challenges faced by partners in this area.^{xviii} These include a lack of understanding of gaps in the market demand, and differences in values between partners and potential private sector collaborators.



As a result of our support... (capacity and readiness)

THE HEADLINES

After eight years of support through MAMPU, most direct partners are stronger and more sustainable organisations.

Partners report a clearer sense of their vision, a more defined organisational structure, underpinned by better functioning management arrangements. Assessments of organisational capacity change in 2017 and 2020 revealed examples of improved policy influence across all seven partners assessed. At the close of MAMPU, five of seven partners report greater confidence in the sustainability of their organisations than they did in 2017. There is good evidence that MAMPU has contributed to these changes.

There is variation in the journeys of the seven organisations for which there is longitudinal data on capacity change. Most partners experienced positive change since 2017, although some have struggled to overcome internal and external challenges. One partner has regained momentum after being adversely impacted by internal fracture and the loss of members to conservative groups. Another has faced growing difficulty since 2017 as unclear management arrangements led to overreliance on a small number of staff for advocacy, undermining the effectiveness of influence work.

MAMPU has helped to increase the intensity of collective action among partners and wider civil society networks, and focus this around a more coherent agenda.

Since January 2017 partners have worked together more often and reached out more frequently to other wider networks of CSOs. Overall, the intensity of collective action has trended upwards since January 2017, although the picture is complex, and varies depending on the particular issue.

There is now a more clearly defined collective action agenda that embraces the wider priorities that energise partners and the women's movement. MAMPU had been organized around five thematic areas since 2012, but by 2018 partners were increasingly concerned with a broader set of issues relevant to women, including the SDGs, child marriage, and rising levels of intolerance. Recognising this, in 2019 MAMPU worked with partners to combine this growing set of issues together with the five themes to create a single coherent nine-point collective action agenda organized under four broad 'clusters'. This new approach has enabled MAMPU to support partners to push for change in multiple agendas, rather than just one theme, as had previously been the case.

Data show that VAW and in particular sexual violence, have been the concerns that have most often brought partners together with each other and with wider CSO networks.

MAMPU's support for collective action in support of women homeworkers is a particularly noteworthy. Three partners have crafted a shared program design and have worked together to develop a draft ministerial

regulation – the first national regulation of its kind in Indonesia – to address the rights of homeworkers. Prior to MAMPU these partners had limited experience of working collectively, and all three organisations were new to the issue. Growing evidence of their collaboration is a significant achievement in an area where there had previously been relatively little civil society action.

On some issues there are stronger connections between partners at the national and local levels.

On some issues there are now stronger links between local and national levels. This varies depending on the issue, the form of vertical network and capacity of the partner. While most direct partners had already formed networks among local organisations, MAMPU has given these added solidity and focus. This has been assisted firstly through routine planning and budgeting processes that cascade from the national through local partners guided by a single set of outcomes and workplans. Some partners, such as BaKTI, have well developed processes for bringing local partners together to collectively review progress and develop their annual workplans.

The degree of coherence between local and national advocacy agendas also varies from issue to issue. Discussion on VAW at the grassroots level links to advocacy on the Draft Law on the Elimination of Sexual Violence currently being debated in national parliament. There is significant evidence that high rates of VAW are a high priority for women across villages where MAMPU works. This is also the case with migrant worker issues, where the new 2017 law on the protection of migrant workers is reflected in ongoing advocacy at the districts and villages where MAMPU has worked.

These ‘vertical links’ have also been strengthened through initiatives such as the MAMPU-wide SDG activity. Launched in March 2018, this involved consulting widely with women at the village level in 15 districts, and subsequently building their priorities into district government action plans (Rencana Aksi Daerah), as well as national level policy dialogue between partners and government actors.

The grassroots consultations on the SDGs identified for example, that child marriage as a widespread concern from village women in the 15 targeted districts across the country. Since then, partners have intensified their collective advocacy to push for regulations and new policies addressing child marriage at the village and district levels and pushing to raise the minimum age of marriage for girls from 16 to 18 years by revising the 1974 National Law on Marriage.

Partners have formed a wide scale network of women’s groups at the grassroots that has developed women’s confidence.

Between October 2016 and August 2020, partners established an additional 1,272 village level groups expanding total membership by 20,976 women. This grassroots network directly supported by MAMPU is spread across 1,137 villages, in 147 districts of 27 provinces. In total, just over 3,500 groups have been established since 2014, and more than 73,000 women have participated at least once over the ensuing six years.

Importantly, the network is not only ‘wide’, but also ‘deep’. Qualitative evidence from multiple sources shows that women are experiencing a wide range of benefits from their membership of these groups. These include growing confidence, self-belief, and *keberanian* or courage. There is evidence that the creation of

these safe, informal spaces has helped to grow women's social capital and expand their agency over time. While some women may have already been on this path at a slower and incremental speed, for others involvement in local groups presented new opportunities that in their own words, 'were unimaginable'. Field studies highlight how many women are experiencing these shifts despite facing backlash and resistance.

There are indications that in some locations, group members have developed viable new livelihood options through MAMPU's support that increase the economic sustainability of groups. These include channels for reaching more buyers for their products, and new techniques of packaging and production.

Partners have formed collaborative relationships with government and parliamentarians, especially at the local level.

Through MAMPU, partners have developed collaborative relationships with local governments around tangible issues affecting women. Since 2016 there has been a sustained increase in collaborative activity between partners and local governments. This seems to be strongest in VAW, where FPL and BaKTI have worked closely with local Office for Women's Empowerment and Child Protection (DP3A) and the Integrated Service Centre (P2TP2A) to improve services through initiatives such as the SPPT-PKKTP (Integrated Criminal Justice System for Victims of Violence Against Women), initially developed by Komnas Perempuan and FPL member LRC KJHAM in Central Java. These collaborative relationships have increasingly broadened to other district government agencies, such as the district office for social services (Dinsos), as part of a new push to improve access to victims and survivors of VAW to social protection.

MAMPU partners have developed a rich diversity of modes of parliamentary engagement which match their particular objectives, individual strengths and connections with the DPR and/or DPRD.

Partners have developed models and approaches that demonstrate how to improve access to services.

Models and approaches that have been shown to improve women's access to services include 'Mobile Integrated Service Clinic' (KLIK), Women's School (Sekolah Perempuan), DESBUMI (Village that Cares for Migrant Workers), Participatory Recess, and Integrated System for Criminal Justice (SPPT-PKKTP). Some, like KLIK Pekka, are a relatively low-cost way of extending the government's service delivery to improve access to very specific services related to social protection and legal identity. Others, exemplified by Sekolah Perempuan, require a longer more intensive build-up of women's skills in each village. All require a degree of CSO-government collaboration and coordination to function effectively.

Partners have used the media more often to encourage wider public discussion of women's empowerment and gender equality.

Partners are working with the media to encourage wider public discussion of their issue of focus. Media monitoring shows a steep increase in partner mentions in the sample, from 39 in 2017 to 269 articles in 2018. Remarkably, this increased to 1,046 mentions in 2019. Komnas Perempuan was the most frequently mentioned, followed by Migrant CARE and women's health partners.

WHAT WE EXPECTED, PROMISED OR AIMED FOR

The short-term outcome in the Theory of Change is: “Improved capacity and readiness for collective action”. This should include evidence of the following:

Strengthened coalitions to advocate for change: Partners increasingly using evidence to advocate, engage and build alliances including with other CSOs, government, parliamentarians, the media, and the private sector.

Developing solutions: Partners and their networks have trialed and refined solutions to service delivery issues that affect poor women in target locations.

Organise at the grassroots: Partners organise women and men at the grassroots and develop women’s critical awareness, knowledge, and self-belief.

Strengthened national-to-local linkages: Increasingly effective communication between partners at national and local levels and branches.

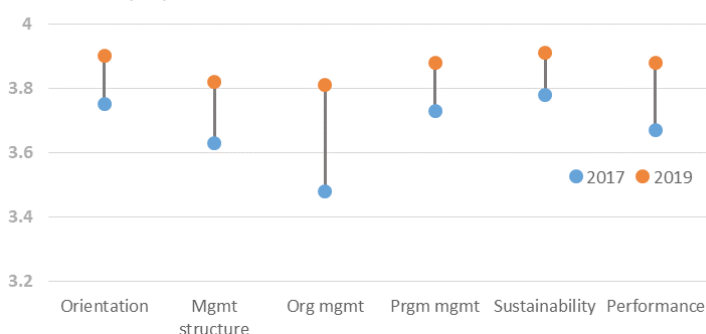
THE EVIDENCE TO SHOW WHAT WE HAVE ACHIEVED

Evidence showing capacity change comes from a longitudinal comparisons of assessments of seven national partners at four points: 2012/13 (‘baseline’); 2015; 2017; and 2019/20. Using a structured participatory methodology called the OCPAT, these involved staff from national partners as well as local branches and sub-partners.

Figure 4: ‘Aisiyah OCPAT scores, 2017 and 2019
(Source: 2019 OCPAT ‘Aisiyah report, YAPPIKA)

‘Aisiyah saw the greatest improvement in organisational management

OCPAT Score (1-5)



The 2019/20 OCPAT assessed changes in capacity in seven partners (collectively responsible for 70% of MAMPU’s total grant funds) across six dimensions, whether positive or negative. Overall, all seven partners show positive growth in some areas although, as in 2017, there is considerable diversity. The journeys of our partners since then can be loosely characterized in three ways: ‘growing momentum’ (three partners); sustained growth (one partner); ‘confronting challenges’ (two partners); and ‘struggling to move forward’ (one partner).^{xix} Figure 4 for instance, illustrates the changes in ‘Aisiyah’s scores across all 6 components between 2017 and 2020.

There is evidence from multiple sources on the scale and depth of the grassroots network of women’s groups. Firstly, partners report each three months on the number of new village-level women’s groups they establish under a specified indicator field in the PQR. Collated data on this show that partners added a further 1,272 local women’s groups to the MAMPU grassroots networks. PEKKA (570 groups) and PERMAMPU (121 groups) have contributed the most to this total.^{xx}

Components of the OCPAT

1. **Orientation:** organizational philosophy, vision, mission, values, and role in relation to strategic issues (including collective action)
2. **Management Structure:** authority, roles, functions, decision-making mechanisms, accountability and transparency
3. **Organisational Management:** human resource management, financial management, information management, office management, conflict resolution
4. **Program Management:** program management approach, involvement of beneficiaries, learning mechanisms
5. **Sustainability:** fundraising, regeneration ('kaderisasi'), and public legitimacy
6. **Performance:** empowerment of beneficiaries, public trust, strategic networks, and policy influence.

Secondly, qualitative evidence of the benefits of group membership derives from an extensive dataset of MSC stories collected from women (and men) across Indonesia.^{xxi} In 2018, a Content Analysis of 457 of these stories recorded 934 changes, with the majority (61%) reflecting positive changes in self-confidence, courage, and new ways of thinking about practical problems. A 2019 qualitative study of women's collective action and the implementation of the Village Law captured rich data from 600 women in twelve MAMPU sites and two non-MAMPU villages.^{xxii} Among other findings, the study showed how local groups set up in MAMPU locations help to build the individual and collective agency of women members. These findings are consistent with a fourth source of evidence: an in-depth qualitative study of women's collective action in eight purposively selected sites published in 2017.^{xxiii}

The evidence that some local women's groups are more economically secure is promising, but still at an early stage and cannot be regarded as conclusive. Analysis in September 2020 by Kopernik, shows positive shifts in marketing and production skills have taken place among groups that received support. While interventions varied enormously, some common themes were apparent. Groups who received support almost invariably grew sales volumes using online marketing channels to which they had not been previously exposed. While this generated additional revenue, in most cases this was still small in comparison to offline marketing.^{xxiv}

The increase in collective action is evidenced in PQRs, which capture data on the frequency of joint work with other organisations between January 2017 and August 2020. Despite fluctuations, collaborative activity between partners and other CSOs has trended upwards over this period. This data also shows that the SDGs have been the largest single – although by no means the only – driver of this increase.^{xxv} Other frequently mentioned issues include homeworkers and VAW concerns – particularly the draft law on the elimination of sexual violence. Since the onset of the pandemic in early March, responding to COVID-19 has been a particularly strong driver of collaboration among partners and other CSOs.

“There are (organisations) that we already collaborated with, and when brought together in MAMPU this becomes stronger and more intensive.”

– Yasanti, cited in G. Brown and A. Lockley (2020), Supporting Women's Movements: Lessons from MAMPU

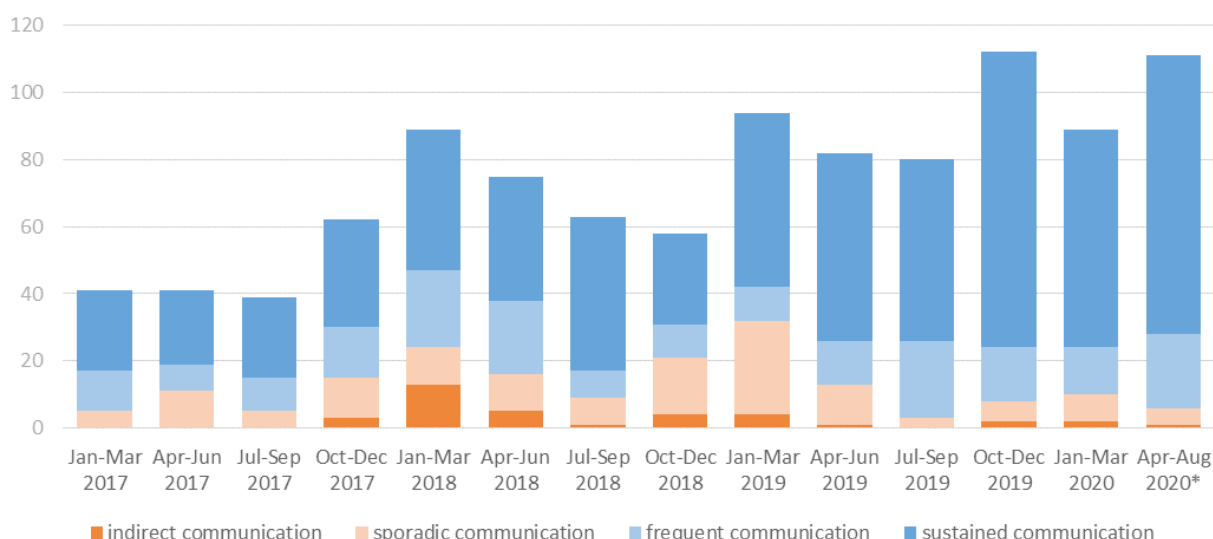
PQRs contain significant evidence of increased collaboration between partners and local government, and this is consistent with MAMPU monitoring records. A total of 231 quarterly reports have been submitted to MAMPU covering the period between January 2017 and August 2020. These show that there has a steep increase in the quantity and intensity of joint work between partners and local government. As figure 5 highlights, the number of collaborative activities has grown considerably over this period, while the intensity

of communication has also risen. Both clearly indicate that relationships between partners and local governments have become closer. These collaborative activities most frequently focused on improvements to services for victims and survivors of VAW, although all of MAMPU's themes and seven of nine collective action agendas feature in the data. Over this period, 145 monitoring records by MAMPU staff document interactions between partners and local government, further strengthening the evidence base for this claim.^{xxvi}

Figure 5: Collaboration between partners and subnational government, January-March 2017 to April-Aug 2020
(Source: MANIS Kita). *Note that for efficiency, partners submitted 1 report for the April-August 2020 period.

Closer relationships between partners and local governments

Number of collaborative activities between partners and subnational government



In depth evidence of stronger relationships between partners and members of parliament (MPs) is contained in a 2018 study of MAMPU's parliamentary engagement.^{xxvii} The study applied qualitative methods to document and analyse how engagement has unfolded from the commencement of MAMPU. The analysis notes that MAMPU's approach has been successful and finds that partners have evolved diverse modes of engaging and relating with MPs, in line with their particular area of focus.^{xxviii} For example, Migrant CARE assisted the passage of the National Law on the Protection of Migrant Workers. In other cases, partners' activities on thematic issues at the regional level, such as Aisyiyah's work on women's health, link together case-based work with lobbying of DPRD to both pass district regulations (*peraturan daerah*) on women's services and allocate funding for women's services in district budgets. BaKTI has developed an innovative approach to DPRD constituent relations known as the "*Reses Partisipatif*" (Participative Recess) which connects women MPs in a mutually-beneficial relationship with local communities. All of these models are founded on the multi-stakeholder coalitions advocated in the original MAMPU design.

Partner quarterly reporting (231 PQRs), corroborated by MAMPU field monitoring records (138 BTORs), provide evidence of the development of models and approaches by partners. Section 1 of each report describes how partners have carried out the activities they planned in their annual workplans including establishing components of their models and approaches. A narrative within this section explains the highlights from the three-month reporting period. A tabular field enables partners to report challenges experienced and the impact on their work.

Together this information shows how partners such as KAPAL Perempuan, Migrant CARE, PEKKA, and BaKTI progressively trial their approaches. The increases in access to services for women (and men) are systematically captured through tailored indicator fields in the PQR.

In addition, in preparation for completion, MAMPU has prepared syntheses of information on several models developed by partners including KLIK and Sekolah Perempuan.^{xxx}

OTHER POINTS TO NOTE

Data is not available on capacity change for Komnas Perempuan. Komnas Perempuan were not included in OCPAT assessments owing to sensitivities about a donor-funded program assessing the capacity of a government commission.

The 2019/20 round of capacity assessments for the first time included Yasanti, BITRA, and FPL. While this generates a one-off snapshot of organisational capacity, longitudinal comparisons are not possible for these partners.

A large proportion of monitoring records indicate sound community organizing practices at the grassroots, although a smaller number highlight some weaknesses. These examples show some groups do not meet frequently or appear to lack an understanding of the broader strategy behind their work.

Despite progress, there is no evidence of a sustained increase in engagement between partners and private sector. This is indicated in data on 'reach' and networking activity in the quarterly reporting, which have remained low over the past four years. The review of Theme 2 completed in 2018 also found that there was considerable untapped potential to leverage private sector partnerships to benefit homeworkers.

The media monitoring sample is weighted towards national print and online media and therefore misses coverage in local level media. This could understate the engagement of MAMPU partners with media outlets in their districts and municipalities.



And then... (increased voice and influence)

THE HEADLINES OF OUR ACHIEVEMENT

Support from MAMPU helped more women make their voices heard in village decision-making through collective action.

Local groups established and strengthened by partners supported women to collectively influence decision-making. In depth research in selected sites across Indonesia highlights the sense of agency within and among women that is nurtured through these forums. In these successful cases, women's groups help foster 'networked collective action' to push for change. Similar themes of growing confidence leading to more active involvement in village affairs also emerge from an analysis of the narrated experiences of 267 women across 93 districts. Networked collective action involved women building or strengthening networks of trust with other women (through groups and informal spaces), and with other community members, especially authoritative actors, often through engagement in everyday settings. This has subsequently involved village women leveraging their newly established or existing networks to build support for their priorities. This approach then generated multiple sources of pressure on village governments and decision makers. Working in this way has also helped to overcome challenges, particularly resistance from authoritative and influential figures.

The demands made by women range from the provision of solar energy infrastructure, marriage certification, and village ambulances, through to water supply and sanitation. This challenged widely-held norms holding that women should only be concerned with health and education matters.

"[At first] I didn't feel confident, but now I can speak up. Now I have more knowledge, I have more confidence to speak up, to share my stories with friends. I can go to the subdistrict, which includes participating in the Musrenbang."

– Farah, North Hulu Sungai research village, 13 July 2019, Study Report: Women's Collective Action and the Village Law in Indonesia

There are patterns in the way women at the grassroots have sought to influence, depending on whether district and village contexts were more – or less – conducive to women's empowerment. In challenging contexts where power and authority are concentrated, with few supportive policies and little apparent interest in more inclusive approaches, women's groups tended to work through informal spaces, cultivating interpersonal connections through everyday interactions to build trust. In these places, women prioritize more technical endeavours such as collecting data and assisting with the delivery of social protection services. In other, more conducive contexts, women engaged more directly, for instance running for elected official roles, or contributing to the content of regulations.

As a result of women's collective influence, village governments across MAMPU areas created new rules and regulations that address women's priorities.

Despite resistance, a significant proportion of authorities in MAMPU areas have taken action to accommodate demands raised by women. Between January 2017 and August 2020, women's groups successfully pushed for 315 policy decisions by village governments. These gains have occurred in 72 of the 147 districts where partners work – just under half of all MAMPU's district coverage.

Most have involved village government establishing new rules and policies such as village regulations (*Peraturan Desa*) or decrees (*Surat Keputusan Kepala Desa*). In some places, authorities produced technical guidelines earmarking budget allocations for particular priorities such as women's empowerment. New policies and regulations address problems and priorities across all five of MAMPU's thematic areas. The largest proportion of these regulations tackle social protection issues, followed by VAW, women's sexual and reproductive health, women migrant workers, and homeworkers. The high proportion of village influence on social protection regulations reflects the strategy adopted by PEKKA, KAPAL Perempuan and KPI, the MAMPU partners that have focused most strongly on this issue. These partners have emphasized the importance of women's capacity to play an active role in address gaps in official targeting systems at the village level, especially regarding health insurance for the poor (JKN PBI).

Beyond MAMPU's thematic areas, villages in some areas have enacted policies to address a range of other women's priorities such as child marriage and solid waste management. For instance, between September 2017 and September 2020, members of PEKKA, 'Aisyiyah and KAPAL Perempuan's local groups worked with village governments to develop regulations tackling child marriage in 12 villages across West Kalimantan, East and West Nusa Tenggara, South Sulawesi and East Java.

MAMPU has helped to improve the policy framework for services for women across 80 districts across Indonesia.

Since January 2017 Partners have contributed to 302 policy decisions in 80 districts – 60% of MAMPU's coverage area and approximately 15% of all districts in the country. These include a wide range of district regulations (*Peraturan Daerah* and *Peraturan Bupati/Walikota*), decision circulars (*Surat Edaran* and *Surat Keputusan*), standard procedures and technical guidelines.

In many districts there is now a stronger policy and regulatory framework governing service provision for victims and survivors of VAW. Just over half of all reported policy influence (153 decisions or 51%) at this level addressed VAW concerns. For example in December 2019 the District head of Muna, Southeast Sulawesi, announced a new regulation (*Peraturan Daerah*) on the Protection of Women and Children. The new regulation, which expands the services provided by the Integrated Service Centre (P2TP2A), was passed by the DPRD following a 3-month advocacy campaign that involved FPL member Lambu Ina and other local CSOs. These and other similar policy decisions define the legal framework enabling the District Office for Women's Empowerment and Child Protection (DP3A) to allocate funding towards the P2TP2A – the frontline service provider housed within the DP3A. Other policy influence addressed more technical issues including standard operating procedures, and procedures governing the handling and referral of cases between the P2TP2A, hospitals, police and legal support services. As we note below, there is some evidence that these improvements are reflected in better service delivery.

MAMPU has improved VAW policies in areas outside Java such as Bali, Bengkulu, North Sumatra, Jambi, Southeast Sulawesi and East Nusa Tenggara. Prior to MAMPU intervention these areas had a very limited policy framework for services addressing VAW.

Outside of VAW, partners have also succeeded in pushing for new regulations at the district level that tackle social protection, homeworkers, SDGs, sexual and reproductive health rights, customary law (*adat*) and gender mainstreaming. In particular, partners capitalized on the opportunities to address child marriage through the government's embrace of the SDG agenda.

Models and approaches developed by MAMPU partners have been incorporated into district government policy.

District governments increasingly regard approaches such as KLIK PEKKA (Consultation and Information Clinic) and Sekolah Perempuan (Women's School), as useful ways of solving complex service delivery problems. New policies in six districts across West Java, East Java, South Sulawesi replicate these approaches in other villages outside MAMPU locations, significantly expanding reach.

For example in 2018 and 2019 new regulations were passed by district heads in Sukabumi, Karawang (West Java), and Bantul (Jogjakarta) incorporating PEKKA's KLIK into the rollout of a mechanism called Sistem Layanan Rujukkan Terpadu (SLRT) or Integrated Service and Referral System. SLRT is a 'single-window service' for collating data on social protection and handling of cases of complaint or difficulty from citizens. The new regulations mandate the regular use of KLIK in all villages and enable the involvement of PEKKA cadre to support the process. Similarly, Sekolah Perempuan has been replicated by district governments in Pangkajene Islands (South Sulawesi), Gresik (East Java), and North Lombok (West Nusa Tenggara). The Integrated Criminal Justice System for Victims of VAW (SPPT-PKKTP), which was initially trialed in Semarang (Central Java) by LRC KJHAM in 2015, is now being replicated in 5 other provinces across Indonesia.

New spaces for women's influence have been created at both village and district levels.

It is significant that many new rules and regulations institutionalize women's active involvement village affairs. By anchoring the gains made with MAMPU's support in law, they help to sustain the space that has been created for women's voice and influence on decision-making into the future.

For example, in 2019, 36 village governments enacted regulations formalizing the role of PEKKA's grassroots women cadre in verifying and validating social protection data (through KLIK) and participating in village planning. Between 2018 and 2020, village heads in 10 locations across Aceh, Yogyakarta, and East Nusa Tenggara signed decrees officially establishing the role of Community-based Service Provision (*Layanan Berbasis Komunitas*) – a system of volunteers trained by partners to assist in the reporting and handling of cases of VAW. In these and other cases, formal recognition of women's groups also establishes a legal basis to demand allocations from village budgets.

Examples at the district level include PEKKA's Multi-Stakeholder Forums being formally adopted by the Bupati of Tangerang in Banten, and KAPAL Perempuan's Sekolah Perempuan being formalized in Pangkep, South Sulawesi, and Gresik, East Java, and across all villages in North Lombok, West Nusa Tenggara. Both the Multi-Stakeholder Forum and Sekolah Perempuan enable women to bring local issues of importance to women to the attention of officials at the district level.

With MAMPU's support, women's priorities have helped to shape important national policy discussions.

With MAMPU's help, partners have achieved three key policy successes at the national level. Firstly, the policy framework governing Indonesia's migrant labour – a key source of livelihoods for poor Indonesian women – has been reformed. In 2016, the government commenced the DESMIGRATIF initiative, beginning a shift to decentralised service delivery to better assist migrant workers before, during and after their overseas assignments. This was followed in 2017 with the passage of the new National Law on the Protection of Migrant Workers and their Families (PPMI law), which provided a comprehensive legal basis for this shift. These key reforms were followed by a ministerial regulation in 2018 that extends insurance for migrant workers. There is good evidence that Migrant CARE and their network, with support from MAMPU, have made important contributions to these reforms.

Changing laws to tackle Indonesia's stagnant rates of child marriage is a second area of achievement at the national level. In October 2019, the Indonesian National House of Representatives (DPR) passed Marriage Law No. 16/2019 on amendment to Law No. 1/1974. As a result, the legal age of marriage for girls (previously 16 years) was brought into line with that for boys (19 years) and now requires courts to directly consult with children on their wishes, before approving any request from parents for an exemption.

MAMPU contributed to this reform in two ways. Firstly, through direct advocacy, partners placed the urgency of child marriage on the President's radar and established the leadership role of the Ministry of Women's Empowerment and Child Protection (KPPPA) in deliberations. Secondly, three MAMPU partners were also involved in the small Inter-Ministerial Committee established to prepare the Background Paper for the deliberation of the revision of the Marriage Law. Their contribution helped to generate momentum to push the revision before the end of the parliamentary term in September 2019.

MAMPU has helped to shift additional budgetary resources towards key issues for women, especially at the district level.

Between January 2017 and August 2020, partners helped secure more than IDR 41 billion (AUD 3.9 million) in state funding for a wide range of priorities, from small scale income generation activities at the village level, to national-level initiatives to improve services for victims of VAW. In a positive sign for sustainability, momentum has grown as MAMPU completion approaches, with the number and number of budgetary allocations increasing sharply since December 2019.

The most frequently reported instances budget allocation were from village sources, particularly village budgets (APBDes) and the Village Fund (Dana Desa). Funds secured from these sources amounted to IDR 8.2 billion (AUD 835,000) or 21% of the total. Local women's groups obtained allocations ranging from as little as IDR 500,000 (AUD 47) to support a KLIK event in Saneo village, Dompu district, West Nusa Tenggara to as much as IDR 2.3 billion (AUD 219,000) for 6-months of COVID-19 related assistance for 200 families in Noelbaki village, Kupang district. Funding to address VAW issues, for instance, training of paralegals to assist case handling, attracted the largest proportion of funding at the village level.

However, the district level has been an especially important source of funding to address partner and women's priorities. Of the total budget allocations secured – 60% or IDR 27 billion (AUD 2.6 million) derived from district budgetary sources. Reflecting the important role of district administration in service delivery, most of these allocations address improved service delivery, including replicating models developed through MAMPU in other areas. For instance in 2019 the district government in Gresik, East Java earmarked IDR 250 million (AUD 23,000) for the costs of expanding KAPAL Perempuan's Women's Schools to 11 villages. Services for victims and survivors of VAW have attracted the most significant budgetary increases, with the P2TP2A in Maros, South Sulawesi an outstanding example of increasing budgets and operational capacity, have translated into better services for victims. In 2016, there was no budget allocated towards case handling in Maros, but by 2018, over IDR 153 million had been earmarked towards this issue.

Likewise, at the national level, VAW Komnas Perempuan have successfully secured a IDR 2 billion annual budget allocation twice to oversee the national program for the Integrated Criminal Justice System for Gender-Sensitive Case Handling for Victims of Violence (SPPT-PKKTP) for 2018 and 2019.

WHAT WE EXPECTED, PROMISED OR AIMED FOR

Under the broad outcome of “increased voice and influence”, the Theory of Change anticipated that the following changes would be increasingly evident from 2015 onwards:

Strengthened demand for reform through grassroots ‘voice’: Poor women in target locations increasingly advocate for their needs and priorities at village, district, and national levels.

Increased commitment to reform: National and local leaders, government policy-makers, and parliamentarians increasingly reflect the demands of poor women in decision-making agendas.

Regulatory and policy decisions: Government and parliaments (local and national) make policy and regulatory decisions that reflect the needs and priorities of poor women in the five thematic areas.

Changes to resource allocation: Governments and parliaments (local and national) allocate the resources (human and financial) needed to implement policy decisions.

THE EVIDENCE TO SHOW WHAT WE ACHIEVED

Detailed evidence from a major qualitative study of women’s collective action and the implementation of the Village Law (the Village Law Study) reveals how MAMPU supported women to exercise collective influence at the grassroots level. The study looked closely in 14 villages – including two non-MAMPU sites – in 12 districts across 9 provinces. The researchers traced the mechanisms through which collective influence occurs, collecting rich data from 600 participants employing ethnographic methods and extended periods of fieldwork. The study showed how networked collective action has unfolded in varying contexts and documented a wide array of increased influence including new regulations, budget allocations, and incremental changes in social norms. These changes were less evident in non-MAMPU villages where there were fewer if any examples of women’s collective action. These findings cannot be extrapolated to all 1,137 villages where MAMPU works, although the mechanisms uncovered appear to be plausible across the wider grassroots network. ^{xxx}

Nevertheless, two other recent pieces of evidence increase our confidence that these positive shifts have occurred across a wide cross-section of MAMPU locations. Firstly, in October 2020 MAMPU conducted a secondary analysis of 267 narratives of change (collected by twelve partners using the MSC tool) reported by grassroots women in 93 districts across 23 provinces. ^{xxxii} Applying evaluative criteria developed with partners, the analysis found evidence that 9 partners have supported positive change in capacity and readiness of women. Stories collected by 7 partners illustrated changes in ‘voice’ and influence experienced by women in 60 districts. Secondly, there is evidence from PQRs that between January 2017 and August 2020 women at the village level contributed to new regulations in 72 of 148 districts. ^{xxxiii}

Evidence of influence on policy decision-making at village, district and national levels comes from 231 PQRs, along with MAMPU’s monitoring records, stored on MANIS. The compiled data from these show that the number of decisions trended upwards since 2016, although this has fluctuated between quarters. By August 2020, a total of 649 policy decisions had been made with a contribution from MAMPU partners. ^{xxxiv}

Reported policy influence is assessed against two conditions to infer a basic level of partner contribution. First, there must be partner engagement with the relevant policy maker either in the same quarter as the policy decision or the previous quarter (at least one quarter), as evidenced through quantitative data on

‘reach’ as reported through MANIS Kita. Secondly, engagement with the policy maker must have addressed the substance of the decision taken by the policy maker as evidenced through narrative material in partner reporting and/or monitoring records from the MAMPU team stored on MANIS Kita. Policies that meet these conditions are included in MAMPU’s statistics.

These include policy decisions to adopt mechanisms and models that provide space for women’s voices to continue to influence decisions. For example, the adoption of the Sekolah Perempuan model for replication by district governments in Pangkajene islands in South Sulawesi, Gresik in East Java, and North Lombok in West Nusa Tenggara was reported in PQRs by KAPAL in 2016 and 2018. These decisions have subsequently been corroborated by monitoring records from field trips undertaken by MAMPU staff. ^{xxxv}

An analysis of the content of district regulations (Perda, Perbup, Perwali) on the protection of women and children from violence provides evidence of the role of MAMPU in improving the policy framework for VAW in areas outside Java. Completed in October 2020, the analysis noted that of 33 new regulations enacted between 2015 and 2019, most were in areas outside Java where there were no policies on this issue prior to MAMPU intervention. The analysis also finds that despite variation in content, on the whole, the regulations are strong in incorporating the values of equality and a women’s human rights perspective. ^{xxxvi}

Data on budget commitments is reported through the online quarterly reporting system, MANIS Kita. The collated data show 234 instances of budgetary allocations from government sources totaling IDR 41 billion between January 2017 and August 2020. ^{xxxvii} As figure 6 illustrates, government commitments have risen sharply with total reported budget commitments tripling between October 2019 and March 2020. Major drivers of this trend have been an increase in funding to frontline providers of services for victims and survivors of violence (P2TP2A) in addition to a surge in allocations to cushion the impacts on livelihoods from COVID-19.

Figure 6: Budgetary commitments from all government sources, January 2017 to August 2020 (Source: MANIS Kita).
 *Note: To minimise reporting burdens, partners submitted 1 report covering the 5 month period from April to grant closure in August 2020.

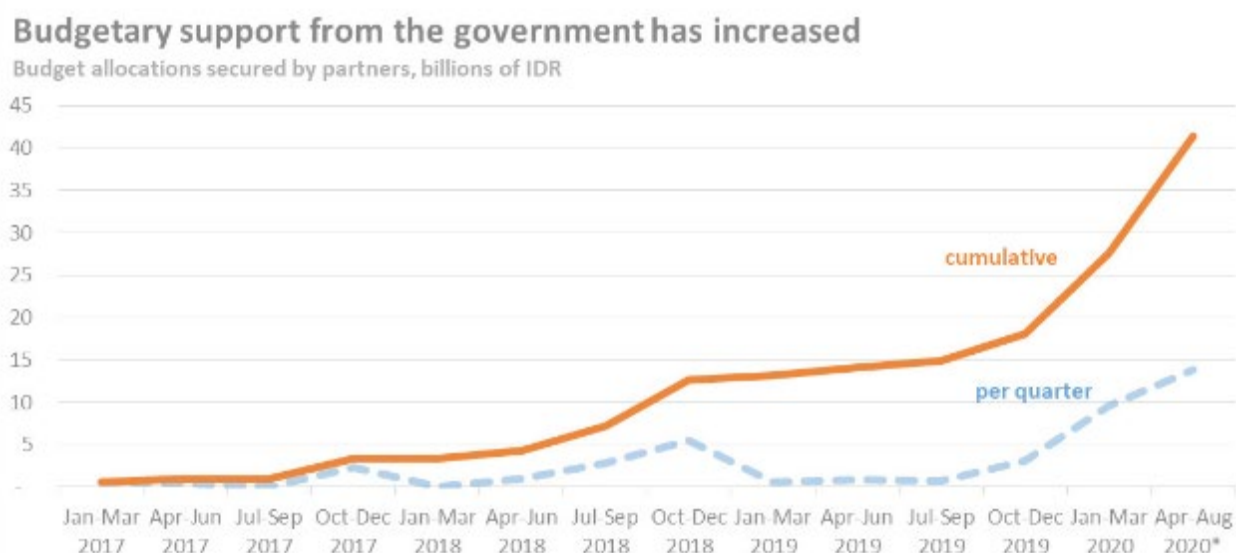
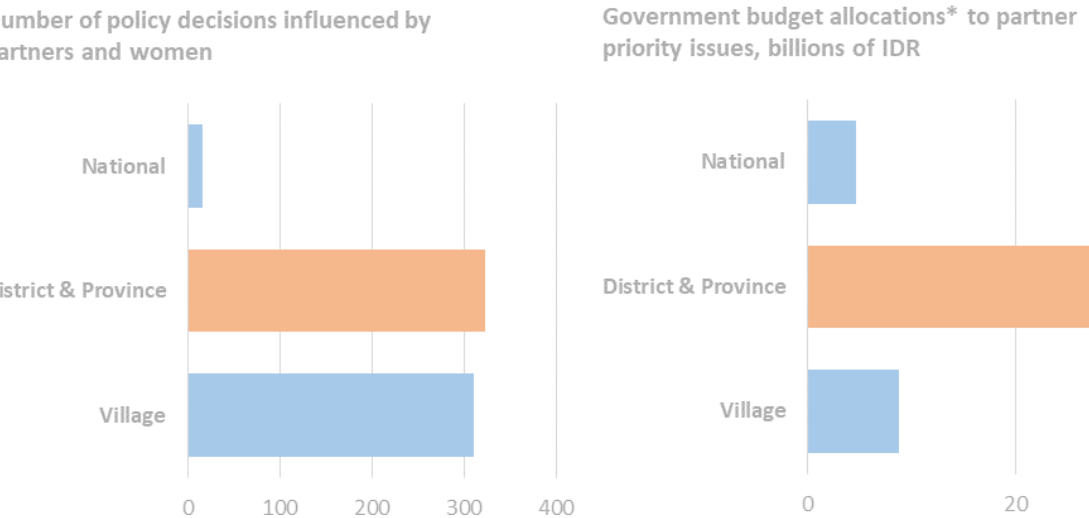


Figure 7 evidences the important role of district governments and reflects the growth of stronger collaborative relationships with partners noted in the preceding section. As the data show, in quantitative terms partners have had the greatest influence on policymaking and budget allocations at the district level.

Figure 7: Policies influenced and budget allocations secured by partners by level of government, January 2017 to August 2020
(Source: MANIS Kita).*Does not include allocations from sources outside recurrent budgets such as ‘Dana Aspirasi’.

The district level has been key for policy influence and budget allocations



Evidence of influence on national policy decisions, including DESMIGRATIF, the National Law on the Protection of Migrant Workers, and the revision of the National Marriage Law in 2019 has been documented in two Significant Policy Change case studies submitted to DFAT in 2017 and 2018.^{xxxviii}

OTHER IMPORTANT POINTS TO NOTE

The purposive village sampling strategy followed in the Village Law Study was geared towards investigating cases where successful influence occurred. The study design accounted for this by including 2 ‘control’ villages where MAMPU was not working. Caution needs to be exercised in applying the findings uncritically to other locations that were not included in the study. Nonetheless, evidence that women’s priorities are reflected in new village regulations in a wide cross section of other locations supports the conclusion that these patterns of influence have happened elsewhere.

The Village Law Study also highlighted that initial progress can be followed by regression. In one oft twelve selected MAMPU locations, early gains and influence was followed by a period of stagnation and exclusion as the local political context became less favourable. This case highlights many of the risks inherent to village level women’s empowerment, including the trade-offs that partners must negotiate. For instance, cultivating relationships with village authorities opens up more opportunities for influence, but can also result in exclusion when key figures lose power following elections.

There is still much work to do before influence on national policies is reflected in service delivery. The National Law on the Protection of Migrant Workers was passed by the House of Representatives in 2017 but despite some pockets of progress, many subsidiary regulations have yet to be enacted. Migrant CARE and their network did not achieve their influence targets in 2019 due to a combination of internal capacity difficulties as well as headwinds in the political context, particularly the 2019 national elections. This remains

an unfinished agenda as MAMPU draws to a close.^{xl} Similarly, the implications of the revision of the minimum age of marriage will take time to be reflected in practices in the court system and local government offices such as the Office of Religious Affairs (KUA). Sources of resistance to both key reforms remain and are likely to continue to contest the policy implementation process.



Resulting in... (improved access to services)

THE HEADLINES

MAMPU has directly assisted over 170,000 women and men to gain access to government services.

MAMPU partners have enabled significant numbers of poor women to access a wide range of services from complaints mechanisms for social protection programs to support services for victims and survivors of VAW. Between 2014 and August 2020 partners directly helped 139,296 women and 37,649 men in this way. The largest proportion of women assisted (32%) gained access to reproductive health services, specifically cervical cancer testing (VIA and Pap smear tests) and breast cancer screening. A further 25% of women were assisted to register difficulties and complaints regarding Indonesia's social protection programs, in particular national health insurance (JKN PBI). Of the total, partners helped 17% to access services for victims and survivors of VAW, while 14% gained access to health insurance (JKN PBI). Other services include obtaining legal identity (7 per cent), workplace insurance (BPJS Ketenagakerjaan) for homeworkers, and assistance for migrant workers.

MAMPU's experience emphasizes that these services are highly interrelated. Possession of a valid form of legal identity is particularly important for women. This increases the likelihood that she can obtain health insurance, and this in turn correlates with higher use of health services. It is also important to note that partners across all themes – not just social protection – assist women and their families to access social protection programs such as JKN.

There is considerable variation in the way that access is supported. PEKKA's mobile clinic service (KLIK) brings service providers to village locations to consult directly with women and men on social protection and legal identity. 'Aisyiyah's village cadre increase knowledge, confidence and awareness of women in their groups about reproductive health, particularly cervical and breast cancer, and support them to access preventative services at local clinics. KAPAL Perempuan's Gender Watch committees bring community representatives into contact with local social protection officials where they present data on households missed in official targeting data. Each partner has developed and refined a unique way of working to enable poor women to access services.

Nonetheless, the community organizing, and capacity development role of partners is a consistently critical factor. For Sekolah Perempuan to function effectively, facilitators from KAPAL Perempuan and their local partners spend considerable time working with women members of the group helping to deliver training in gender, literacy as well as their right to social protection. Similarly, PEKKA cadre are key to organizing KLIK events including contacting service providers and raising awareness.

At the district level, influence on policy has contributed to improvements in service provision that benefit many more women... in some areas and on some issues.

MAMPU's widespread influence on policymaking and implementation at the district level contributes to service improvements, which then flow on to improving access for women, including in areas outside of MAMPU. This is the indirect pathway through which MAMPU partners help to improve access on a wider scale.

There is evidence that MAMPU has contributed indirectly to an additional 590,000 women and men accessing health insurance in Sukabumi district, West Java, by influencing district policy. In 2017, only 70% of the district population of 2.5 million people has registered for JKN PBI, national health insurance scheme. By April 2020, this had increased to 93.1% of the population. This improvement is partly the result of more extensive outreach by the district government's SLRT Puskesmas (Integrated Social Welfare Centre), including the adoption of PEKKA's KLIK model developed through MAMPU.

By influencing operational policies, BaKTI have helped to expand service delivery for victims and survivors of VAW. Since 2015 BaKTI and their network of partners have worked with fledgling government service providers (Integrated Service Centres for Women's Empowerment and Child Protection, P2TP2A) to improve strategic planning, budgets, administrative procedures, and case handling processes, in 6 districts across eastern Indonesia. Between 2014 and 2017 the number of cases handled by the 6 P2TP2A increased by 72% before increasing more slowly between 2017 and 2020. Overall, this suggests that improvements in service delivery supported by MAMPU have been sustained. P2TP2A in MAMPU areas have received significant increases in budget allocation and additional resources in 2020, which suggests there is a sound basis for sustaining these gains into the future.

At the village level, encouraging women's active participation in collective action has worked to improve access to and uptake of some services.

MAMPU's approach of supporting women to organize and play an active role in service provision has contributed to improving uptake of some types of services. Comparing changes to access in a sample of poor households in MAMPU and non-MAMPU locations, suggests that this strategy contributes to improving access to and uptake of screening for cervical (VIA and Pap smear tests) and breast cancer. In these cases, participating in local groups increases knowledge and awareness of these forms of cancer among poor households, increasing the likelihood of attendance at testing at local community health centres (Puskesmas). The ongoing presence of women's groups in 106 villages supported by 'Aisyiyah and PERMAMPU suggests that uptake of cervical cancer services will continue to increase into the future. This will benefit a significant proportion of the 280,000 women who live in these villages.^{xli}

There is evidence to suggest that MAMPU's village-based interventions help to improve the likelihood that a woman will report a case of VAW. Low rates of reporting for VAW are commonly acknowledged to be a complex challenge, reflecting widespread social norms, and a lack of channels available to women. Despite these difficulties, there is evidence that poor women are more likely to report a case to authorities in MAMPU villages than in comparable non-MAMPU locations. Participation in local groups, the presence of trained paralegals, and closer relationships with village cadre from partners, were among factors that were found to encourage women to access assistance at local levels. The ongoing presence of these groups in 189 villages across Indonesia should continue to benefit the 1.3 million women that live in these areas.^{xlii} Given that 1 in 3 women in Indonesia has experienced some form of violence^{xliii}, and that reporting rates continue to be low; this represents highly relevant progress.

WHAT WE EXPECTED, PROMISED OR AIMED FOR

The Theory of Change anticipates that by the final 3 years of MAMPU poor women in target areas will have “improved access to essential government services and programs”. Specifically, this refers to two types of long-term outcomes:

Improved access: Increased uptake of services by poor women in target areas; and

Responsive service delivery: Government providers deliver higher quality and more accessible services in target areas in response to influence from poor women at village, district, and national level.

The ‘government services and programs’ are defined in the Theory of Change as:

- Social protection programs, particularly publicly-funded health insurance provided through the National Health Insurance Scheme (*Jaminan Kesehatan Nasional Penerima Bantuan Iuran*, JKN PBI) administered by BPJS;
- Workplace protections, particularly health insurance for women homeworkers (BPJS *Ketenagakerjaan*, BPJS TK);
- Services that improve migration conditions for women migrant workers;
- Services that address women’s sexual, reproductive health, and nutritional needs; and
- Counselling and support services that address the needs women victims and survivors of violence.

We expected that improved access would eventuate through two types of ‘pathway’. Firstly, women gain access with *direct* assistance and support from MAMPU’s partners at the grassroots level. Secondly, women gain access to services *indirectly* following a decision by government that leads to service improvements that benefit women in a wider area outside of where MAMPU works directly. The 2012 design and the Theory of Change refer to ‘widespread’ benefits but avoid specific quantitative targets.

THE EVIDENCE TO SHOW WHAT WE HAVE ACHIEVED

Table 2: Cumulative data on direct access to services July 2014 to August 2020 (Source: MANIS Kita)

Number of individuals that...	women	men	total
registered a complaint through a mechanism established by partners	34,649	21,000	55,649
gained access to health insurance (JKN PBI)	18,988	9,061	28,049
obtained legal identity documents	9,670	6,395	16,065
gained access to pap smear or VIA tests	35,777	-	35,777
gained access to breast cancer screening	7,832	-	7,832
gained access to workplace insurance (BPJS TK)	3,657	80	3,737
accessed migration support through DESBUMI	2,083	1,059	3,142
accessed VAW support services	23,640	54	23,694
Total	136,296	37,649	173,945

Data on the number of women and men with increased access to services has been collected through 348 Partner Quarterly Reports on the online reporting system (MANIS Kita) between July 2014 and August 2020.^{xliv} Aggregated data from these reports is presented below in table 2. These provide a quantitative measure of the number of women and men directly assisted in MAMPU locations.

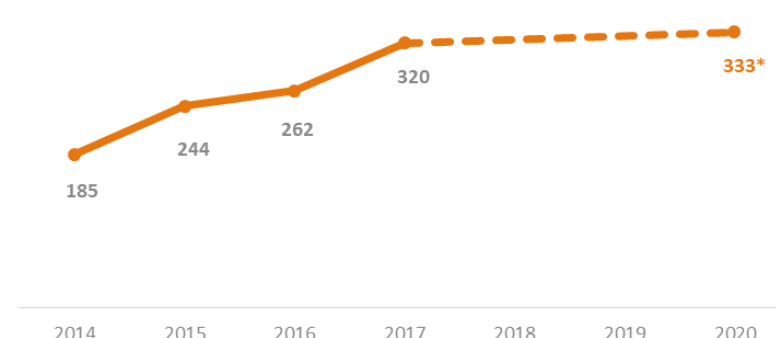
Multiple sources of evidence show that MAMPU contributed to the increase in registration in the national health insurance scheme (JKN KIS) in Sukabumi district. Firstly, the magnitude of the rise – 590,000 can be confirmed by publicly cited government statistics showing that registration in JKN KIS rose from 70% of the population of 3.5 million in 2017 to 93.10% in 2020.^{xlv}

MAMPU's contribution can be traced to influence over a district regulation designed to improve the registration of the JKN KIS. Twelve (12) MAMPU monitoring reports in 2016, 2017 and 2018 establish several steps in the influence process.^{xlvi} They show that MAMPU convened initial discussions on the SLRT mechanism between PEKKA and the DFAT MAHKOTA program, which had supported the initial pilot with the Ministry of Social Affairs. These discussions led to Sukabumi being identified as one of two areas for collaboration and by late 2016, SLRT, PEKKA and MAMPU had agreed to a joint push for a district regulation. The monitoring reports further document the close engagement between PEKKA and SLRT culminating in the enactment of a district head regulation (Perbup) in mid-2018 on SLRT, as reported by PEKKA in their PQR for the April-June quarter. The text of the regulation specifically mentions that KLIK must be implemented twice a year in each of the 386 villages across the district. The regulation also specifically mentions PEKKA as an organisation that can support the implementation of this process.

Figure 8: Annual cases handled by P2TP2A in Maros, East Lombok, Kendari, Toraja, Parepare and Ambon City (Source: SIMFONI online database).
*Annual estimate based on data to September 2020.

6 Integrated Service Providers supported by BaKTI increased their handling of VAW cases

Number of cases handled per annum. Data missing for 2018-2019.



Implementation of the regulation began in 2019, in time to support the increase in JKN KIS registration by 2020. PEKKA PQRs in mid-2019 establish that training in KLIK for SLRT officers was conducted in July 2019 and reports a budgetary allocation from Dinsos of IDR 163 million.^{xlvii} A change to the Dinsos Sukabumi workplan for 2019 specifies KLIK events and commits a further IDR 60 million for socialization.^{xlviii} These pieces of evidence establish that KLIK was being implemented in Sukabumi during the second half of 2019. This is sufficient to infer a moderate level of contribution to the increase in JKN KIS registration between 2017 and 2020.

The increase in capacity across the 6 Integrated Service Centres supported by BaKTI is evidenced by administrative data held in the government's SIMFONI system. As highlighted in figure 6, available data show that case handling increased sharply to 2017 and is estimated to remain at similar levels for 2020.

The endline round of the Longitudinal Study (n=1,732 households) found that access for poor women-headed households improved in social protection programs and reproductive health across the 5 districts studied in the midline research.^{xlix} Comparisons between MAMPU and control villages indicate statistically significant increases in access to cervical and breast cancer screening services in areas where MAMPU has intervened. The study found a link between this increase and participation in collective action supported by MAMPU partners. While access to social protection – specifically JKN KIS – increased in all 15 locations,

“...reporting rates in sites where MAMPU is intervening and has previously intervened are consistently higher than non-MAMPU areas. This indicates that poor women in MAMPU areas have more positive attitudes towards reporting domestic violence and that there are fewer barriers to reporting.”

– Final Report, Poor women’s access to public services: Endline Study, SMERU

there was no significant difference between MAMPU interventions selected in the study and control sites.

The Longitudinal Study found that MAMPU had had important positive effects on the propensity to report cases of VAW (see quote). The study further concluded that participation in collective action was a strong driver of reporting behavior. Participation has the potential to increase knowledge and increase self-confidence and networks of poor women. Other factors include awareness raising on available reporting options, as well as the availability and diversity of reporting channels by individuals, institutions, communities, and CSOs at the village to district levels.

OTHER POINTS TO NOTE

We have not been able to obtain government data on access to services outside of target villages in districts where MAMPU can claim influence on decision-making. As such it was not possible during this exercise to apply the methodology set out in the M&E Framework to assess contribution to improved access on a wider scale. We adapted by using relevant data from publicly accessible government sources such as the SIMFONI VAW case recording system administered by the Ministry of Women’s Empowerment and Child Protection. In other cases we used publicly announced statistics from service providers, such as BPJ, which administers the national health insurance program.

The midline and endline waves of the Longitudinal Study of access to services showed significant variation across the 15 MAMPU and non-MAMPU villages in 5 districts. Access to services for homeworkers (Theme 2) and migrant workers (Theme 3) did not show significant change in either MAMPU or control areas. Homeworkers in MAMPU areas had successfully negotiated with employers to secure higher rates of remuneration, but these gains did not benefit other homeworkers. The endline found that migrant workers in MAMPU villages were 12 times more likely to use procedural channels than control sites, but that this was influenced more strongly by recruitment agencies (P3MI).

Using registration to measure improvements in access to JKN KIS overlooks the important role of other factors influencing actual uptake and utilization of health services. Research by MAMPU partners (YKP and KAPAL Perempuan) suggests a poor understanding of services covered by JKN, and how to use cards, remains widespread among both poor women and frontline health service providers.¹ In comparison to the midline in 2017, the 2019 endline found that increases in registration for health insurance were not accompanied by corresponding increases in health service utilization. Reportedly, the factors behind this included frequent errors on the cards distributed to participants, such as incorrect biodata, and a low level of knowledge of benefit entitlements.

Both the midline and endline rounds of the Longitudinal Study highlighted that poor women are far more likely to report violence to members of their own families or others in their immediate community, rather than the police or the P2TP2A operated by DP3A. Only MAMPU villages in South Central Timor district had passed village regulations specifically relating to reporting and handling cases of VAW.

Multivariate analysis surprisingly found the presence of a village regulation on the protection of women and children is negatively associated with the probability of a woman reporting domestic violence. The qualitative component explained this through the perception that fines would be payable for acts of domestic violence and the obligation to pay to settle cases.

The survey also noted continuing barriers to improved access to services:

- Access to services remains complex and costly for poor women. As a result, for example, complaints mechanisms for social protection are very rarely used;
- Poor infrastructure was a significant barrier to accessing health services in areas like Kubu Raya district, West Kalimantan; and
- Sociocultural barriers that limit women's ability to access services, particularly related to VAW and reproductive health services.

It is important to note that the Longitudinal Study applied purposive sampling methods, so findings cannot be automatically extrapolated to all MAMPU locations. However, the study design enables comparison between 10 MAMPU locations and 5 statistically comparable control villages, which increases confidence in MAMPU's contribution to observed improvements in access.



Selected Stories of Change

The five stories presented in this section have been narrated by women from MAMPU villages across Indonesia and submitted by MAMPU partners. They were selected by MAMPU to illustrate key aspects of the Theory of Change. These accounts have been translated to English from the original Bahasa versions with minor editing. Where sensitive matters are discussed, details have been removed to protect the identity of the individuals.

“Transforming into a more useful person”

(October 2019, submitted by ‘Aisyiyah)

Since joining MAMPU ‘Aisyiyah, I have realized that women can also take social roles in society. This mindset grows along with the increasing awareness that change for progress is a must.

My name is Mualis, a housewife, who only finished Madrasah Aliyah equivalent to high school level. I used to believe that it is women’s nature to stay at home for accompanying and serving their husband, as well as looking after and nurturing their children. Women’s roles are limited to duties around the kitchen, well and bed, as the saying goes. I thought many government authorities have given their attention to public needs. Thus, I have been ignorant and apathetic about the problems in society. I finally found out that my thinking was not entirely correct. Women, besides their household roles, are able to take social roles within the society.

I had a chance given by God to join the Balai Sakinah ‘Aisyiyah (BSA) in Brondong, a community organisation supported by MAMPU ‘Aisyiyah. MAMPU ‘Aisyiyah’s presence has brought changes in my life starting from participating in basic activities such as how I can make individual and social changes, learning how to speak up and have discussion with fellow BSA members, learning how to express my opinion, to finally finding the courage to be actively engaged in the village.

Slowly but surely the spirit to move forward and change continues to grow. I have realized that women should fight for many of their interests, one of which is women’s reproductive health. Furthermore, I believe that for the change to be effective and efficient, it needs the right time and place. From then on, I started to use the knowledge I have gained from the communication strategy training organised by MAMPU ‘Aisyiyah. Initially, I started to establish communication with friends or women in PKK (Family Welfare Empowerment Organisation) so that I could join them and become a PKK member. Alhamdulillah (Praise God), they welcomed me well and I could use that as an opportunity to work together in fighting for women’s rights through musrenbangdes (the Village Development Planning Consultative Meeting) and Alhamdulillah we successfully secured funding for Pap Smear (IVA) Services. This has led to the point where I was given the trust and elected as vice chairman of the Village Consultative Council (BPD) this end of 2019. This is the social role that I can take.

Having gone through this journey, I very much hope that BSA can continue to be a knowledge powerhouse through which new potential cadres emerge to use their potentials for the good of others. In addition to that, it might be necessary to identify the issues surrounding the economic sector so as to find the best solution. Motivation to move forward and share benefits with others is my underlying reason to undergo this change. This awareness grows internally within one’s heart and must be expressed well in order to generate positive energy in this life. Change must be pursued with perseverance.

My hope ahead, while serving my term of office in BPD, [is that] I am more capable of fighting for the women's rights, especially those that need to be strengthened by village regulations as a clear legal basis, mainly because many women are still lacking awareness of the importance of reproductive health.

“Campaign Skills Got Bu Fat Elected as the Chairman of the Village Consultative Committee”

(Submitted by PPSW, a member of PERMAMPU, April 2020)

Her name is Fathonah and she is fifty years old. In Mukti Jaya Village, Rokan Hilir District, Rimba Melintang Sub-district, where she lives, friends call her “Bu Fat” or “Bude Fat”. Before joining a cooperative, Bu Fat was just an ordinary woman who knew nothing other than doing her routine as a housewife, farming with her husband, and being a compliant villager. Yet, after participating in Wanita Bunga Bangsa (WBB) Cooperative supported by Sumatra PPSW, her activities changed. Sumatra PPSW motivated and supported her, through different training events, and she gained new knowledge and experience highly valuable for herself and her life. Since then, she was actively engaged in her village, especially in the cooperative. She is a woman with leadership potential in her village, but nevertheless, she lacked confidence. Bu Fat who only finished Junior High School (SMP) often felt inferior due to her level of education.

This woman, with five children was actively involved in community activities and maintained good relationship with her neighbours. In 2016, her village held a legislative election of BPKep (Badan Permusyawaratan Kepenghuluan, equivalent to Badan Permusyawaratan Desa/BPD, the Village Consultative Council). Supported by her husband and neighbors, Bu Fat finally ran for BPKep. Apart from this support, she was also driven by her internal motivation that if she got elected, she would be able to bring changes, particularly to achieve equitable development, especially for grassroots women. It was not easy to be elected as she would face the challenges emerging from a society with a strong patriarchal ideology, therefore some people did not believe that women could become leaders, especially when they only finished high school. On the other hand, her rivals held Bachelor's degrees, even some held Master's Degrees. That challenge did not weaken her motivation to be elected.

During the legislative election of BPKep, only men/husbands were eligible to vote. Similarly, the village meetings in general were only attended by men or husbands as the head of household. The women or wives never got invited unless their husband was unable to attend the meeting or their family no longer had a male family head. If the husband could not vote, their wife could replace their husband to vote. Due to this, Bu Fat was pessimistic to be elected as she did not have close ties with the men in the community. She only mingled with the women in the cooperative, Majelis Taklim (Islamic non-formal education center), or the women's prayer group. Her strong motivation and her husband's support encouraged her to run for the election without fear of losing. Bu Fathonah socialized her candidacy to women members of the cooperatives and women's prayer group to gain their support and asked them to inform their respective husbands. One day before the election, Bu Fat held an “open house” event by inviting the men for “silaturahmi” (strengthening relationship), to introduce herself and convey her intention to run for BPKep and ask for prayers and support from them. On the election day, the majority vote in her dusun (sub-villages) was Bu Fat, so she was among those who were elected to be BPKep members and finally, she was elected as the chairperson of the BPKep of Mukti Jaya Village. Only two women were elected as BPKep representatives in the province of Riau, namely Ibu Fathonah, the chairperson of the BPKep/BPD, and another woman from the same sub-district of Rokan Hilir District.

Bu Fat used her role as the chairperson of BPKep to improve development programs for women. In 2017-2018, her proposals to increase the village fund budget for the benefit of women were not successful. However, in the 2019 village fund budget, Bu Fat succeeded to get her proposal approved for allocating the village budget for education/discussion on sexual and reproductive health rights (SRHR), especially for young women. In addition, Bu Fat has been actively working with Puskesmas (Community Health Center) and BPJS to provide reproductive health services such as IVA tests, Pap smear tests, awareness and basic health tests. She has leveraged her role as the chairman of BPKep to increase the village fund budget for women. It is hoped that in the future more women will be elected as the chairperson of BPkep or BPD so that village funds can be accessed by women.

“My Courage”

(submitted by LBH APIK Aceh, and Serikat Perempuan Independen (SPI, Independent Women's Union) in Labuhan Batu, April 2020)

My name is IA, a 46-year-old woman with five children (three girls and two boys), living in Pondok Batu Village Bilah Hulu Sub-District, Labuhan batu District. Before joining SPI in 2015, I was just an ordinary housewife. I seldom left the house and never participated in any community activities because I perceived that these activities were not the right thing to do, especially when my child was still one year old. My daily activities were mostly focused on looking after my children and doing house chores. Before giving birth to my fifth child, I worked precariously, for example, as a daily labourer (buruh harian lepas/BHL) at palm plantation, a cook for parties or prayers' meetings, a food seller during Ramadan, and a marketing representative of a cash-credit company.

In 2015, my neighbours invited me to join a case-handling training held in the Village Council of Pondok Batu by SPI in cooperation with the MAMPU Program. The training was not only attended by members of SPI in Pondok Batu Village, but also those of SPI in other villages. Previously, my child, who had just graduated from high school, was also invited to take part in SPI activities by my neighbors. After participating in the activities carried out by SPI, I felt happy with the materials and information provided about women's rights, gender equality, violence against women and children, etc.

After I joined SPI and actively participated in the activities, I felt positive changes and there was a change in my perspective, especially within my family and environment. Before I got to know SPI, I was confused when I had conflicts at home or within the family. I was confused as did not know where to go and I did not know any wise person who could help solve the problems in our household. I used to be strict and always emotional, but now it seems like I can refrain from getting angry when I face my children and husband. Similarly, when helping to solve problems in the family, I become fairer and wiser in making decisions.

Another change that I have felt in terms of socializing in the community is that I no longer see only the negative side because participating in community activities such as SPI activities can benefit us with many positives.

In the past, I had no courage to speak in public. When I was asked to speak and deliver a presentation for the first time during an SPI activity, my legs were trembling and I was nervous, unable to get a word out, confused of what to say, afraid, and all those feelings mixed into one.

Now, I have changed. Apart from being the Administrator of Village SPI, I am one of the Volunteer Team members whose duty is to facilitate routine community discussions in my village or other villages. Before, I was confused, nervous, afraid, lost for words, but now I have become one of the panelists in discussions conducted by SPI. Now, I have the courage to speak in front of many people, always actively participating in village meetings such as dusun (sub-village) meetings, village meetings, village development planning meetings to express my opinions, deliver proposals and represent women's groups in the village, hold hearings and lobby to the Village Government, etc. All in all, SPI has elevated my status as a woman that my parents, siblings, and even the community do not look down on me any longer.

I was always confused when dealing with problems in my household or family. Now, I can help others find the solution to their own household problems. While serving as a member of SPI, I have gained knowledge and skills through the training and I am able to provide assistance to women and children who are victims of violence. Many women victims have come to our Post to report cases of domestic violence and sexual violence against children. We help them to solve the problems they experience in line with their needs. If family mediation is necessary, then we will also involve the village government such as the sub-village (dusun) head, village head, BPD, religious leaders, community leaders, etc. Now, our village has introduced a Village Regulation on the Implementation of Protection for Women and Children who are Victims of Violence, which was passed in 2018 with support from the MAMPU Program.

I had never had direct interaction with the village head, BPD, religious leaders, community leaders, but during the advocacy process of the Village Regulation, we had intense communication and interaction through hearings and lobbying. Similarly, in case handling, the village government did not care and was never involved in dealing with cases of violence against women and children. Now, they not only refer such cases to us, but they are also involved in handling the case in response to the needs of the victims without blaming the victims. Also, every time the village organises an activity, I am always involved, and the village head sometimes directly invites me to represent the women's groups/village SPI community. The Village Regulation advocacy process has strengthened our relationship with the village government that the voice from village SPI community is heard and our proposals often get the approval as a priority.

“Becoming More Useful for the Community”

(Submitted by BITRA, December 2019)

Nurvida, born on June 6, 1987, living in Perdamaian Village, Langkat District, North Sumatra, is a mother of two children and works as a homemaker sewing bolster and pillow covers.

Economic constraints have forced Vida to work as a homemaker while taking care of her toddlers, taking up most of her energy. Vida is paid Rp. 300 / pillow or bolster cover and in a day, she can sew up to 30-40 pillow or bolster cover, earning Rp. 9,000 - Rp. 12,000 per day.

Before joining BITRA and SPR Sejahtera, Vida was totally unfamiliar with organising and unaware that she was a homemaker. She always thought that she was just a housewife who worked for extra hours to support the family economy. Her income from sewing pillow and bolster covers was only for making ends meet, such as daily groceries and her children's pocket money. Her time was spent on sewing pillow and bolster covers at home, therefore she always stayed at home and did not know anything other than her house, family and work.

Now her life has changed a lot. As the Deputy Chairman II of DPC SPR Sejahtera (Homeworkers' Union) of Binjailbu City, she is busy with organisational activities, one of which is Social Security access (PBI BPJS (Premium assistance beneficiaries of the National Health Care Schemes), Program Keluarga Harapan (Family Hope Program, a Conditional Cash Transfer program) - and other programs for homeworkers.

Providing social security access is not without difficulties and challenges which include obtaining a KK (Family Card), KTP (Identity Card), and SKD (Letter of Domicile), as well as SKTM (Letter of Poverty) from the village authority. The problem is that some homeworkers do not have a KK which prevents them from accessing social protection programs. In these cases, Vida has to help members of the homeworkers' union and the community to obtain the KK.

"Alhamdulillah, Indah! The KK I have processed yesterday has been issued. Now, I can submit it for applying for PBI BPJS and the Family Hope Program. It came to me as a surprise that the process could be done because in the past, I had never been to the Village Office" said Vida to the Field Facilitator.

Now it is not only SPR Sejahtera members in Langkat who ask for help to obtain a KK, the local community members also ask for help from Vida. "It feels good to be useful for many people around us, Indah. I feel happy when I see their smiles as it relieves my tiredness," said Vida.

"Currently, those who have become the Premium assistance beneficiaries of the PBI BPJS can enjoy health benefits. Before, some of them could not have medical care when they were sick, and they had to rely on the medicine they bought at the store. Now, they can get health services. Besides PBI BPJS, the children in the community can also access Kartu Indonesia Pintar (Smart Indonesia Card - financial assistance for education)," Vida said.

"Alhamdulillah I am happy and grateful that my effort together with fellow members of Serikat Pekerja Rumahan can be useful for the community, particularly women and children. Hopefully SPR always endeavours and succeeds in fighting for women and the poor, leading to a more empowered community," Vida added with her smile while ending the interview.



2.3 Key Evaluation Questions

This section summarises the results in the previous section against four Key Evaluation Questions set for MAMPU. We follow this with two additional evaluation questions addressing Value for Money and Sustainability.

KEQ 1: How and to what extent has the program affected partners and networks capacity to influence government reform?

Sub-question 1:

How and to what degree has the capacity of MAMPU partners changed?

The OCPAT showed that 6 of the 7 partners assessed have experienced positive change in organizational capacity between 2017 and 2020. Beneath this apparently simple finding lies enormous variation. One way of understanding the complex process of capacity change is to view it as a continuing journey. If so, the journeys of 7 of our partners can be characterized in four ways.

“Growing momentum”: In different ways, three of our partners have experienced positive journeys since 2017. While all show positive trajectories in all six dimensions or capacity assessed through the OCPAT, each has had to tread a very different path from diverse ‘starting points’. In one case, the organisation had recovered from a challenging period earlier on in MAMPU’s life to make strong gains in program management and sustainability. Another partner, a consortium of women’s organisations, had made progress bedding down and refining many of the management systems developed at the start of MAMPU. For a third partner, a large membership-based organization with chapters across Indonesia, innovations introduced through MAMPU were influencing wider changes in organizational practices. All three partners have been able to successfully navigate these currents of change.

“Sustaining growth”: For another partner, the past two years has been a period of consolidation. With most management systems in place and considered to be functioning well, the organisation has concentrated on bolstering sustainability and expanding networks. It is progress in these two components that has been the principal driver of organisational development.

“Confronting and overcoming challenges”: Two further partners have seen positive changes in organisational capacity but also setbacks and challenges over the past two years. One partner had continued the growth documented in the 2017 assessment in five of six components. However, this was moderated by heightened concern over financial sustainability of some areas of the organisation. Another partner had overcome damaging rifts that were documented in the 2017 assessment but continued to grapple with gaps in the internal information-flow that were hampering management and decision-making.

“Struggling to move forward”: The 2020 OCPAT revealed one partner struggling with challenges that were hampering capacity development and preventing better performance. Following a transition in leadership, internal difficulties emerged. These contributed to an uneven distribution of tasks and authority, poor coordination, gaps in the understanding of gender equality, and internal conflicts between program and finance teams. These issues impacted program management and performance, including less than satisfactory progress against advocacy targets.

Beyond stronger organisations, the **capacity to work collectively** is a critical aspect of MAMPU's Theory of Change. Monitoring data show that the frequency of collaboration among partners and other organisations has trended upwards since 2017. There is a clearer and more cohesive collective action agenda that encompasses a wider range of partner priorities including child marriage, combating sexual violence, and reform of Indonesia's labour law. From 2017 to 2020, VAW and sexual violence in particular, have consistently been the issues that most energize collective action among partners and with wider civil society networks.

There is clear evidence that partners have formed collaborative relationships with government around similar issues. This suggests an emerging nexus of joint action between CSO-government-media around VAW and child marriage. While the politics surrounding VAW are currently difficult, the collaboration between partners and the P2TP2A at local levels show how progress is possible on tangible service-related issues.

Sub-question 2:

To what extent did MAMPU contribute to changes in capacity and in what ways?

The evidence shows that MAMPU has contributed to changes in the capacity of partners. To analyse this issue, we applied a rubric (see table 4) to help organize the available evidence, in line with the Monitoring and Evaluation Framework. The results, synthesized in table 3, indicate there is a **strong case** that MAMPU has contributed to capacity changes in 6 of the 7 national partners assessed.

Table 3: Summary of contribution of MAMPU to capacity change (Source: OCPAT 2017)

Partners	What domains of capacity changed? (from 2020 OCPAT)	MAMPU contribution (Rubric)	What support did MAMPU provide? (from MAMPU records)
KPI	Program management, orientation and Management structure	Strong	Collective action (SDGs, JKN, VAW, women leadership, and child marriage), Disability, inclusive social protection, Multi stakeholder forum, attendance at UN General Assembly, Social media training, and Participatory audit
Migrant CARE	Management structure, organisational management, program management	Moderate	Collective action (including: SDGs, VAW), 2019 election monitoring, Policy dialogue and dissemination
PEKKA	Organisational performance, organisational management, program management,	Strong	SLRT integration, Disability, inclusive social protection, grants management, Knowledge Management and database, Participatory Audit, Campaign of women leadership, and child marriage, Value for Money
PERMAMPU	Orientation, Management structure, Organisational management,	Strong	Grants management, Knowledge Management and database, Policy advocacy and collective action of SDGs, VAW, and child marriage, Disability, Stunting, National Election Monitoring, Youth Forum, PRIMEL, Organisational learning
KAPAL Perempuan	Sustainability, Program management, and Management structure	Strong	Grants Management, Collective action (SDGs, JKN, VAW, and child marriage), fundraising, Social media training, participatory audit
BaKTI	Sustainability, Program management	Strong	Grants management, Knowledge Management and database, Participatory Audit, Knowledge Sharing (Festival Forum Kawasan Timur Indonesia, Inspirasi BaKTI, & Online Media batukarinfo.com, KPT), Sustainability, Collective action (SDGs, VAW, and child marriage)
'Aisyiyah	Organisational orientation, Organisational management, Program management, and Sustainability	Strong	Collective action (SDGs, JKN) Disability, Stunting, Youth Forum, Grant management, Policy advocacy, Sustainability, Value for Money

Table 4: Rubric for assessing the strength of the case for MAMPU contribution to capacity change
(Source: Phase II Monitoring and Evaluation Plan)

Weak	The OCPAT may show positive change in one or more of the five domains assessed. However the OCPAT report does not identify a MAMPU contribution to this change. Other than grant funding, there may be evidence that the partner has accessed support from MAMPU (technical, network participation, bridging). However there is no evidence that the learning from this has been applied by the partner.
Moderate	The OCPAT shows positive change in at least one of the five domains assessed. However, the OCPAT report does not identify a MAMPU contribution to this change. There is verifiable evidence that in addition to grant funding the partner has accessed support in some form (technical, network participation, bridging) from MAMPU and this aligns with the positive capacity change. There is also evidence that the partner has in some way applied the learning from this to their work.
Strong	The OCPAT shows positive change in at least one of the five domains assessed. The OCPAT report identifies that MAMPU has contributed to change in at least one domain. There is verifiable evidence that in addition to grant funding, the partner has accessed support in some form (technical, network participation, bridging) from MAMPU and this can be linked to the positive capacity change. There is evidence clearly showing that the partner has in some way applied the learning from this to their work.

In six of the seven partners assessed, the 2020 OCPAT identified at least one MAMPU contribution to a positive capacity change, while most identified more than this. For example, the 2020 OCPAT Report notes that KAPAL Perempuan and their local network are confident in the sustainable funding concept developed with MAMPU support. The model positions KAPAL and their partners as service providers focusing on strengthening sustainable livelihoods and grassroots capacity. Similarly, the report for PERMAMPU highlights that PRIMEL – a participatory monitoring and audit tool developed with technical assistance from MAMPU – has been widely adopted following initial piloting in 2017. PRIMEL has created more space for women and men at the grassroots, as well as government stakeholders, to participate in decision-making and hold PERMAMPU to account. This transparency has helped build trust and foster the expansion of credit unions (CU) – a pillar of PERMAMPU’s approach to economic empowerment of women members. Overall, the evidence for MAMPU’s contribution to capacity changes is stronger in 2020 than in 2017.

Nevertheless, in one case a MAMPU contribution did not emerge during the capacity assessment process. In the absence of verifiable links, the case that MAMPU contributed to changes within Migrant CARE is assessed as ‘moderate’.

There is a strong case for MAMPU’s contribution to increasing the collective capacity of partner networks. As described above, there is evidence to show that collaboration among partners and with other CSOs has intensified over the 2017 to 2020 period. The SDGs have been the major driver of this trend.

MAMPU’s role in fostering the SDGs collective agenda is clear. We convened the BOD meeting in December 2017 and when the idea for bottom-up consultations emerged, we moved quickly to agree funding arrangements, support the development of a Terms of Reference, and secure the agreement of BAPPENAS and DFAT. In addition to funding, MAMPU staff continued to support the SDG local consultation process, including organizing a major regional conference in August 2018. The SDGs is a significant example of how MAMPU has helped partners work collectively to seize an opportunity for influence.

KEQ 2: How and to what extent have the partners and networks influenced government reform in relation to the needs and priorities of poor women?

Sub-question 1:

How and to what extent have MAMPU partners and networks influenced formal government policies?

The evidence shows that MAMPU partners have had significant influence on formal policy decision-making at multiple levels. Since January 2017, partners have contributed to 649 decisions by policy makers, ranging from national laws to village level regulations. This simple quantitative measure masks the enormous variation and diversity in the context, issue and type of policy decision.

The district level has been particularly important for MAMPU. Almost half (47%) of all decisions influenced have been taken by policy makers across 80 districts, where key service delivery responsibilities lie in Indonesia's decentralized system of governance. MAMPU partners made most headway on VAW, health and nutrition and social protection, succeeding most often in convincing district heads (Bupati or Walikota) or heads of district services (Kepala Dinas) to enact new regulations or issue official edicts compelling various changes to service delivery arrangements. District governments have also been the largest source of budgetary allocations towards MAMPU priority issues – crucial to carry out the intent of policy and regulatory shifts.

Where district level influence has been key for service delivery, reform at the village level has been vital to creating a conducive context for women's lived experience of empowerment. At this level, collective influence by women, with support from MAMPU partners, has prompted a range of responses from village governments related to women's diverse priorities across 72 districts. These include regulations and edicts addressing their diverse priorities, from ambulance provision to solid waste management. Although small relative to allocations from district governments, budgetary allocations at this level are no less important because they respond directly to the expressed priorities of women at the grassroots. Of particular value too are the many regulations at this level that enshrine women's continued active involvement in public decision-making beyond MAMPU.

Significant examples of progress at the national level demonstrate how MAMPU partners have contributed to structural changes in government policy that have the potential to positively impact the lives of millions of Indonesians. In 2016, Migrant CARE and their partners contributed to a new Ministry of Labour initiative called 'DESMIGRATIF'. Announced in October of that year, the new initiative aimed to improve services for migrant workers, partly by involving the district and village governments more closely in regulation and service provision. In 2017, this was followed by the passage of a new national law on the PPMI law. In 2019, MAMPU partners played an important role in the revision of the 1974 Marriage Law raise the minimum age of marriage for girls. While the draft law on sexual violence has yet to be passed, the issue has been elevated in public discourse.

MAMPU's experience on some issues underlines the importance of the linkages between the village, district and national levels. To a large extent, the influence that MAMPU partner Migrant CARE had on DESMIGRATIF and the PPMI law was underpinned by their experience implementing the DESBUMI model on the ground. Similarly, a 2020 MAMPU analysis of the content of regulations influenced on VAW issues highlighted the importance of links to the 2004 Domestic Violence Law. The hierarchical structure of national laws and subsidiary regulations strongly implies that any collective effort to influence reform will be limited, unless it can move between these different levels as opportunities open up in some areas and resistance emerges in others.

Sub-question 2:

How and to what extent have partners contributed to the capacity of women at the village level to project ‘voice’? To what extent has this translated to influence on decision-making at the household, village and beyond?

There is good evidence that MAMPU partners have contributed significantly to positive changes in the capacity and readiness of women at the grassroots level.

An analysis in October 2020 drew on qualitative data through the MSC tool as a source of evidence about the changes experienced by women at the grassroots.^{li} Most stories originate from members of MAMPU’s local groups. The analysis assessed 151 MSC stories from 12 partners against a set of criteria, outlined in table 5 below. These criteria were developed through a workshop with MAMPU partners in August 2017. The sample was selected purposively to ensure a balance from across all partners with MAMPU-funded activity at the grassroots level.

Table 5: Evaluative Criteria for assessing changes in capacity, readiness, voice and influence at the grassroots (Source: Phase 2 MAMPU Monitoring and Evaluation Framework)

Outcome	Evaluative Criteria
Capacity and Readiness	<ul style="list-style-type: none">• Women demonstrate a critical awareness of power, gender, culture and society• Women demonstrate an ability to analyze village regulations and formulate regulations in line with their aspirations• Women demonstrate an ability to manage conflict at the village level• Women are organised around key priorities of concern• Women demonstrate confidence and capability to express their ideas
Voice and Influence	<ul style="list-style-type: none">• Women occupy leadership roles including as religious leaders, community leaders• Meaningful participation in village deliberative processes• Village level policies, regulations, and resource allocation addresses women’s needs and protects their ongoing participation

Overall, the sample of stories illustrate how **all twelve partners have enabled change in capacity and readiness among women at the grassroots**, as defined in table 5. The analysis unearthed examples from all twelve partners illustrating participation in group activities, education and training, and mentoring. The most commonly reported type of change related to the confidence and capability to express ideas. The stories illustrated how women experienced changes in knowledge and awareness about justice and gender equality, often through discussion of the thematic issues social protection, protection of women workers, sexual rights, and eliminating VAW. Women often linked these changes, echoing much literature on empowerment, to changes in confidence (*keberanian*) to express their opinions and influence wider discussions. The examples showcased women addressing tangible problems and acting as ‘solution makers’ in relation to domestic violence, legal identity, and access to social assistance – often through a model or approach developed by a partner.

Changes in voice and influence were also illustrated through the stories, although this was only evident in six of the twelve partners. Stories told of how some women had been active in groups and appeared at village meetings, and consequently became more known by village governments and the community. Through involvement in MAMPU activities – for example becoming a trained paralegal, or a

“...we found empowering effects from CSO interventions to support village women, in the sense that there were not only increased skills, capacities, networks and knowledge among women, but also increased numbers of female leaders, and increased participation in decision-making fora at village and district levels.”

– Study Report, Women’s Collective Influence on the Implementation of the Village Law

reproductive health activist – these women were often asked for assistance and became increasingly involved in customary events, a source of considerable pride and status. In some cases this then spurred their confidence to apply for formal leadership roles, such as head of hamlet (Kepala RT), or become a member of the village council (BPD) or political party. Other stories narrated women’s experiences of attending village planning meetings (Musrenbangdesa) to submit proposals for the Village Fund. While some told of receiving positive affirming responses from village governments, others faced resistance, which required dogged determination and persistence to overcome.

The themes illustrated through the analysis of the MSC dataset are also supported by other sources of evidence. The Women’s Collective Action Study found evidence of an ‘empowerment pathway’ that grew from internal changes and progressed to speaking publicly. The qualitative study on Women’s Collective Influence on Implementation of the Village Law gathered rich and detailed evidence showing how these pathways unfolded in different types of context that were more or less conducive to women’s empowerment. The analysis further illustrated how such processes took place in MAMPU locations but were not observed in comparable non-MAMPU villages. This increases our confidence that the changes are the result of MAMPU interventions.

Overall, these multiple sources of evidence indicate that MAMPU has had a significant influence on women’s influence at the village level.

KEQ 3: How and to what extent has MAMPU contributed to improved access for poor women to essential government services and programs?

Sub-question 1:

Has access to services increased for poor women increased, and if so, where and by how much?

There are clear indications that MAMPU has helped large numbers of women and men access services. The evidence is strongest in relation to the direct pathway. The quantitative data show that over 136,000 women and 38,000 men have been directly assisted by MAMPU partners since data collection began in July 2014. The bulk of these improvements have been achieved over Phase II. Between January 2017 and August 2020, 115,000 women, and 37,000 men accessed services with support from MAMPU partners.

The scale of this increase has been greatest in reproductive health (theme 4) and social protection (theme 1). This correlates with patterns of village coverage across MAMPU, which is widest in themes 1 and 4. Complaints handling mechanisms such as PEKKA’s KLIK and KAPAL Perempuan’s Pos Pengaduan

(Complaints Post) have contributed a large proportion of this increase, highlighting the importance of bringing government frontline services closer to citizens.

It is more difficult to discern where the largest increases in access have been, since quantitative data from partners on direct access is not reported by location. In theme 5, data from P2TP2A supported by BaKTI and FPL members show that centres in Bandung, West Java and Semarang in Central Java improved their case handling capacity between 2014 and 2017. However, the Integrated Service Centre in Maros, South Sulawesi demonstrated the steepest increase relative to starting point. 2020 data suggest that these improved levels of service provision have been maintained. In other themes, this type of analysis has not been possible.

MAMPU's experience reveals that the quality and utilization of services is variable and may not have improved despite increases in quantitative measures of access. Access to health insurance, indicated by possession of a card (Kartu Indonesia Sehat, KIS) is a good example. The Longitudinal Study found that registration for JKN KIS rose sharply in almost all study locations – MAMPU and non-MAMPU – between 2017 and 2019, but health service utilization actually fell over the same period. Research by YKP and KAPAL Perempuan has highlighted that use of the cards is poorly understood by frontline health workers and women alike. A focus on simple quantitative measures of access risks missing this issue.

The importance of supporting women to seek services also comes through in the evidence. The Longitudinal Study findings relating to VAW and reproductive health illustrate the nuances involved. The study found evidence that the presence of trained paralegals in MAMPU villages contributed to the greater propensity among women to report cases in comparison to control villages. Participation in collective action facilitated by local cadre supported by partners was also found to be associated with greater increases in the uptake of VIA testing in MAMPU villages, compared with non-MAMPU sites. In these cases, it is not enough for a service to be available. The qualitative module of the longitudinal study revealed that myths and misperceptions about VIA testing abound among women contributing to high levels of anxiety and fear. In this context, collective action helped to raise knowledge and awareness, and just as importantly, build a sense of solidarity with other women that encouraged them to visit the local Community Health Centre to take the screening test.

Sub-question 2:

How strong is the case that MAMPU contributed to observed increases in access to government services and programs?

The evidence that MAMPU *directly* contributed to improvements in access is strong and supported through multiple sources including PQRs, MSC stories, monitoring records, as well as studies such as the Longitudinal Study and the Women's Collective Study. These sources show the process of gaining access 'in motion', for example describing how women and men are supported through KLIK or encouraged to take up VIA and Pap smear tests.

Evidence of MAMPU's *indirect* contribution to changes in access to services is less clear in the absence of government data on wider increases in access to services. However, drawing on cases where data is available suggests that this pathway is plausible.

The adoption of the PEKKA KLIK mechanism by the district government of Sukabumi, West Java, provides an illustrate example. There is some evidence that the rollout of KLIK through the government's SLRT

mechanism contributed to an increase in registration for health insurance of 590,000 women and men between 2017 and 2020. The KLIK mechanism has also been formally adopted by other districts across Indonesia, suggesting that MAMPU will contribute to further increases in access to services.

The clearest illustration remains the case of the P2TP2A in Maros, South Sulawesi. Between 2013 and 2016, the unit handled an average of 4 cases a year and had no discrete budget allocation. In 2016, with BaKTI's support, they worked with medical services, the police and court system to develop and agree Standard Operating Procedures for handling and referring cases of VAW. Alongside this, BaKTI supported the development of the first Strategic Plan which enabled an increase in budget. The number of cases handled increased to 26 in that year, 75 cases in 2017, and although they fell slightly to 47 in 2018, and 58 in 2019, the trend remains increasing. Given the national prevalence of VAW is 1 in 3, these levels of service remains inadequate. However, there are indications that similar influence has been achieved in other Integrated Centres where MAMPU works. This illustrates how the indirect pathway could work to increase access on a wider scale. Given the extent of policy influence in other thematic areas, this remains highly plausible, if unobserved.

KEQ 4: What changed in the context and how did MAMPU respond?

Overall, **MAMPU has been flexible and adaptive** in responding to shifts in the context outlined at the beginning of this performance story. MAMPU has contended with rising conservatism and intolerance, shifts in the political context, and more recently the severe disruption caused by COVID-19. There are examples of how we adapted to these issues at the overall program level and among partners.

Two examples illustrate how MAMPU has adapted to changes in the context: the SDGs; and rising intolerance and conservatism. Shortly after he took office, President Jokowi embraced the SDGs and made public announcements on the importance of reflecting it in the 2015-2019 RPJMN. Recognising the opportunity to progress women's empowerment through the SDG umbrella, MAMPU engaged a new partner – INFID – in 2016 to begin work in this area. In late 2017, this focus increased considerably, supporting a cross-partner initiative to consult with women at the grassroots and reflect their concerns in the RPJMN agenda. Within 2 months of the initial discussion MAMPU and partners had agreed the Terms of Reference and clarified funding arrangements. The work to influence the implementation of the SDGs gave rise to a greater focus on child marriage in MAMPU, including the successful push to raise the minimum age of marriage in 2019.

MAMPU was slower to adapt to signs of intolerance and conservatism impacting the space for progressive reform and empowerment. MAMPU funded the involvement of partners in the 2017 Congress of Indonesian Women Clerics (*Kongres Ulama Perempuan Indonesia*) but did not follow up with concrete strategies. In 2018 however, the program engaged a respected researcher with expertise in this area to analyse the issues and advise MAMPU and partners on appropriate strategies. His analysis informed the development of the 2019 MAMPU workplan and has been shared with other DFAT initiatives such as the Australia-Indonesia Partnership for Justice (AIPJ2). Nevertheless, this remains a difficult issue for many women's organisations to address, sometimes because they fear being singled out for attack by conservative groups vehemently opposed to their agenda.

Key to this adaptive practice has been a careful balance between focusing on thematic areas, and actively engaging other issues in the wider context. Neither issue – the SDGs nor intolerance – falls within the five thematic areas. A narrow interpretation of scope may have prevented MAMPU from supporting partners to

push for reform in these areas. Instead, MAMPU recognized that these issues all threaten to undermine progress towards gender equality and women's empowerment, the ultimate goal of the program. Accordingly, MAMPU supported partners to pursue a wider focus on six collective agenda items, alongside the five thematic areas. This work led eventually to the transition away from five themes to nine collective agendas.

The **pivot towards addressing COVID-19** has been a major focus of MAMPU during the final year of Phase II. The program adjusted swiftly following the announcement of the first cases in Jakarta on 3 March. On 24 March, MAMPU convened an online BoD meeting to discuss the effects of the pandemic, assess priorities, and strategize. Within days, MAMPU had obtained endorsement from the Governments of Australia and Indonesia to direct grant funding towards the issue. By early April, partners had channeled funds towards activities to address COVID-19. On 4 April, MAMPU had connected partners to Indonesian social enterprise, *Jahitin*, as part of an initial response to support the livelihoods of women. Thus, within four weeks of the initial discussion with Partners, MAMPU funding was being applied to address COVID-19 at the grassroots.

MAMPU built on momentum that had already begun among organized women at the grassroots. Remarkably, there is evidence that local women's groups supported by MAMPU had begun action to address COVID-19 in their villages by 9 March, only days after the announcement of the first case in Indonesia on 2 March.^{lii}

While the response was swift, it also directly reached women at the local level. This grassroots reach is a second feature of MAMPU's pivot. Monitoring records show that *Jahitin* was in contact with Partners in early April to open registration for women tailors interested in joining the scheme. It is likely that funding from MAMPU was already being used for activities across 1,137 target villages by mid-April.





Several factors have enabled this response. The local-to-national structure of MAMPU Partners, as designed at the outset, has been pivotal. At the village level most partners work through trained cadre of local women. These cadre are residents of the village but have close connections with field staff and community organizing staff within sub-partners and partners. It was through this structure that information about the urgency of the situation was communicated and shared with MAMPU at the online meeting on 24 March. MAMPU was then able to provide swift approval, enabling Partners to direct resources to respond to local information almost immediately.

KEQ 5: To what extent is management of MAMPU consistent with Value for Money principles?

MAMPU's approach to Value for Money (VFM) is based on a set of fourteen principles, defined in a VFM Framework developed in 2018. To assess how well MAMPU lived up to these, a 'rubric' (see table 5) was applied to nine of the fourteen principles in 2018 and again in 2020, as a prelude to closure. The process that was used to do this is outlined in the Basic Methodology at the front of this performance story.

The results are summarized in table 6 below. This shows that overall, **since 2018 MAMPU has improved practices that deliver greater VFM**. There were no principles against which MAMPU's practices were perceived to have regressed.



















Table 5: Rubric to assess MAMPU adherence to VFM principles
(Source: MAMPU VFM Framework)

	Green. Strong achievement across the implementation of this principle. Although there may be room for incremental improvements, this area stands out as one where MAMPU is clearly delivering VFM.
	Amber/Green. Satisfactory achievement in most areas related to the implementation of this principle, but partial achievement in others. An area where MAMPU is generally delivering VFM but could do better.
	Amber/Red. Achievement is mixed related to the implementation of this principle (including unsatisfactory achievement in several areas), but generally meets minimum expectations. An area where improvements are required in order for MAMPU to deliver better VFM.
	Red. Poor achievement in the implementation of this principle, with urgent remedial action required in some areas. An area where MAMPU is clearly failing to deliver VFM.

The assessment process surfaced evidence that MAMPU has demonstrated ‘strong’ (Green) achievement of eight principles, with only one principles being identified as being ‘satisfactory’ (Amber/Green). This represents a very strong report card at program completion. The greatest improvements were identified in two principles: actively managing performance of partners, contractors and suppliers (principle 8); and trialing experimental approaches (principle 12).

While both were seen to be less than satisfactory in 2018, this has since turned around, with new evidence presented to illustrate changes in practice. For example, discussion highlighted long-standing performance issues in two partners that had not, despite repeated attempts, generated a productive response. MAMPU tried a different approach, engaging a consultant to work internally with the partner to help them address issues relating to financial monitoring and reporting. As a result of this intervention, performance has improved significantly, and the partner now demonstrates outstanding financial management and reporting. In other examples, MAMPU had been actively engaged in trying to address performance but had not always succeeded. However, multiple examples were produced to illustrate MAMPU in an active performance management role.^{liii}

Table 6: 2018-2020 internal assessments of MAMPU adherence to 9 selected VFM principles

No.	MAMPU Value for Money Principle	2018	2020
1	MAMPU will scrutinize program costs and seek reasonable opportunities to reduce costs without compromising the potential to achieve desired results.		
4	Where appropriate, MAMPU will use competitive processes to identify and/or select CSO partners, suppliers, and personnel.		
5	MAMPU will use information, including lessons from past experience, when making decisions about program management and strategy.		
7	MAMPU will work together with CSO partners to strengthen their own management systems rather than consolidating all management functions in MAMPU.		
8	MAMPU will review the extent to which CSO partners, sub-contractors, and consultants are achieving expected results, and take corrective action to address any concerns as necessary.		
9	MAMPU will work with CSO partners to prevent fraud and corruption throughout the program.		
10	MAMPU will work together with CSO partners to define the results that are important to them, and to develop and iteratively adapt strategies to achieve those results.		
12	MAMPU will work together with CSO partners to identify and trial experimental approaches where there are reasons to believe that they may produce better outcomes		
13	MAMPU and CSO partners will share and discuss important results and challenges with DFAT, GoI, and one another		

The 2018 assessment noted that there were too few examples illustrating that MAMPU had encouraged experimental and innovative approaches. In 2020 however, participants pointed to several initiatives that broke new ground. For instance, in 2019 MAMPU dissolved thematic areas and worked with partners to define a new collective action agenda. Partners were then invited to consider and select multiple agendas of focus for the final year of the program. This was a completely new approach but was aligned with the principles and character of the program. Other examples highlighted how MAMPU had encouraged some partners to trial and adopt innovations developed by others – for instance in the case of supporting FPL to experiment with BaKTI's Reses Partisipatif technique.

There were improvements against other principles, although less pronounced. MAMPU had worked hard to scrutinize costs and ensure that activities delivered results within budget (principle 1) – particularly with respect to research initiatives. The intensive consultation with partners to define collective action agendas was identified to illustrate how MAMPU lives up to the principle of jointly establishing results and then working iteratively to monitor them (principle 10).

In other areas, MAMPU's practices continued to be assessed as 'strong'. In relation to financial risks (principle 9), MAMPU's detailed financial monitoring and fraud detection systems continue to function well. Communicating and sharing results and challenges (principle 13) remains an area of strength. The Thematic Working Groups had continued to mature since 2018 and had evolved into valuable forums for discussion between partners, BAPPENAS, and other government ministries. In addition Brown Bag Lunches to engage participants in discussion on a variety of topics, and publication of regular newsletters (MAMPU Kita) had increased in frequency.

The self-assessment process is not intended to provide an objective picture of VFM. Rather, the principles-based approach was conceived as a pragmatic way to drive improvements in practice. As such, the evidence from the repeat assessment supports the view that MAMPU has improved practices that align with VFM principles.

KEQ 6: To what extent are the results of MAMPU likely to be sustained?

This performance story has assembled evidence that MAMPU has made a strong contribution to three types of outcome: changes in capacity and readiness for collective action; increased voice and influence; and improved access to services for poor women. The prospects that these positive changes will continue beyond MAMPU's conclusion are mixed.

Several features of MAMPU's approach increase the likelihood that outcomes will be sustained. MAMPU has been designed to build on the collective capacity that exists in Indonesia. With the exception of partners working on homeworkers, MAMPU engaged partners that were already dedicated to pushing for change on the issues that the program targeted. As such, the winding down of MAMPU support is unlikely to result in their withdrawal. For most partners, these are long-term struggles.

There are other positive signs that the gains will last. The partners – the main drivers of change in MAMPU – have received significant long-term support, including activities specifically designed to bolster sustainability. As a result, five of seven partners assessed in the 2020 OCPAT have greater confidence that their organisations are on a more sustainable footing. Data on allocations from state budgets is promising and indicates that partners and women at the grassroots have been increasingly successful at mobilizing

resources. At the village level these resources are critical to sustaining the group-based activities that bring women together and build the foundations of collective influence. They will be able to capitalise on the new regulations in place across many MAMPU villages that enshrine women's ongoing involvement in decision-making. New spaces exist for women's voices.

On the other hand, the context has shifted in ways that could erode the gains made through MAMPU. The impacts of COVID-19 are still unfolding but will have far-reaching negative impacts for Indonesian women across Indonesia. In addition to the devastating impacts on their livelihoods, VAW cases are rising amidst the pandemic, and it is likely that more girls will be pushed into marriage as households struggle to cope with the associated economic impacts. Wider afield, the outlook sources of funding support for the work of partners and civil society more generally have been declining, and this is expected to be accentuated by the economic effects of COVID-19 in donor countries and across the region.

2.4 Reflections, Lessons and Recommendations

As highlighted throughout this document, MAMPU has been unique in many respects, and there is rich potential for the program's experience to inform wider practice. In 2019, MAMPU began an initiative to document many aspects of program experience. As part of this initiative, a series of working papers and articles were prepared on learning from MAMPU. These papers have informed the lessons that follow below. This is by necessity a selective list. More detailed discussion of the various points can be found in references to associated MAMPU papers and publications.¹¹

Establishing ways of working: co-leadership is essential.

MAMPU's experience of supporting a diverse network of women's organisations to influence and drive change continuously underlines the importance of co-leadership. The design recognized this, positioning the managing contractor in a primarily supportive role in the initial governance arrangements. However, MAMPU needed to evolve new structures to carry out this principle effectively. The creation of the BoD for instance, was instrumental to engaging partners in program direction and management.

Without these structures in place, it is unlikely that MAMPU could have adapted as swiftly to the opportunities that emerged. This responsiveness is critical for any initiative aiming to support civil society to influence reform in a dynamic social, political, and economic context.

Recommendation 1:

Position managing contractors in a supportive, non-hierarchical role in relation to civil society organisations they are charged with supporting.

The grants mechanism must enable and support diverse networks.

Diversity was a key characteristic of the MAMPU partner network, and accordingly, it was vital that the way support was delivered could accommodate this. MAMPU devised and applied a grants system that enabled resources to be channeled to a wide variety of networks encompassing a range of capacities. Some budget flexibility was achieved by setting the financial delegation sufficiently high (at the intermediate outcome rather than specific activity level), so that partners were not locked in to a set of activities defined too far in advance. This also gave partners greater responsibility for management over their own sub-grants and reduces perception of micro-management by the MAMPU Secretariat.

Recommendation 2:

Tailor grants management systems to the realities of different organisations and avoid falling back on one-size-fits all solutions for administrative expediency.

¹¹ Much of the discussion in this section builds on Brown G. and A. Lockley (2020), Supporting Women's Movements: Lessons from MAMPU, Jakarta: MAMPU

A mutual focus on capacity is important, but it is sensitive and requires trust and flexibility.

MAMPU devoted significant time and resources towards providing technical support and capacity development for partners. Experience has emphasized that considerable nuance and flexibility is required to play this role effectively. Where support was commonly applied to meet a pre-determined idea of 'capacitated', there was limited engagement.

The approaches that worked tended shared several features. Capacity development initiatives achieved better results where partners could work with individuals or groups of their choosing. This was particularly demonstrated in the work to develop grants management capacity. Accepting external support for capacity development requires a level of trust and comfort with vulnerability about displaying capacity needs.

Other successful approaches enabled partners to opt-in or out. Some did, some didn't, but the approach was more palatable, and therefore had most chance of being effective. The Sustainability Pathways initiative introduced by MAMPU in 2018 exemplified this flexible approach. Through this, two partners have had assistance with development management information systems; one with developing a social enterprise, and another on fundraising options for financial sustainability; and another with online marketing for products developed through local cooperatives.

Recommendation 3:

Create the space for civil society organisations to drive and shape the content and approach of capacity development support.

Flexibility is needed to support the women's movement on issues they identify as priorities.

MAMPU's experience underlines the importance of flexibility, especially for initiatives that aim to support autonomous women's movements. As discussed in part 1 of this report, at the outset of Phase II MAMPU's governance arrangements were re-focused on thematic areas to facilitate greater alignment with Gol plans and priorities. Each of the MAMPU partners was assigned to just one thematic area and the corresponding thematic working group. The MAMPU Secretariat also aligned the grants and activities each partner engaged in specifically to the thematic area they had been assigned to, and the partner engagement coordinators in the MAMPU Secretariat became thematic coordinators.

Overall, MAMPU's five themes were well-chosen. They reflected the priorities of women at the grassroots as well as issues that resonated with policymakers and Partners were generally supportive of retaining the five themes during the transition to Phase II.

However, MAMPU operated amidst a dynamic context. A narrow view of MAMPU's scope did not reflect the intersectional nature of partners' grassroots work, and also did not allow sufficient flexibility for responding to other priority issues identified by partner organisations and their networks, or the women they worked with at the grassroots.

In response, MAMPU moved towards a more expansive view of program priorities, enabling a six point collective action agenda to develop alongside 5 thematic areas. Eventually, MAMPU worked with partners to reorganize by mutually agreeing 9 policy agendas, loosely grouped in 4 clusters: (1) fair work and economic potential; (2) basic social services; (3) ending violence against women and girls; and (4) cross-cutting issues. This flexibility enabled partners to work individually and collectively on these agendas, building networks and coalitions across the partnership, and with external allies. In this way, MAMPU has had to learn the value of flexibility in remaining responsive to the priorities of the women's movement.

Recommendation 4:

Refresh collective priorities on a periodic basis and through collaborative deliberation enable civil society organisations to identify and address multiple and overlapping areas of focus.

A structured approach to engagement between government and civil society can be mutually beneficial if the autonomy of the women's movement can be maintained.

When the agendas of government and of the women's movement align, donors can assist them to build on their respective comparative advantages. There are many examples within MAMPU, and in some partners' previous and wider experience, where the work of the women's movement and of various government departments have been mutually supportive of each other.

However, the MAMPU Secretariat needed to balance the needs and concerns of civil society and the government partners and facilitate their engagement with each other in a way that all parties would find useful, meaningful, and not restrictive. MAMPU's role in establishing and maintaining a formal structure for engagement of the women's movement with government was an important lesson as the program progressed. The working groups provided this structure, and helped to build a mostly positive and fruitful relationship between government and civil society as both sides became more understanding of what the other offered.

Recommendation 5:

Create governance and management structures that engage government and partners in collaborative deliberation and discussion on equal terms.

The role of economic empowerment, livelihoods, income generation in women's empowerment needs to be clearly established.

Livelihoods, economic empowerment and income generation and their role in MAMPU's mission were never conveyed clearly to partners. As a result, there was often hesitation about whether MAMPU was supportive of initiatives to develop women's livelihoods or whether such activities were peripheral to the core mission. MAMPU eventually communicated clear thinking on these issues during the final 2 years of the program but by then the opportunity to start many of the small scale schemes on sounder footing had passed.¹²

Recommendation 6:

Develop and communicate a clear narrative concerning women's economic empowerment, livelihoods and income generation and relate this to women's empowerment and gender equality.

¹² A more substantive discussion of this lesson can be found in Piper E and Sirajulmunir N (2020) Approaches to Women's Economic Empowerment: MAMPU 2014 – 2019. Jakarta: Solidaritas / MAMPU.

Strategic support adds momentum to collective advocacy and campaigns that are already underway, and can propel progress forward.

MAMPU's strategy of building on existing capacity added sufficient momentum to push key issues forward at the right time. This was key to the influence that partners had on raising the minimum age of marriage for girls in the revised 1974 Marriage Law. Although the campaign was on-going, and driven entirely by the women's movement, additional strategic support through MAMPU helped to build momentum at a critical time.

Partners in a program such as MAMPU also need to have the freedom to adjust their timeframes and tactics – for example, focusing on different levels of action when they recognise that they can have little impact during periods of bureaucratic stymying, and quickly shifting back to advocating for a change in the law when the opportunity for this opened up.

Recommendation 7:

Build on and harness existing capacity among civil society organisations and allow sufficient space for them to adapt timeframes and tactics to context.

Connecting new partners to the women's movement can help raise the voice and issues of marginalised groups of women.

Women homeworkers and migrant workers tend to be marginalised and historically in Indonesia their issues have received little focus, including by the women's movement. To bring these issues onto the wider women's rights agenda MAMPU purposefully included among their partners, organisations that worked specifically on issues of homeworkers and migrant workers but had previously had only loose, or no connection with the women's movement.

Two partners had indirect links with the homeworkers through their participation in a previous program of the International Labor Organization. Another had experience of working with homeworkers but in isolation from the others. MAMPU provided the space and resources for them to connect with each other and develop a joint agenda and approach. The funding provided through MAMPU enabled them to work more closely with women homeworkers at grassroots and document their issues and concerns.

Since one of the partners was the Trade Union Resources Center (TURC), this helped to raise core labour rights issues. Connections with other women's rights organisations linked them, and the women homeworkers they worked with, to a broader women's rights agenda in areas such as social protection, child marriage, and access to health insurance. Collaboration with other MAMPU partners also helped to raise the issues facing homeworkers to a wider audience with greater visibility, such as the support from PEKKA to raise the issues to local government and from Migrant CARE on policy advocacy.

Recommendation 8:

Consider linking new partners and organisations to the women's movement as a strategy to raise the voice and issues of marginalized women



MAMPU

ANNEX 1: The Evidence Base

- i. Schaner, S. and N. Theys, “Changes in Indonesia’s Gender Landscape Between 2011 and 2018: Updated MAMPU Background Assessment”, MAMPU paper, 2020.
- ii. Indonesia’s recent ‘Conservative Turn’ has been the subject of a growing body of commentary and scholarship. See for instance: <https://theconversation.com/conservative-turn-will-continue-in-indonesian-presidential-election-next-year-101032>
- iii. MAMPU Indonesia: Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan, Empowering Indonesian Women for Poverty Reduction, Program Design Document, Part A: Situational Analysis & Program Overview, Canberra: AusAID
- iv. MAMPU National Information System (MANIS), ‘Finance – All Agreements’ Dashboard.
- v. G. Brown and A. Lockley (2020), Supporting Women’s Movements: Lessons from MAMPU, Jakarta: MAMPU
- vi. MAMPU procurement records, MANIS.
- vii. MANIS Back-To-Office-Record (BTOR) dashboard. If a BTOR relates to a training or workshop provided by MAMPU, a training evaluation form is collected from participants and the data are uploaded to the system to enable an aggregate view.
- viii. Krisnawaty T., Partner’s Workshop “9 Collective Action Agendas” – Catatan Fasilitator 5-6 September 2019, 11 September 2019
- ix. MAMPU procurement records, MANIS.
- x. YAPPIKA (2017), Capacity Review Report for Institute KAPAL Perempuan using the Organisational Capacity and Performance Assessment Tool, MAMPU
- xi. All engagements by MAMPU staff (including online meetings) require a Back-To-Office-Record (BTOR) to be completed on the online database, MANIS. Each BTOR captures data in a range of fields including attendance (number of individuals by organisation and sex) as well as a short narrative on highlights. This enables the frequency of MAMPU engagement over a particular period of time to be cross-tabulated by type of organisation. Qualitative analysis of the contents of these engagements was carried by studying the narrative sections of BTORs.
- xii. Dewi, A., Peluncuran “Strategi Nasional Pencegahan Perkawinan Anak” dan Publikasi “Pencegahan Perkawinan Anak: Percepatan yang Tidak Bisa Ditunda”, MANIS BTOR, 4 February 2020
- xiii. Explicar Media Monitoring, Online Dashboard. Data displayed aggregate daily media monitoring records from a survey of national print and online media. Statistics can be disaggregated by a number of fields including partner, issue, and thematic area. In September 2020 there were 58 mentions of the “Australia- Indonesia Partnership for Gender Equality and Women’s Empowerment” in the sample, 10 of which referred to events to disseminate research including the Longitudinal Study of Access to Services and the Village Law Study
- xiv. MAMPU Summit Workshop, Collaborative Outcomes Report: Notulensi, October 2018
- xv. YAPPIKA (2017), Capacity Review Report for Institute KAPAL Perempuan using the Organisational Capacity and Performance Assessment Tool, MAMPU
- xvi. MAMPU Summit Workshop, Collaborative Outcomes Report: Notulensi, October 2018
- xvii. The MAMPU Livelihoods Review published in 2016 found income generation activity widespread across partners work at the grassroots. This was also a theme that emerged in a qualitative study in 2017. See Migunani (2017) Women’s Collective Action for Empowerment in Indonesia: A study of collective action initiated by partners of the MAMPU program. Yogyakarta: Migunani and MAMPU
- xviii. Piper E and Sirajulmunir N (2020) Approaches to Women’s Economic Empowerment: MAMPU 2014 – 2019. Jakarta: Solidaritas / MAMPU.
- xix. YAPPIKA (2020), Capacity Review Reports for MAMPU partners using the Organisational Capacity and Performance Assessment Tool, MAMPU
- xx. 348 quarterly reports have been directly uploaded by partners to an online information system called ‘MANIS Kita’.
- xxi. Collected MSC stories are uploaded by partners to an online information system called MANIS ‘Storybook’.
- xxii. Diprose, R., A. Savirani, K. Setiawan and N. Francis (2020), Women’s Collective Action and the Village Law: How Women are Driving Change and Shaping Pathways for Gender-inclusive Development in Rural Indonesia. University of Melbourne and Universitas Indonesia
- xxiii. Migunani (2017), Women’s Collective Action for Empowerment in Indonesia: A study of collective action initiated by partners of the MAMPU program. Yogyakarta: Migunani and MAMPU

- xxiv. Final Report, MAMPU Sustainability Pathways: Final Report, Kopernik, September 2020
- xxv. Networking data summarized in MAMPU Six-Monthly Progress Reports for October 2016 to August 2020. These data are entered in the online reporting system 'MANIS Kita' each quarter. In each report partners identify up to 5 organisations or networks they have worked with in the last 3 months, rate the intensity of the collaboration on 4-point scale, and provide a brief narrative description of the purpose. This permits tracking of both quantitative and qualitative dimensions of collaborative activity.
- xxvi. MANIS BTORs dashboard. The 'Participation Trend' tab shows 330 events attended by MAMPU staff, partners, and local government between July 2016 and August 2020.
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- xxviii. Sherlock, S. (2018), The experience of parliamentary engagement by MAMPU and its partners: Lessons learnt and openings for the future, Jakarta: MAMPU
- xxix. MANIS Kita online reporting system.
- xxx. Lockley, A., Comprehensive, Transformative, Inclusive, and Gender Responsive Social Protection: The Experience of MAMPU Partners and its Relevance to the COVID-19 Context, Jakarta: MAMPU
- xxxi. Diprose, R., A. Savirani, K. Setiawan and N. Francis, (2020), Women's Collective Action and the Village Law: How Women are Driving Change and Shaping Pathways for Gender-inclusive Development in Rural Indonesia. University of Melbourne and Universitas Indonesia
- xxxii. R. Situmorang, MAMPU Qualitative Analysis of MSC stories, unpublished internal MAMPU paper, October 2020
- xxxiii. Policy influence data from 231 Partner Quarterly Reports submitted between October 2016 and September 2020 are viewable on MANIS online dashboards.
- xxxiv. Policy influence data collated from 231 Partner Quarterly Reports submitted between October 2016 and September 2020 are viewable on MANIS dashboards.
- xxxv. See for instance Norup, S., "Launching Sekolah Perempuan in Pangkep", BTOR 23/04/2016, and T. Lakshmi, "Sosialisasi Peraturan Bupati no.41/2018 SELARAS untuk Perlindungan Sosial dan Pengetasan", BTOR 18/09/2018
- xxxvi. Suprptini, A. (forthcoming), An analysis of local level regulations on Violence Against Women influenced by MAMPU Partners, Jakarta: MAMPU
- xxxvii. Budget allocation data was 'scraped' from online partner quarterly progress reports on MANIS Kita using a protocol developed by the MAMPU M&E team and analysed in MS Excel. There were 234 instances of budgets being allocated from government sources to MAMPU priorities between January 2017 and August 2020
- xxxviii. Significant Policy Change Case were prepared and submitted to DFAT for Desa Migrant Produktif (DESMIGRATIF) (2016-17), National Law on the Placement and Protection of Migrant Workers (PPMI) (2017-18), and the revision of the National Law on Marriage (2019-20). The case studies were prepared using an adapted process tracing tool as described in the Phase II M&E Plan.
- xxxix. Explicar Media Monitoring Dashboard
 - xl. MAMPU six-monthly Progress Report, November 2019 to May 2020
 - xli. Estimated using BPS Census 2010 demographic data for women in 'Aisyiyah villages
 - xlii. Population projections for women inFPL and BaKTI areas
 - xliii. Badan Pusat Statistik, National Survey of Women's Life Experiences (Survei Pengalaman Hidup Perempuan Nasional, SPHPN), March 2017
 - xliv. Data on access to service indicators is collected through Partner Quarterly Reports. Aggregated trends in indicators of access to services can be viewed through MANIS Dashboard "indicator" tab
 - xliv. <https://sukabumiupdate.com/detail/sukabumi/peristiwa/21971-hampir-setengah-warga-kabupaten-sukabumi-adalah-penerima-bantuan-iuran-bpjs>
 - xlvi. Twelve (12) BTORs on MANIS document the involvement of MAMPU staff in convening discussions, undertaking monitoring missions, and contributing to the drafting process with PEKKA, SLRT Sukabumi, BAPPENAS and MAHKOTA. The first record was on 22 August 2016 and the final was on 21 May.
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- I. D. Andarini, "YKP The 5th National Forum: Peran JKN dalam Menurunkan AKI", MANIS BTOR, 27 April 2018, See also D. Kartikasari, "Konferensi Pers - Hasil Penelitian YKP Terkait Jaminan Kesehatan Nasional", 30 April 2018 and KAPAL Perempuan, Quarterly Report to MAMPU, Oct-Dec 2017, MANIS Kita online.
- II. R. Situmorang, MAMPU Qualitative Analysis of MSC stories, unpublished internal MAMPU paper, October 2020
- III. MAMPU's qualitative monitoring database – to which partners contribute directly – shows that the first 'story of change' to mention the term "covid" was written on 1 March. The story describes village level advocacy by an 'Aisyiyah cadre and her group to push the village government to take action on a public health response. On 9 March another narrative was uploaded from Swara Parangpuan in North Sulawesi describing how a village level 'Posko' (coordination post) maintained functionality to address VAW cases amid restrictions on movement.
- IIII. MAMPU, "Value for Money", Notulensi, 25 September 2020, Virtual Meeting

ANNEX 2: Finance and Grants Expenditure

Overall Expenditure

Under the Head Contract, MAMPU Phase II was effective from July 1, 2016 to June 30, 2020 with a program budget of AUD51,500,000. Following amendment No. 6, MAMPU was extended from July 1, 2020 to December 31, 2020 with additional budgetary envelop of AUD 4,000,000. The official completion date was revised to December 31, 2020 with an overall budget of AUD55,500,000. Total budget absorption as of September 2020 stood at AUD 52,953,518.78 (95.41%), with an estimated budget absorption for the period of October to December 2020 of AUD 1,495,348.37. Overall expenditure for MAMPU Phase II amounted to AUD 54,448,867.15 – equivalent to nearly 100% absorption (see Table 1). This shows that overall, implementation was consistent with activity and operational budgets and the budget allocated to MAMPU as determined by DFAT.

Budget Item	Head Contract Budget	Actual Expenditure Sept 2020	Expenditure Oct-Dec 2020	Total Expenditure	% Absorb
Management Fee	\$5,383,609,35	\$5,175,309,35	\$208,300,00	\$5383,609,35	100,00
Specified Personnel Costs	\$3,679,993,24	\$3,467,413,51	\$120,583,48	\$3,587,996,98	97,50
Advisor Support Costs	\$1,097,996,31	\$1,085,056,19	\$30,054,35	1,115,110,54	101,56
Technical Assistance Costs	\$5,010,810,50	\$4,087,386,69	\$271,307,75	\$4,358,694,44	86,99
Operational Costs	\$13,803,394,36	\$12,499,595,04	\$1,153,079,85	\$13,652,674,89	98,91
<i>Program Office Costs</i>	<i>\$7,777,495,71</i>	<i>\$7,065,232,71</i>	<i>\$729,968,40</i>	<i>\$7,795,201,11</i>	
<i>Admin, logistic and Secretarial Support Costs</i>	<i>\$354,931,85</i>	<i>\$272,839,13</i>	<i>\$2,500,00</i>	<i>\$275,339,13</i>	
<i>Communication Strategy Implementation</i>	<i>\$790,217,83</i>	<i>\$674,428,22</i>	<i>\$12,718,57</i>	<i>\$687,146,79</i>	
<i>Workshops, Conferences and Training</i>	<i>\$2,612,750,68</i>	<i>\$1,810,471,27</i>	<i>\$121,397,09</i>	<i>\$1,931,868,36</i>	
<i>Monitoring & Evaluation Activities</i>	<i>\$2,267,998,29</i>	<i>\$2,676,623,71</i>	<i>\$286,495,79</i>	<i>\$2,963,119,50</i>	
Grants Cost	\$26,524,196,24	\$26,638,758,01	\$(287,977,06)	\$26,350,780,95	99,35
TOTAL	\$55,500,000,00	\$52,953,518,78	\$1,495,348,37	\$54,448,867,15	98,11

The MAMPU Secretariat consistently absorbed almost 100% of the annual budget over the period between 2016-2017 and the 2019-2020 fiscal years. However, the emergence of the COVID-19 pandemic in Indonesia posed a significant challenge. This impacted both program planning and implementation and required a timely response. From early March 2020, the MAMPU Secretariat and partners adapted activities and adjusted budget allocations for activities and other operational costs, while maintaining targeted results in light of the situation in the field. MAMPU adopted a Work-from-Home (WfH) protocol which decreased office costs and lowered the costs of field monitoring. Almost all MAMPU activities shifted online, such as technical assistance and workshops, and MAMPU's closing event held in October 2020. Although the MAMPU Secretariat was able to absorb 99.99% of the budget by the end of 2019-2020, COVID-19 has led to efficiencies with an estimated budget absorption of 71.57% in 2020-2021 (Table 2).

Table 2: Head Contract Annual Budget Absorption

MAMPU Secretariat Direct Expenditure

Just over half (52.21%) of the total MAMPU budget – AUD 28,975,803.76 – was directly managed by the MAMPU Secretariat. As of September 30, 2020, actual expenditure stood at AUD 26,314,760.77 or 90.82% of budget. As this completion report was prepared in October 2020, the MAMPU Secretariat has estimated that expenditure will reach AUD 1,783,325.43 by 31 December 2020. This will bring total expenditure by contract end to AUD 28,098,086.20, or 96.97% of the total direct budget under the management of the MAMPU Secretariat.

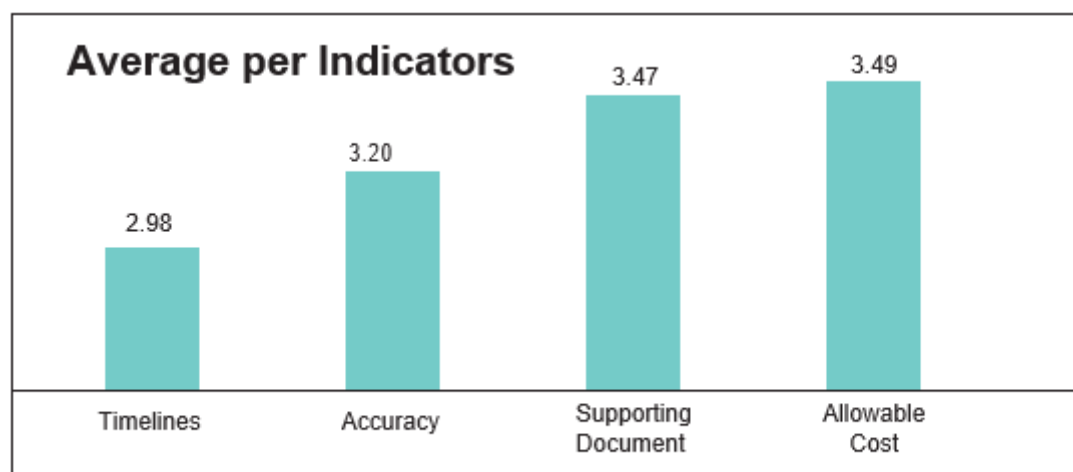
Grant Expenditure

The remaining program budget, amounting to AUD 26,524,196.24 or 47.79%, comprised direct grants (Grant Costs) for supporting a total of 127 partners and sub-partners in 27 provinces to implement their action plans. Partners' action plans were completed on August 31, 2020, and the remaining funds to be returned to MAMPU have now been confirmed. Despite the complexity of the program and the dynamic context, MAMPU partners successfully executed nearly all of their planned activities. Total expenditure was AUD 26,350,780.95 or 99.35% absorption of the total budget.

The high level of absorption was the result of hard work by partners in both implementing their activities and controlling their annual expenditure. MAMPU Secretariat also played an important role through careful allocation of annual budget for partners and oversight of the implementation of the partners' work plans. This was also a reflection of the provision of accurate and timely financial data crucial for supporting decisions on planning and implementing activities, as well as budget reallocation and other changes. It was evident that the partners' programs were adaptive and based on activities that were higher priority to achieve outcomes. Partners were not tied the annual workplans that were developed at the start of each year.

In supporting partners, the MAMPU Secretariat through the Grants Team regularly conducted assessments to measure the partners' financial performance by using 4 indicators: Timelines, Accuracy, Supporting Documents and Allowable Costs. The grant team strictly measured these, and intervened if necessary, in a quick and precise manner to ensure the financial performance of each partner would remain stable and keep improving. Partners received direct assistance from the MAMPU Secretariat or external consultants. The average score for all partners per indicator during MAMPU Phase II can be seen in table 3.

Table 3: Partner financial performance during Phase II



Scale: 1 – 4 (<2.49 = Poor; 2.5 - 2.99 = Good Enough; 3 – 3.49 = Good; 3.5 – 4 = Very Good)

During the MAMPU Phase II, timeliness remained the weakest indicator with an average score categorized as “good enough”. One of the weakest sub-indicators was compliance with timely submission of financial reports. Timeliness of financial reporting from sub-partners to national partners was the major constraint. On average, a delay of two weeks from the deadline occurred every month. This was because some sub-partners had to prepare the monthly financial reports from the district/village-branch level or even from the women's groups at the village level. This was very challenging and always became the focus of efforts and hard work of the partners' and sub-partners' finance team, as well as the MAMPU Secretariat grant team to expedite the financial reporting process. The MAMPU Secretariat supported partners and sub-partners to accelerating the reporting process by, among others, developing a grant manual for each partner, providing them with accounting software or financial manual format to be integrated into their financial reports, as well as maintaining steady and responsive support to improve the capacity of their finance teams.

The strongest indicators were Supporting Documents and Allowable Cost with the average scores in the categories of “good” and “very good”. The Supporting Documents indicator was divided into several sub-indicators such as completion of payment documents, procurement, and delegation mechanisms and processes. The Allowable Cost indicator consisted of, among others, proven receipts and compliance. These two indicators are closely related to measure the potential for fraud. MAMPU Secretariat successfully maintained the achievement of both indicators as it always carried out fraud prevention efforts by organizing biannual workshops to disseminate information on financial reporting procedures and fraud prevention and attending the partners' annual evaluation meeting to discuss about these issues. The average score of all indicators related to financial reporting of all partners during MAMPU Phase II was 3.29 corresponding to “good”.

Thematic Area/Cluster Annual Work Plan Expenditure and BAST

In January 2017 upon the signing of Subsidiary Arrangement on MAMPU Phase II, an Annual Work Plan was established to set the budget and level of accountability agreed by the MAMPU Steering Committee. The form of budget in the Annual Work Plan was determined based on the five MAMPU Thematic Areas.

The MAMPU Secretariat was required to apply two different approaches of budget management in terms of the budget lines and the respective fiscal years. MAMPU reported against DFAT annual budget allocation based on the Head Contract budget lines for the period of July to June (table 1). Alongside this, MAMPU also tracked and reported budgetary performance by thematic budget lines in the MAMPU Annual Work Plan established by MAMPU Steering Committee for the calendar year from January to December. Table 4 below presents the expenditure by thematic area for the period of 2017 to 2019.

Table 4: Expenditure per Thematic Area for the period 2017 to 2019

Thematic Area	Amount
Thematic Area 1: Improving Access to GoI Social Protection Programs	\$6,360,843.82
Thematic Area 2: Improving Conditions of Employment and Removing Workplace Discrimination	\$2,157,598.72
Thematic Area 3: Improving Conditions for Women's Overseas Labour Migration	\$2,050,588.68
Thematic Area 4: Improving Women's Health and Nutritional Status	\$5,819,457.85
Thematic Area 5: Reducing Violence Against Women	\$8,236,234.08
Strategic Support Area 6: Cross Thematic Support	\$5,373,476.34
Strategic Support Area 7: General Program Management	\$9,810,309.23
Total	\$39,808,508.72

From 2020, representing budget lines by thematic areas was replaced with nine collective action agendas grouped into four clusters. The expenditure per cluster can be seen below (table 5).

Table 5: Expenditure per cluster

Cluster	Amount
Cluster: Decent Work and Economic Empowerment	\$801,245.53
Cluster: Basic Social Services (Layanan Sosial Dasar)	\$800,651.86
Cluster: Elimination of Violence Against Women	\$1,144,035.29
Cluster: Cross Cluster; *Prevention of Child Marriage, *Women's leadership which is based on the principle of tolerance, *Strengthening Women Legislative Members (MPs)	\$1,119,035.29
Cluster: Strategic Support to the five MAMPU Thematic Areas	\$3,326,056.81
Cluster: Operational and Implementing Program Cost	\$1,949,651.27
Total	\$9,141,204.01

Managing the different budget lines and fiscal years presented its own challenges. The MAMPU Secretariat established an integrated budgeting and accounting system compatible with both the Head Contract budget lines and the budget lines based on Thematic Areas/Clusters to develop financial reports in a timely manner, and to ensure the oversight of the agreed expenditure. The budget for the Thematic/Cluster Annual Work Plan and the budget absorption was consistently reported annually in the form of BAST – Jasa (Handover Report of Services to Bappenas). Overall program expenditure from the 2017 fiscal year to 2019 fiscal year in the amount of IDR 391,713,127,170 has been acknowledged by the Government of Indonesia. The MAMPU Secretariat is currently processing the BAST – Jasa dan barang (Handover Report of Goods and Services) for the 2020 fiscal year, with an estimated total expenditure of IDR 476,030,573,773. This represents 92.02% of the total budget based on the Annual Work Plan approved by the Steering Committee.

ANNEX 3: Strategic Framework 2017-2020



Australian Government

MAMPU | Australia-Indonesia Partnership
for Gender Equality
and Women's Empowerment

Australia-Indonesia Partnership for Gender Equality and Women's Empowerment (MAMPU) Strategic Framework 2017 - 2020

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 **ProgramMAMPU**

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ACRONYMS

Acronym	Definition
AIP	Australian Government Aid Investment Plan for Indonesia (2015 - 2019)
AIPEG	Australia Indonesia Partnership for Economic Governance
BAPPENAS	National Planning and Development Ministry
BAST	Acceptance Certificate
CORT	Collaborative Outcomes Reporting Technique
CSO	Civil Society Organization
DFAT	Department of Foreign Affairs and Trade
EOPO	End of Program Outcome
EVAW	Elimination of Violence Against Women
GoA	Government of Australia
GOI	Government of Indonesia
ImO	Immediate Outcome
IO	Intermediate Outcome
JKN	National Health Insurance
KEQ	Key Evaluation Questions
KOMPAK	Australia-Indonesia Governance for Growth Program
KSI	Australia-Indonesia Knowledge Sector Initiative
MAHKOTA	Australia-Indonesia Towards a Strong and Prosperous Indonesian Society
MAMPU	Australia-Indonesia Partnership for Gender Equality and Women's Empowerment
MC	Managing Contractor
MoF	Ministry of Finance
MP	Member of Parliament
MPSCF	MAMPU Partners Strategic Consultative Forum
NGO	Non-Governmental Organization
OPD	Regional Apparatus Organisations
Perppu	Presidential Regulation in lieu of a law
PSD	Poverty and Social Development
RKP	Annual Government Work Plans
RPJMN	GoI National Medium Term Development Plan (2015-2019)
SC	Steering Committee
SDGs	Sustainable Development Goals
SKPD	Ministries/ Agencies and related Regional Apparatus Working Units
SLRT	Integrated Systems and Referral Service for Social Protection and Poverty Reduction
TWG	Thematic Working Group
TWP	Thinking and Working Politically
UU Desa	The Village Law
WCA	Women's Collective Action

1 INTRODUCTION

1.1 Overview



This Australia-Indonesia Partnership for Gender Equality and Women's Empowerment (MAMPU) Phase II Strategic Framework builds upon the successes of MAMPU Phase I and demonstrates alignment with the priorities and approaches of both the Indonesian Government and the Australian aid program in Indonesia. This Strategic Framework re-affirms the foundations of the MAMPU program as expressed in the original program design document and it builds on Phase I's focus on capacity building of partner organisations and strengthening their links to grass roots organizations. It shifts the focus to strengthening voice and influence (medium-term outcome) of Partner organizations and their grass roots networks, in collaboration with stakeholders in government, parliament, and community leadership, in order to influence gender-responsive policy reforms and improve service delivery impact. The MAMPU Phase II Strategic Framework defines a way forward that will enable the Program to meet its objectives by 2020.

During the first phase of the program, MAMPU made strong progress against the expected outcomes including:

- increased capacity of civil society partners;
- expansion of the network organisations working on gender equality;
- better positioning of partners to exert greater influence on key areas of government policy; and
- expanded reach among poor women at the grassroots level.

The MAMPU Phase II Strategic Framework harnesses these foundations to increase the voice and influence of women and women's organisations to generate policy change and improve implementation of existing policies leading to widespread impact for poor women in Indonesia.

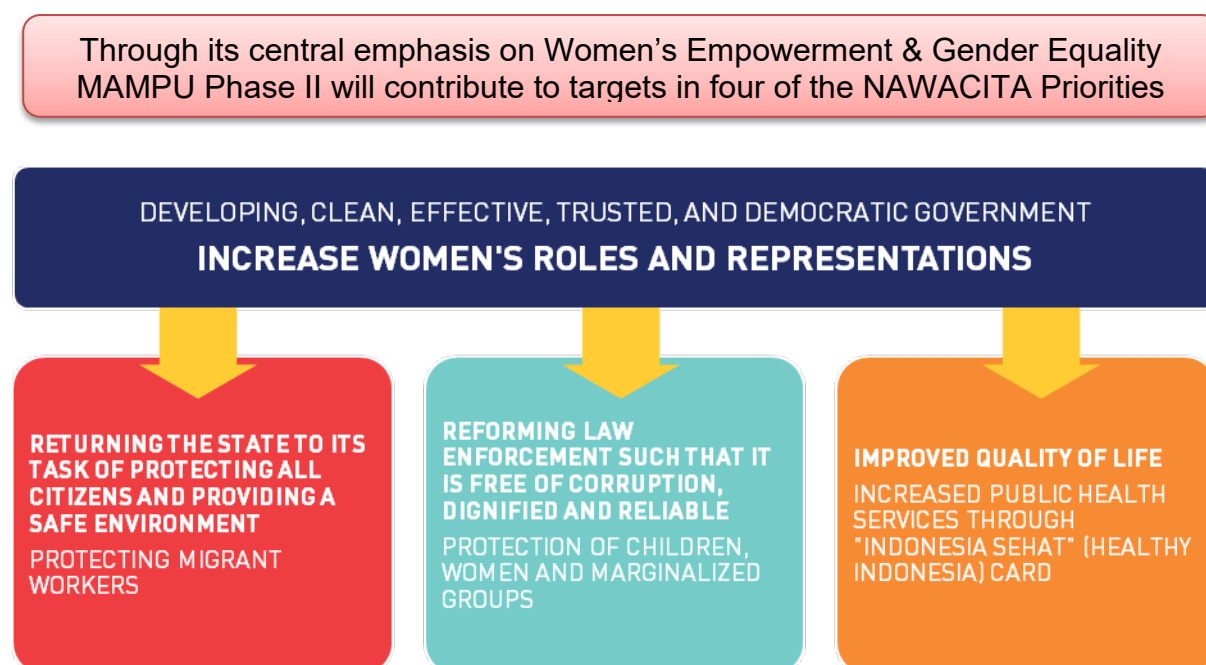
The MAMPU Program is a bilateral aid program, jointly mandated and led by the National Planning and Development Ministry (BAPPENAS) of the Government of Indonesia (GoI), and the Department of Foreign Affairs and Trade (DFAT) of the Government of Australia (GoA). Through MAMPU, both GoI and GoA aim to work with women and women's organisations, to address key issues affecting

poor women in accessing, controlling, participating and enjoying fulfilment from policies and development programs.

1.2 Alignment with Gol Development Agenda

The President of Indonesia, Joko Widodo, issued the Nine National Priority Agenda (the Nawacita) upon coming to office in 2014. These nine priorities guide all Gol planning and are the foundation of the 2015-2019 National Mid-Term Development Plan or RPJMN. The Nawacita nine-point priorities include the following areas that MAMPU Partners contribute to targets established in four of the priorities:

Figure 1: MAMPU contribution to NAWACITA Priorities



The policy framework for this has three main priorities:

- increasing the participation of women in politics and development,
- mainstreaming gender in development planning and programs; and
- protection of women and children.

In line with a Nawacita priority, and the RPJMN, MAMPU aims to increase the participation of women in politics and development. MAMPU partners work at the grassroots to empower poor women and increase their voice and influence in village governance and decision-making, which has taken on added significance with the introduction of the Village Law (UU Desa) in 2014 and is in line with, and supports, Gol priorities for village development. MAMPU Partners help to link politicians to constituency groups and support female parliamentary members and women's caucuses to advocate for policies and services that are pro poor women.

MAMPU Phase II will also continue to contribute to the Gol development agenda as detailed in the the RPJMN. The RPJMN sets out the foundation for all ministries and government agencies for formulating their respective Strategic Plans and their Annual Government Work Plans (RKP) that is the basis for formulating the Government Budget. As well, local governments are expected to use the plan as the basis to their own regional development policies.

Each of the MAMPU Partners also contributes to the achievement of other relevant Nawacita and RPJMN targets. For example, MAMPU partners directly work to ensure the prevention and elimination of all forms of violence and discrimination against women and girls (through theme 5), including

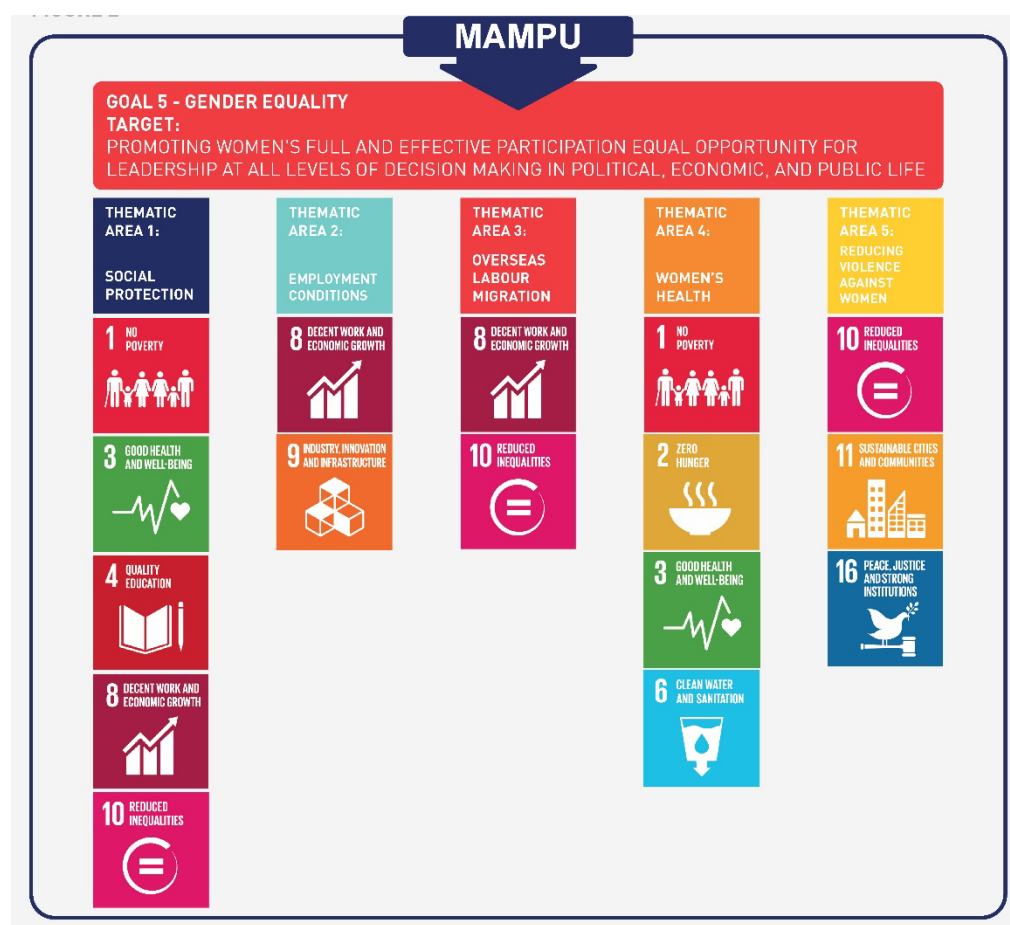
reproductive rights of women, which is a Nawacita indicator. A number of MAMPU partners are working to increase poor women's access to universal health insurance (JKN), through educating poor women about their right to this program and facilitating their registration, improving monitoring, data collection and targeting, plus advocating for increased budget allocation to cover contributions for the poor. These activities will assist GoI to achieve its RPJMN target of 95 percent JKN coverage by 2019. MAMPU Phase II will see the Partners, and the MAMPU team, work closely with BAPPENAS in planning their contribution, and to track and measure their outcomes and impact.

1.3 Alignment with the Sustainable Development Goals (SDGs)

On 25 September 2015, 194 countries agreed to a set of 17 aspirational "Global Goals" with 169 targets between them - The Sustainable Development Goals (SDGs). The participating countries, including Indonesia, adopted a set of goals to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda to 2030. The Government of Indonesia has adopted an assertive agenda to achieve the SDGs, including with the support of donor funded programs such as MAMPU. On 10 July the Indonesian Government made a formal commitment through a Presidential Regulation (Perppu) to implement the SDGs.

MAMPU is designed specifically to promote gender equality and empower women and girls (SDG 5). MAMPU contributes to targets and indicators under SDG 5, especially "*promoting women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*". Effective participation of women in decision-making is a MAMPU objective in itself (voice and influence), as well as being the vehicle through which results are achieved in other SDGs areas. With SDG 5 as their *modus operandi*, MAMPU supports policy change and development impact in five thematic areas.

Figure 2: MAMPU Alignment with the Sustainable Development Goals (SDGs)



1.4 Alignment with the Australian Government Aid Investment Plan - Indonesia

The Australian Government Aid Investment Plan (AIP) for Indonesia (2015/16 – 2018/19) focuses on the strategic role that the Australian aid program can play in supporting Indonesia's inclusive economic growth efforts. The AIP foregrounds women's empowerment and gender equality as a key driver of economic growth and inclusive development:

"Our investments in gender equality and women's empowerment will continue to focus on women's political and economic empowerment and social protection, including growth-related issues such as labour migration and mobility. Access to education, government social protection and poverty reduction programs, reducing violence against women, and maternal and reproductive health services will also be important."¹

The MAMPU Program represents a significant contribution to the achievement of the Aid Investment Plan objectives, particularly objective 3:

Objective 3: *An inclusive society through effective governance, with the expected outcomes:*

1. *Increased participation, especially by women, in household, community, and government decisions*
2. *Improved responsiveness of public institutions especially to women*
3. *More inclusive and evidence informed policy and programs*

The Australian Government seeks to generate outcomes by leveraging its donor contribution for supporting reform and reform efforts that can produce large-scale impact. To that end, Australia has forged a new relationship with Indonesia that focuses on partnership approaches, moving away from the traditional donor-recipient model, and shifted its approach from direct service delivery to policy engagement. The Australian aid program is now, more than ever before, politically astute and attuned to locating where it can best scale development outcomes.



MAMPU Partners in East Nusa Tenggara

MAMPU is also closely aligned with GoA's Gender Equality and Women's Empowerment Strategy (2016), and its priorities of:

- enhancing women's voice in decision-making, leadership and peace-building;
- promoting women's economic empowerment; and
- ending violence against women and girls.

¹ Department of Foreign Affairs and Trade, Aide Investment Plan 2015-16 – 2018-19, <http://dfat.gov.au/about-us/publications/Pages/aid-investment-plan-aip-indonesia-2015-16-to-2018-19.aspx>.

The MAMPU Program sits within the Poverty and Social Development (PSD) portfolio of the Australian aid program in Indonesia. The PSD portfolio is embedded in political-economy analysis and identifies the constraints and opportunities to reform afforded by such a perspective. These approaches entail a more explicit focus on political contexts, and greater flexibility in program design and implementation.

2 MAMPU GOAL, LOGIC AND OUTCOMES

2.1 MAMPU Goal

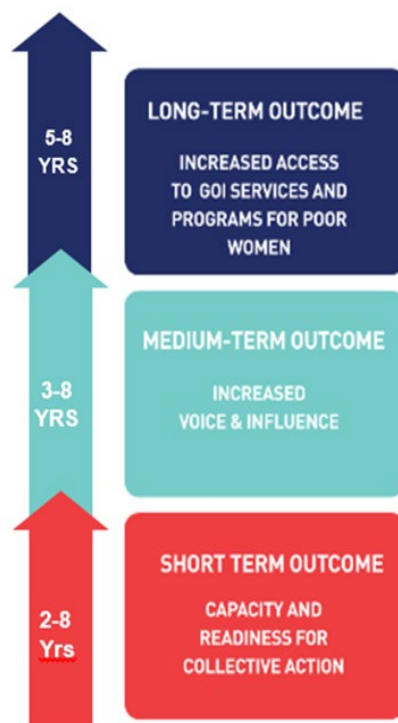
The goal of MAMPU as stated in the Subsidiary Arrangement between Government of Indonesia and Government of Australia is:

To improve the access of poor women in Indonesia to essential services and other government programs in order to achieve gender equality and women's empowerment and support relevant SDG targets.

2.2 MAMPU Program Logic

The MAMPU Program Logic was built on significant global evidence. This evidence demonstrates the role and effectiveness of civil society organizations and leaders in the women's movement, through collective action with broad based grassroots support, and in collaboration with government and parliaments, in bringing about changes in policy, programs, and services that promote gender equality and empower women.

Figure 3: MAMPU Program Logic



MAMPU Phase I was focused on the achievement of the short-term outcome to improve the capacity and readiness for action of MAMPU partner organisations by strengthening their organisational capacity.

It did this by helping them:

- build broad-based grassroots support through their partnerships with sub partners and communities;
- extend their networks; and
- develop advocacy and engagement strategies.

At the medium-term outcome level, MAMPU seeks to develop women's voice and influence by:

- increasing women's voice, agency, and influence in decision-making at all levels;
- influencing opinions of communities, decision makers and private sector practices;

- changing communities, decision makers and private sector mind and practices; and
- getting issues onto the policy agenda.

At the long-term outcome level, MAMPU aims for this increased voice and influence to contribute to improved access to essential services and government programs by supporting effective policy implementation, influencing resource allocations, and improving service delivery performance.

The sustainability of MAMPU's impact will come through i) strengthened organisations that work through networks and coalitions, and that draw their legitimacy from broad based grassroots support; ii) transformative changes in norms that foster women's voice, agency, and influence in this, and in future generations; iii) changes in policies, and improvement in the implementation of existing policies, that lead to improved services that benefit poor women and their families. These will form the basis for the evaluation questions explained in section 5.

3 MAMPU APPROACH TO GENDER EQUALITY AND WOMEN'S EMPOWERMENT

3.1 The means to the end, and an end in itself

Over recent years gains for women and the women's movement are being challenged and reversed. Increasingly, conservative political and religious voices are gaining momentum at national and local levels. Women are increasingly restricted in their movements and access to economic and political opportunities. The voice of individual champions and women's rights CSOs are being marginalised, and the challenges faced by reformists within institutions have grown. With significant budgets now channelled to the village level, the ability of village women to engage in decision-making has taken on a new urgency. The imperative for pursuing a strong women's empowerment agenda has never been more pressing.

Central to MAMPU's approach is improving **gender equality and women's empowerment** as a goal in itself, as well as being the means to achieving results in thematic areas and at the community level. In particular, MAMPU serves to facilitate women's participation and influence in decision-making – individually or collectively, and at all levels - in order to achieve better development outcomes especially for poor women and their families. In Phase II MAMPU will support partner organizations in their work to improve gender equality and women's empowerment by:

- ***Empowering women in the community*** to act collectively and enable their greater participation and influence in decision-making.
- ***Influencing policy and service delivery in five thematic areas***, with the aim of improving policies and services that will benefit poor women and girls.
- ***Building consensus for improved gender equality***, domestically and internationally.

3.2 National, regional and global dialogue on gender equality and women's empowerment

A core element of the engagement of many of the MAMPU partners and their sub-partners at the village level, is **empowerment of women in the community**. MAMPU partners and sub-partners are uniquely positioned to help address two key changes that have developed since the start of the program.



'Aisyiyah members raising awareness on reproductive health

The first is the introduction of the Village Law (the UU Desa) in 2014 which opened the opportunity for women to identify priorities and influence decisions affecting their lives. Their priorities at this level may, or may not, coincide with the five thematic areas and may also include health, education, economic activities, infrastructure, or environment. A lesson learned from previous community driven development programs is that simply employing rules and targets for women's participation in decision-making at the village level is not sufficient for lasting change. For the most part, there has been little sustainable impact on women's participation in decision-making beyond the project activities. In contrast, MAMPU supports partners in challenging social norms and bringing about and deepening the long-term transformative changes at the village level.

The second development is the concern of extremism and radicalism, which threatens to set back gains made in gender equality. It adds an extra challenge to the work of Partners and sub-partners, while at the same time making their work in communities even more important. Several partners and sub-partners are uniquely positioned to address this challenge through their work but need support to do so.

Engagement with grassroots women at the community level, through collaboration and networking with sub partners, is also a key element of strengthening the MAMPU partners, and the women's movement overall, since this builds the broad base grassroots support that gives them greater legitimacy and strength to advocate for changes at district and national levels.

In Phase II MAMPU will continue to support the work of partners and sub-partners at the community level through the same pathways identified in the program Logic. Through their programs they will build the capacity and preparedness of women in the community for collective action, and pilot tools and methods to give these women greater voice and influence in order to improve access to services for poor families. The recently completed Women's Collective Action study starts to build an understanding of how the programs of partners and sub-partners work to achieve this. Further work will be carried out to identify the most effective pathways and to look at the longer-term social changes that result from the work.

3.3 Influencing policy and service delivery in thematic areas

Global experience has demonstrated that to be effective in influencing policies and service delivery for improved gender outcomes, the women's movement and gender equality advocates need to form coalitions with multiple stakeholders especially in government and parliaments.

Decentralization in Indonesia has presented additional challenges for women's organizations and gender equality advocates. Gender responsive policies made nationally may not necessarily receive adequate budgets at the local level to be well implemented – or even at all. Moreover, gender equality advocates are often faced with opposition from powerful voices locally and find themselves unable to effectively counter discriminatory policies made locally.

This demonstrates the need to work on multiple levels and to have strong vertical linkages between the levels to ensure that national policies are gender responsive in the first place; and that these policies are understood properly at the sub-national level. At the sub national level there is a need to build commitment to implement these, and to ensure that other policies made locally are also gender responsive, and that sufficient resources are allocated to implement them. When the policies are translated into service delivery systems these also need to be responsive to the needs of women, and easily accessed by poor women and their families.

Once again drawing on global experience that indicates it is more effective for women's organizations to mobilize around specific issues, the MAMPU design identified five thematic areas of focus. These have been carried through to Phase II with only minor modifications:

1. improving access to Gol's social protection programs;
2. improving conditions of employment and removing workplace discrimination;
3. improving conditions for women's overseas labour migration;
4. improving women's health and nutritional status;
5. reducing violence against women.

These five thematic areas are discussed more in the following section. In Phase II, MAMPU will support partner organisations and their local partners to influence policy change and service delivery through:

- **A Roadmap for each thematic area** will be developed by MAMPU partners in collaboration with Gol to guide policy and service delivery influence work of Partners. It will articulate a clear policy or service delivery influence pathway, and identify the skills, knowledge and resources that are required for implementation.
- **Engagement with Gol** will be a particular focus and foundation for Partners to achieve their policy influencing potential. Long-term relationships will be forged between Partners and BAPPENAS at the working group level, enabling joint efforts for policy or service delivery influence. As well, MAMPU Partners will be supported to engage with relevant Ministries and sub-national governments to support their policy work.

3.4 Increasing impact by empowering women in the community

Phase II will contribute to domestic, regional (Asia), and global dialogue on gender equality and women's empowerment through mobilizing coalitions and networks by:

- Supporting joint government and civil society participation in dialogue around SDG 5.
- Facilitating MAMPU partners and other civil society stakeholders' engagement with civil society and women movements from other countries in Asia and elsewhere, on key issues of relevance to gender equality in Indonesia².
- Contributing to global knowledge on women's influence in decision-making, and models of funding for this, by collecting evidence through rigorous and credible **research**³ (discussed further in Section 5) and disseminating lessons learned.

² Recently, for example, MAMPU supported Partners participation in the Women's Ulemas Congress that brought together female Ulemas and others from Indonesia, Kenya, Pakistan and Saudi Arabia.

³ An example being the recently completed research on Women's Collective Action

4 MAMPU WAYS OF WORKING

The MAMPU Program adopts ways of working that demonstrates and reinforces our values and principles, and that have proven effective in achieving results in development programs.

4.1 Coalitions and Networks

The basic premise of MAMPU is that those organisations advocating for improved gender equality and outcomes for women are more effective when they can act collectively through broad coalitions and networks with each other, and with a range of stakeholders that can help promote their cause such as decision-makers in government, parliamentarians and other leaders and activists. Coalitions and networks take on different shapes and meanings at each level.

As part of the strategy to empower women in the community, this means forming coalitions with male and female leaders within the community; building horizontal linkages and networks across communities with other women with similar concerns; and expanding vertical linkages to government officers and service providers, and other stakeholders.

The coalitions and networks are critical for influencing policy and services delivery at the sub national level and entails networking with other civil society groups within the district, and with district government and parliamentarians as well as other formal or informal leaders. Vertical linkages to national level are essential for effectively influencing change in the five thematic areas and are facilitated by MAMPU partners.

MAMPU partners are well positioned to engage in coalitions and networks at a national, and international level to build consensus for improving gender equality and gaining momentum for change. In particular, MAMPU will support the Coalitions for Change in the Women's movement. MAMPU and Partners have initially worked together in women's movements such as *Indonesia Beragam* and coordinated coalitions to respond to gender issues. In MAMPU Phase II, MAMPU Partners have identified three areas for such action: women's access to the National Health Insurance scheme (*Jaminan Kesehatan Nasional* (JKN)), Elimination of Violence Against Women (EVAW), and a consolidated movement to target elections as a platform for building momentum and commitment to women's empowerment (including strategic campaigns for Presidential, Legislative and Local elections). Phase II will also facilitate expansion of coalitions outside Indonesia with regional and global women's movement particularly around common issues faced in achieving SDG 5.

4.2 Thematic areas

At the community level, MAMPU partners are piloting models to help increase the access that poor women and their families have to essential services. For example, 'Aisyiyah's cervical screening pilot, and Migrant Care's establishment of Desbumi in villages where there are high numbers of migrant workers. For some partners working at the village level, the thematic focus is less important than the women's empowerment aspect of MAMPU so that a broader range of issues may emerge from the bottom up that they respond to. In this case, tools and forums such as gender audits, sekolah perempuan (informal women's schools), and Balai Perempuan (women's meeting place) empower women to engage with and address these issues themselves and through these, also to build their linkages to sub national governments, parliaments, and services providers.

The core of the work on influencing policy and services delivery in the five thematic areas happens at the national level through the thematic working groups.

4.3 Government and Parliaments

Phase II will have much deeper engagement with government at national as well as at the district level and will continue and strengthen the engagement with parliamentarians in the efforts to focus on policy reforms.

4.4 Engagement with other stakeholders

MAMPU and MAMPU Partners need to work with multiple stakeholders and build coalitions that drive change. High on the agenda for stakeholder engagement are the following:

- **Private Sector Engagement:** MAMPU Phase II will ramp-up efforts to engage strategic private sector partners in women's empowerment efforts. Working collaboratively with influential actors in the private sector can help achieve MAMPU goals in reducing workplace discrimination, access to health facilities, and support on women's income generation and other empowerment initiatives.
- **Media Engagement:** Engagement with the media (traditional and non-traditional) will be scaled-up strategically in order to create wider influence and draw attention to issues that may open political and policy windows. MAMPU Phase II will use the media as part of their broader thematic and cross-cutting strategies, targeting audiences through print media (newspaper, magazines, etc.), broadcast media (TV, radio, etc.), social media and online platforms (websites, Facebook, Twitter, Youtube, etc.).
- **Working with academics, think-tanks and universities:** Well-leveraged evidence can have a powerful impact when utilised well to make a case for policy change. It can influence the public when leveraged through the media, and/or convince policy makers and parliamentarians of the merits of change, and/or be a lightning rod for coalitions to convene and work towards change, and/or act as a counter to religious and ideologically driven policy making that undermines women's empowerment. MAMPU Phase II will seek out, draw upon, and integrate evidence produced through credible research as part of their policy change strategy.
- **Engaging men:** Renewed efforts will be made in Phase II to engage men, both as key decision-makers whose support will be essential for policy change and implementation, as well as men in the community who will need to be engaged in efforts to transform social norms regarding gender equality and women's empowerment.

4.5 Learning and Adaptation

MAMPU Phase II will support an iterative learning and adaptation approach. MAMPU will assist Partners to identify lessons and embed new ways of working that amplify successful approaches. Learning and adaptation will be a deliberate process achieved through:

- **Reflection and Refocus workshops,** held regularly and focused on using Monitoring and Evaluation (M&E) evidence to identify lessons that will inform a re-orientation of work plans and/or approaches.
- **Knowledge exchange activities:** A dedicated program of activities for Partner organisations and their local partners to network and exchange ideas and information with the aim of strengthening the flow of knowledge, building alliances, sharing resources and strategies, and developing shared approaches to priority issues and policy changes.
- **Evidence and Analysis:** The Program will support Partner organisations to use sound evidence and conduct analysis that provides them with the knowledge required to engage in meaningful policy dialogue and action. This includes support for improving political economy and stakeholder analysis, consultations, and research that can inform strategies and activities.

4.6 Thinking and working politically

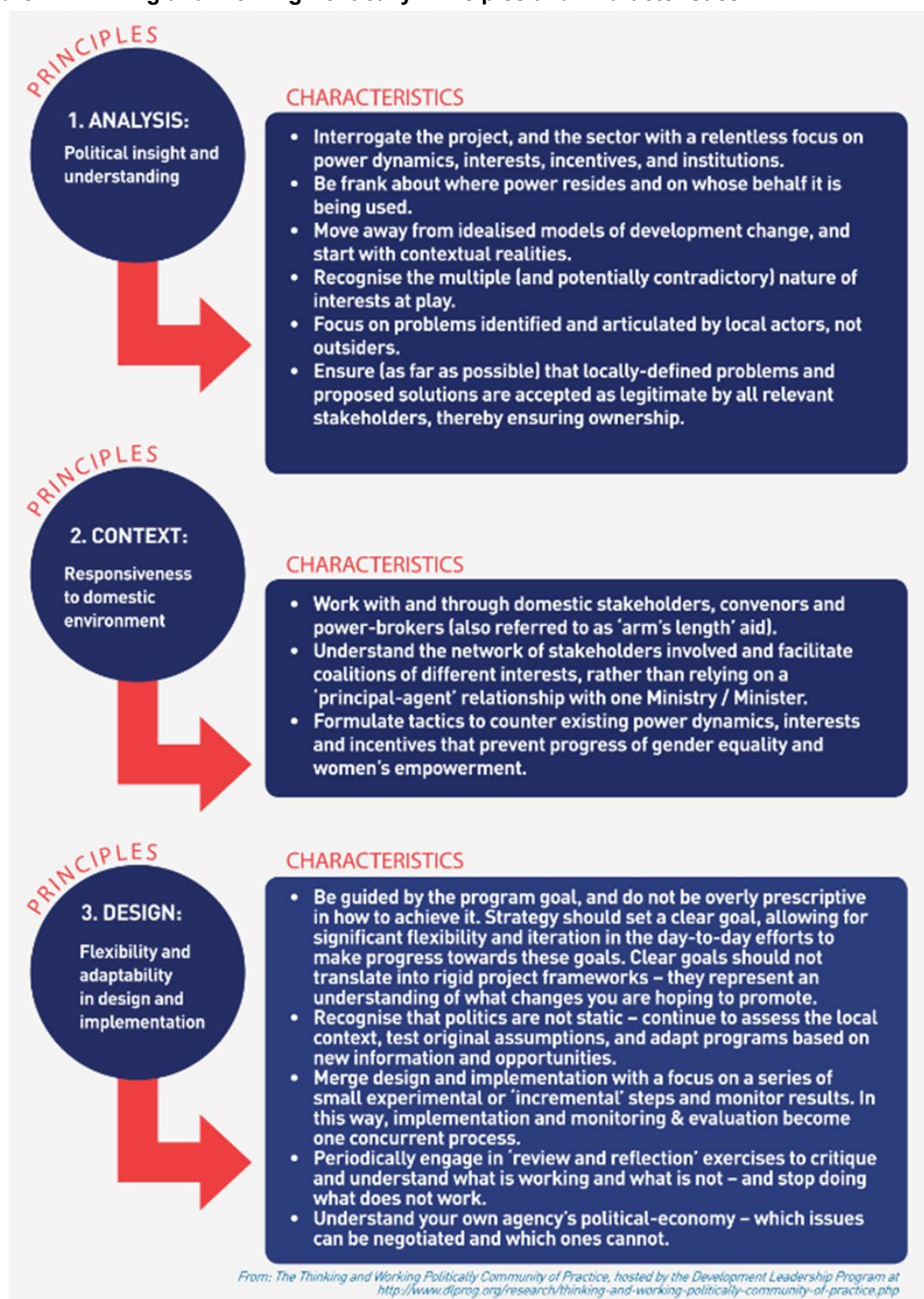
A Thinking and Working Politically approach will be applied to help achieve systemic change. This is driven by three core principles:

- strong political analysis and insight to understand the drivers of change,
- detailed appreciation of, and response to, the local context; and,
- flexibility and adaptability in program design and implementation.

Thinking and Working Politically is not prescriptive and calls upon development actors to focus more clearly on the political barriers to change, rather than a sole focus on technical solutions. The principles

and characteristics of thinking and working politically from the global Thinking and Working Politically (TWP) Community of Practice which MAMPU Phase II will integrate into its work methods are outlined in Figure 4, below.

Figure 4: Thinking and Working Politically Principles and Characteristics



4.7 Cross program collaboration

MAMPU will continue to identify opportunities for collaboration with other development programs, particularly those of DFAT. For example, there is opportunity for MAMPU to work with Australia-Indonesia Governance for Growth Program (KOMPAK) to promote and strengthen women's involvement in village-level planning, governance and budgeting in overlapping geographical areas. MAMPU is collaborating with Australia-Indonesia Towards a Strong and Prosperous Indonesian Society (MAHKOTA) – partners are piloting ways to link their models of service monitoring/social accountability with Integrated Systems and Referral Service for Social Protection and Poverty Reduction (SLRT) in two districts, with a view to replicating elsewhere. There are also synergies between these programs in terms of adding excluded households to the database/s of social protection beneficiaries. Links with the Knowledge Sector Initiative (KSI), Peduli and PRISMA are also being investigated. MAMPU will work with and through DFAT's other programs (e.g. AIP Rural, Investing in Women and Australia Indonesia Partnership for Economic Governance (AIPEG)) that have good private sector networks and can help MAMPU and Partners to navigate this new area of work.

5 RESEARCH, MONITORING AND EVALUATION

5.1 Monitoring and Evaluation

MAMPU's monitoring and evaluation (M&E) system is arranged around a set of core monitoring questions at the partner level and Key Evaluation Questions (KEQs) at the overall program level. These questions narrow down the analysis that MAMPU needs to conduct at key points throughout the program life. For example, core monitoring questions are the basis of routine progress reporting by partners to MAMPU every 3 months. To address KEQs MAMPU complements monitoring information with a range of other data drawn from a diverse range of studies and tools from participatory organisational capacity assessments and qualitative narratives of individual change to longitudinal sample surveys. Initially developed in 2013, the M&E system has continually evolved during Phase I.

The M&E system is being recalibrated to the needs of Phase II. The Theory of Change that underpins the program will be adjusted to build on new knowledge about women's empowerment at the village level generated, as well as important shifts in MAMPU's context since 2012. Reflecting this, the KEQs have been updated to incorporate an assessment of MAMPU's contribution to capacity, voice and influence of women at the village level.

The proposed approach, including revised KEQs, is outlined in the M&E Framework attached at Annex 5. This specifies the data needed, the approach to collecting it, and the type of analysis required. Two types of evaluative exercise will draw data together to address the KEQs: two internal evaluations based on the Collaborative Outcomes Reporting Technique (CORT); and an independent evaluation tentatively scheduled for September 2018. Further operational detail will be contained in the M&E Plan to be completed before December 2017.

5.2 Research

MAMPU's approach to research over phase II will continue to prioritise key areas where there is a high demand for evidence to support programming decisions, address a high priority for advocacy, or probe areas where more knowledge about MAMPU's effects is needed.

However, MAMPU's approach to research will evolve in two ways. Firstly, research studies will generally be smaller in scope, rapid, and user-focused during phase II. Secondly, there will be a greater focus on repackaging and communicating findings from research work to influence target audiences. This reflects the need for rapid feedback and evidence as the program continues to intensify work on voice and influence, as well as shorter timeframes as completion nears in 2020.

6 MAMPU APPROACH TO FUNDING PARTNERS

This MAMPU Phase II Strategic Framework is supported by a renewed approach to funding Partners in three ways: integration of Work Plans and Budgets; the development of an “issues-based funding” strategy; and the use of a Partners Effectiveness Tool that will support funding decisions.

6.1 Integrated Work Plan and Budgets

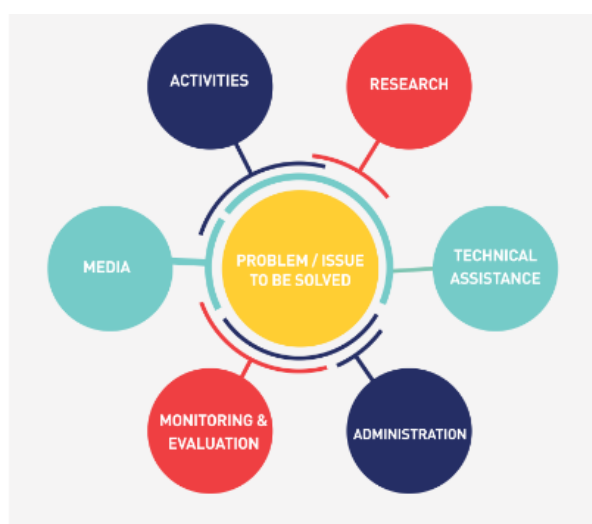
MAMPU Partner Annual Work Plans and Budgets will be integrated into a single document that aligns the budget with specific outcomes and activities to be achieved. Previously, these two documents were divorced from each other and hence there was no opportunity to assess the value of some activities over others from the perspective of progressing towards outcomes at both community and policy levels. MAMPU Partners will be required to submit a single document that describes their activities and associated costs in connection to Immediate Outcome (ImO), Intermediate Outcome (IO), and End of Program Outcome (EOPO)s. This change will allow MAMPU team to review the grant acquittals based on the contribution to the outcomes, standard cost, guideline, and budget narratives.

An iterative adaptive approach will be applied as it allows partners to reorient their strategy and activities in order to effectively achieve their IO and EOPO. The reflection and refocus process using the Work-plan Self-Assessment Tool (**Annex 2**) encourages partners to pause and rethink about the effectiveness of their strategies as they implement, and before the submission of their annual work-plan to the Technical Working Group.

6.2 Issue-based Funding

In Phase II, MAMPU will introduce a new model to support the Thinking and Working Politically and Policy Change approaches. Issue-based funding will not replace the current approach of funding based on annual work-plans, but it will be added to the funding approach. In other words, MAMPU Phase II will partially fund Partners through the Annual Work Plan approval process and will keep aside some funds to channel through issues-based work.

Figure 5: Issue-based Funding



The Issue-based Funding framework is expected to reorient the focus of the Program and the Partners towards a focus on achievement of specific policy results by funding the activities of specific working groups that are seeking policy change. The working groups will put in place plans for generating influence and change, and budget will be made available to support those plans. In some cases, no additional funding may be required, depending upon the strategies selected to achieve the results. The types of activities that may be funded are wide-ranging, as set out in the figure 6.

The funding and resources will be allocated to the 5 define thematic areas.

6.3 Cross Cutting Empowerment Hub

The Cross-cutting Empowerment Hub aims to maximize the impact of existing program efforts and to generate the most significant changes for women in terms of empowerment in general, and across the five thematic areas. It is meant to support initiatives which maximize the sustainability of MAMPU program gains while providing the flexibility to respond to unforeseen opportunities as the program unfolds.

Based on the overall information generated through the MAMPU monitoring & evaluation system and consultative processes with program stakeholders, the Cross Cutting Empowerment Hub will support initiatives which show **promise**, mitigate **risks** and address **gaps**:

- Build on the most **promising** initiatives enhancing women's empowerment.
 - The Women's Collective Action study unearthed two examples of how local groups which involved 'elite' women became a powerful force for change by breaking the silence addressing social norms around violence against women. The cross-cutting empowerment hub has the potential to delve deeper into these localised contexts to strengthen the Program's empowerment work more broadly. We will identify, disseminate and build on outliers to ensure MAMPU work enhances women's empowerment.
- Mitigate **risks** which may hinder the program's gains in women's empowerment.
 - Partners have commenced a dialogue on the impacts of religious radicalism constraining women's voice and influence at the community level. MAMPU will work with Partners to address their requests for further support in their local contexts.
- Address **gaps** to achieving women's transformative empowerment.
 - The Women's Collective Action study outlined five assets that are the foundation for the empowerment of poor women (Annex 1). Opportunities for gaining 'financial and resource assets' was shown to enhance women's empowerment by increasing their interest in joining groups, improving their livelihoods, and ultimately their standing (voice and influence) in their family, community and beyond. Gaps identified to be addressed include improving the product/market nexus to increase the income generation potential.

MAMPU partners and stakeholders will be encouraged to propose initiatives to address the above three objectives and additional criteria such as demonstrating alignment with government priorities and including cost-sharing schemes with government and private sector for increased sustainability and scale-up.

The MAMPU team will work with the partners to identify initiatives that maximize the program's impact through enhancing collective action strategies; expanding networks including through international/global relevant networks; developing the capacity of Partners to engage more effectively with Government and Parliament involving more diversified influential stakeholder groups such as men, religious and traditional community leaders, political parties and other civil society groups.

6.4 Partner Effectiveness Tool

MAMPU Phase II will employ a Partner Effectiveness Tool to assist the Program assess the effectiveness and relevance of Partners in achieving their aims and supporting policy change. This will enable MAMPU to chart progress of Partners and identify where there are gaps that need to be addressed. MAMPU may also use the tools to assess potential new partners.

The Partner Effectiveness tool sets out 10 criteria (See Annex 3) that are important to MAMPU Phase II achieving its outcomes. The 10 criteria include such things as alignment with GoI and GoA, focus on policy change, strength of Partner strategies, etc. Each Partner is assessed against the 10 criteria between a rating of one (1=fail) to six (6=very good). Each criterion is weighted according to the value (or importance) that MAMPU places on it. The MAMPU tool will discuss and add comments in relation to each criteria and identify actions for next steps where necessary.

7 GOVERNANCE ARRANGEMENTS

7.1 Governance Arrangements between GoI, GoA and the MAMPU Program

MAMPU Phase II will have a strengthened governance arrangement through the creation of a structure that increases the role of the Government of Indonesia and reflects the bilateral funding arrangements between the two governments of Indonesia and Australian. BAPPENAS and DFAT are the official coordinating agencies for MAMPU and will convene the new governance structure in early 2017.

BAPPENAS will establish a Steering Committee, Technical Committee and five Working Groups. The MAMPU Program will provide secretariat support to the governance committees.



Signing the Subsidiary Agreement between Australian and Indonesian Governments

The Steering Committee (SC) sits at the apex of the governance arrangements and is the highest decision-making instrument that gives strategic direction to the MAMPU program. It will meet at least once a year and may hold additional meetings as necessary.

The Steering Committee will be responsible for:

- a. *providing the direction of the policies and strategies to implement the Activity;*
- b. *approving the Annual Working Plan, Progress Reports on implementation, evaluation reports, and other strategic documents;*
- c. *reviewing, discussing, and resolving the Activity management issues that cannot be resolved at the level of the Technical Committee;*
- d. *approving the guideline for the implementation of the Activity; and*
- e. *approving the proposed ratification of BAST to the Budget Proxy, Bappenas.*

The Steering Committee will be jointly chaired by the Deputy for Human, Community and Cultural Development, Bappenas and the Minister Counsellor for Governance and Human Development at the Australian Embassy in Indonesia. Membership of the Steering Committee will be made up of first echelon officers of Bappenas and related Ministries/ Agencies and may be expanded depending on needs, based on the agreement of Both Parties.

The Technical Team will provide policy inputs and recommendations to the MAMPU Steering Committee, its duties and functions will be outlined in the Guidelines and Procedures of MAMPU. The technical team will include BAPPENAS and DFAT representatives, as well as MAMPU Program representatives. Other members will be invited as required. It is expected that thematic working group will meet at least once a year.

Thematic Working Groups will be a forum for stakeholders of the program to interact, discuss, identify and agree on the joint working plans, their duties and functions will be outlined in the Guidelines and

Procedures of MAMPU. There will initially be five Working Groups that align with the thematic areas. Working Groups will each be convened by the relevant BAPPENAS directorate and include DFAT and MAMPU Program representation. MAMPU Partners will be active collaborators with their relevant Working Group. The framework for these governance arrangements is set out diagrammatically in Annex 1.

This MAMPU Phase II Strategic Framework fits well with the new governance arrangements, particularly in relation to working with BAPPENAS as an effective convener, connecting partners to specific government departments, and supporting MAMPU's alignment with the RPJMN. It will allow MAMPU to create more influence in pushing forward policy and social change related for women's empowerment in Indonesia.

7.2 Roles and Responsibilities of GoA and GoI

Bappenas will perform the functions of management and coordination of the following to assist in the implementation, development and monitoring of MAMPU:

- *The coordination between Ministries/ related Agencies and implementing partners in carrying out the Activity;*
- *Disseminating relevant information on the Activity to all Ministries/ Agencies and related Regional Apparatus Working Units ('SKPD')/ Regional Apparatus Organisations ('OPD');*
- *Stepping up the involvement of the Ministries/ Agencies and Regional Apparatus Working Units ('SKPD')/ Regional Apparatus Organisations ('OPD') that wish to be engaged in the Activity; and*
- *Giving consent to the assessment of the Activity, Annual Working Plan and other strategic documents in accordance with the governance mechanism jointly determined by the Steering Committee.*

DFAT will perform the functions of management and coordination of the following to assist in the implementation, progress and monitoring of MAMPU:

- *Being responsible for the performance of the Managing Contractor (MC) hired by GOA to carry out this Activity. GOA shall seek inputs from the GOI to conduct regular assessments of the MC's performance;*
- *Ensure a high-level relationship with BAPPENAS and facilitate dialogue between BAPPENAS and MC;*
- *All relevant coordination that relates to DFAT participation in the Activity, including to help identify all the opportunities to link with other activities which are also supported by DFAT; and*
- *Facilitate and give approval to the assessment of the Activity, Annual Working Plan and other strategic documents in accordance with the governance mechanism jointly determined through the Steering Committee.*

Engagement Opportunities: Throughout implementation, the MAMPU Program and Partners can use the governance mechanisms to engage with stakeholders and partners at numerous entry points including (but not limited to):

- The MAMPU team will work together with Partners in monitoring and evaluating the implementation progress towards the expected outcomes. Tools such as the Partner's Work plan self-assessment tool (see Annex 2) and Partnership Effectiveness Tool (see section 8), will be used for participatory reflection and refocus to identify the areas of improvements and what is needed going forward with implementation. The purpose of the discussions is to encourage MAMPU and Partners to implement iterative adaptation and TWP approaches that focuses on solving locally nominated and defined problems in performance (as opposed to merely transplanting pre-conceived and packaged "best practice" solutions).
- MAMPU Partners Strategic Consultative Forum (MPCSF) will be the forum where the MAMPU Partners coordinate about their work under MAMPU Program. MPCSF will also be part of the consultative forum that facilitate discussion with the Project Steering Committee when

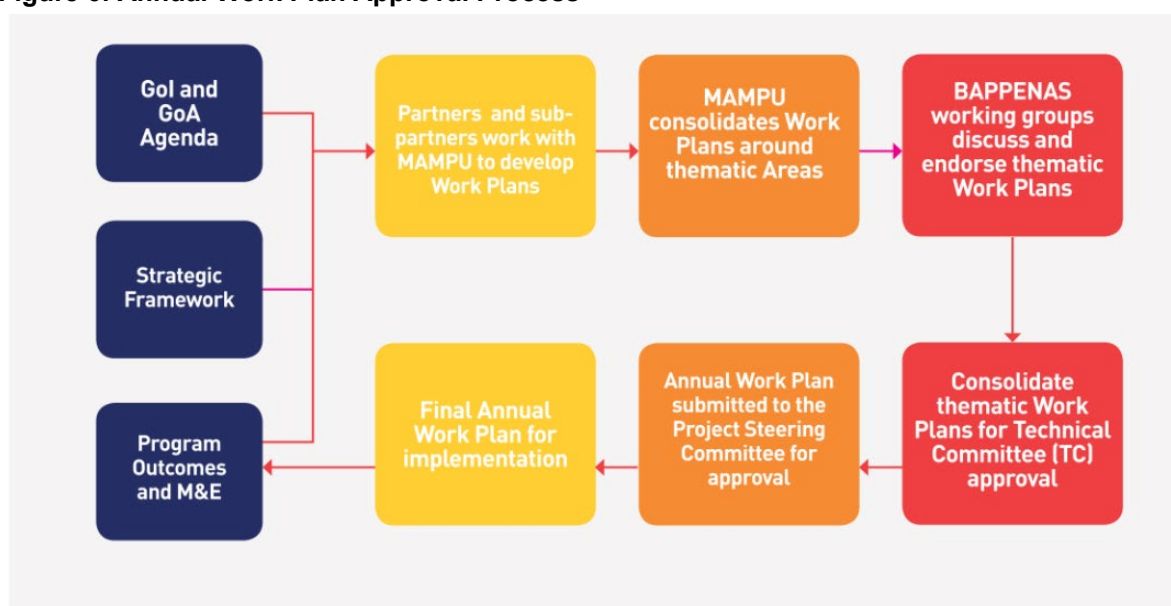
necessary. However, The MPSCF is not the only forum for MAMPU discussions, other forums and consultations will occur regularly and as needed, with some or all Partners, on a variety of subjects.

- The Thematic Working Group (TWG) will be the forum where GoI and MAMPU Partners can coordinate in the program implementation. The role of BAPPENAS here is to provide technical advice and guidance on the MAMPU work plan, and also to help MAMPU Partners liaise with other government agencies. The MAMPU team and Partners can utilise the TWG to connect with a range of stakeholders that may be useful interlocutors in achieving policy influence.
- The Project Steering Committee will guide the implementation process by providing the strategic direction to the program in achieving its expected outcomes.

7.3 Work Plan Approval Cycle

This MAMPU Phase II Strategic Framework necessitates a new annual Work Plan approval cycle that takes account of the new governance arrangements and the role of the Working Groups, Technical Team and the Project Steering Committee. The Annual Work Plans of Partners will be developed collaboratively with MAMPU, drawing upon the technical advisors for support and the MAMPU team for providing guidance and critical advice. Once approved by the relevant Thematic Working Group, they will be consolidated with the MAMPU Annual Work Plan for approval at the Technical Team and Steering Committee level. The cycle of approvals through the Government of Indonesia, as described in Figure 7.

Figure 6: Annual Work Plan Approval Process



ANNEX 1: MAMPU EMPOWERMENT FRAMEWORK

A. Human assets (Power within)	B. Financial and resource assets (Power over)
<ul style="list-style-type: none"> • Health (access to healthcare and information) • Education • Literacy and numeracy • Financial literacy • Knowledge of human and legal rights • Skills useful for finding work • Self-esteem and self confidence 	<ul style="list-style-type: none"> • Cash/income • Savings • Access to loans • Vouchers • Equipment • Input (seeds, fertilisers, raw materials) • Livestock • Stock (inventory) • Business and market information
C. Agency assets (Power to)	D. Social assets (power with)
<ul style="list-style-type: none"> • Participate in economic decisions within the family • Engage in community decision-making • Access services and Social protection • Access jobs and/or create income opportunities • Engage with markets including migrant worker placement agencies and employers 	<ul style="list-style-type: none"> • Friends • Social networks • Mentors • Group membership • Links to village governments • Links to district government and service providers • Links with civil society and other groups
E. Enabling assets	
<ul style="list-style-type: none"> • Identify card • Legal, policy, and rights frameworks • Transport • Time saving infrastructure etc. • Childcare 	

ANNEX 2: MAMPU PARTNER'S WORK PLAN SELF-ASSESSMENT TOOL

Efektifitas Pencapaian Outcome
<ol style="list-style-type: none"> 1. Apakah output kegiatan yang dihasilkan menyumbang pada outcome? 2. Apakah indicator outcome efektif untuk mencapai goal? 3. Apakah pilihan strategi-strategi untuk mencapai outcome sudah berdasarkan data dan bukti (apa yang bekerja)? Apakah analisis konteks, asumsi, resiko dan mitigasi tepat? 4. Apakah instrument monev memadai untuk mengukur outcome? 5. Apakah analisis konteks, asumsi, resiko dan mitigasi tepat? 6. Apakah berlaku prinsip <i>value for money</i>?
Relevansi dan Fokus pada Isu dan Perubahan Sosial dan/Kebijakan
<ol style="list-style-type: none"> 1. Apakah pendefinisian isu sudah jelas? 2. Apakah work plan fokus untuk menjawab isu yang disasar? 3. Apakah work plan menyumbang pada perubahan sosial dan kebijakan? 4. Apakah strategi yang digunakan relevan untuk menjawab isu yang disasar? 5. Apakah strategi sesuai dengan kapasitas organisasi?
Keselarasan dengan Agenda Pemerintah Indonesia dan Australia
<ol style="list-style-type: none"> 1. Apakah hasil kerja kita berkontribusi pada pencapaian tujuan Gol dan GoA (RPJMN, SDGs) + investasi GoA? 2. Apakah cara kerja kita memberikan nilai tambah dalam cara pemerintah memenuhi hak warga negaranya? 3. Apakah yang kita lakukan bisa direplikasi dan discale up oleh pemerintah?
Berpikir dan Bekerja secara Politis (Thinking and Working Politically)
<ol style="list-style-type: none"> 1. Apakah strategi yang disusun sudah melibatkan/mengidentifikasi actor-actor kunci? (memberi pengaruh positif dan negative?) 2. Sejauh mana strategi yang dibangun memperhitungkan resistensi dan/atau penerimaan pemerintah 3. Seberapa jauh program mampu beradaptasi dengan kebutuhan dan penerimaan manfaat 4. Apakah strategi program mempertimbangkan rasa kepemilikan dari stakeholders? 5. Apakah strategi yang dipilih sudah mempertimbangkan kemungkinan perubahan situasi politik, sosial, ekonomi dan budaya setempat?
Hubungan dengan Stakeholders
<ol style="list-style-type: none"> 1. Apakah kita sudah melibatkan stakeholder yang tepat (relevansi dengan isu tema dan konten) 2. Apakah stakeholder yang dilibatkan memiliki komitmen dan ownership? (intensitas keterlibatan) 3. Apakah kita memilih dengan tepat stakeholder yang memiliki keterbukaan terhadap isu-isu yang disasar?
Kepemimpinan dan Manajemen
<ol style="list-style-type: none"> 1. Apakah ada penguatan kapasitas mitra dan submitra untuk meningkatkan kepemimpinan perempuan dan manajemen program dan keuangan? 2. Apakah ada kegiatan konsolidasi antara mitra dan submitra dalam pengembangan leadership dan manajemen? 3. Apakah ada monev yang dilakukan diantara mitra dan submitra terkait pengembangan leadership dan manajemen? 4. Apakah sudah ada mitigasi resiko-resiko, dan asumsi dalam pengelolaan manajemen (mis: pergantian staf, konflik internal)? 5. Apakah ada SOP yang mengatur pengelolaan manajemen yang sensitive gender?

ANNEX 3: PARTNERS EFFECTIVENESS TOOL

	Partner's Criteria	Score	Comments	Next Steps
1	Alignment with MAMPU, Gol and GoA agenda and clarity of program focus	1-6		
2	Strategy for community engagement and women's empowerment			
2	Clear Policy Change Focus at district and national level	1-6		
3	Clear Strategy for Change at Scale <ul style="list-style-type: none"> The Partner and sub partners are deepening their community engagement to achieve transformative change in women's voice and agency The Partner is leveraging its local activities to influence change in government policy/implementation at a broader geographic scale. 	1-6		
4	Thinking and Working Politically <ul style="list-style-type: none"> The Partner is addressing the political constraints to change and being politically smart in how it uses a wide variety of tools to influence achievement of policy change outcomes including through coalitions, media, parliament, media, influential power brokers, private sector engagement, etc.) 	1-6		
5	Iterative-Adaptation <ul style="list-style-type: none"> The Partner is effectively reflecting upon its strategies for change and adapting their activities to ensure they remain relevant and effective. 	1-6		
7	Good stakeholder relationship <ul style="list-style-type: none"> Working with strategic partners towards change including government, academia, civil society, influential individuals, private sector, parliamentarians, etc. 	1-6		
8	Strong leadership and management <ul style="list-style-type: none"> The Partner is investing in and building its internal capacity to lead and manage social and policy change for women's empowerment. 	1-6		
	Overall Score			

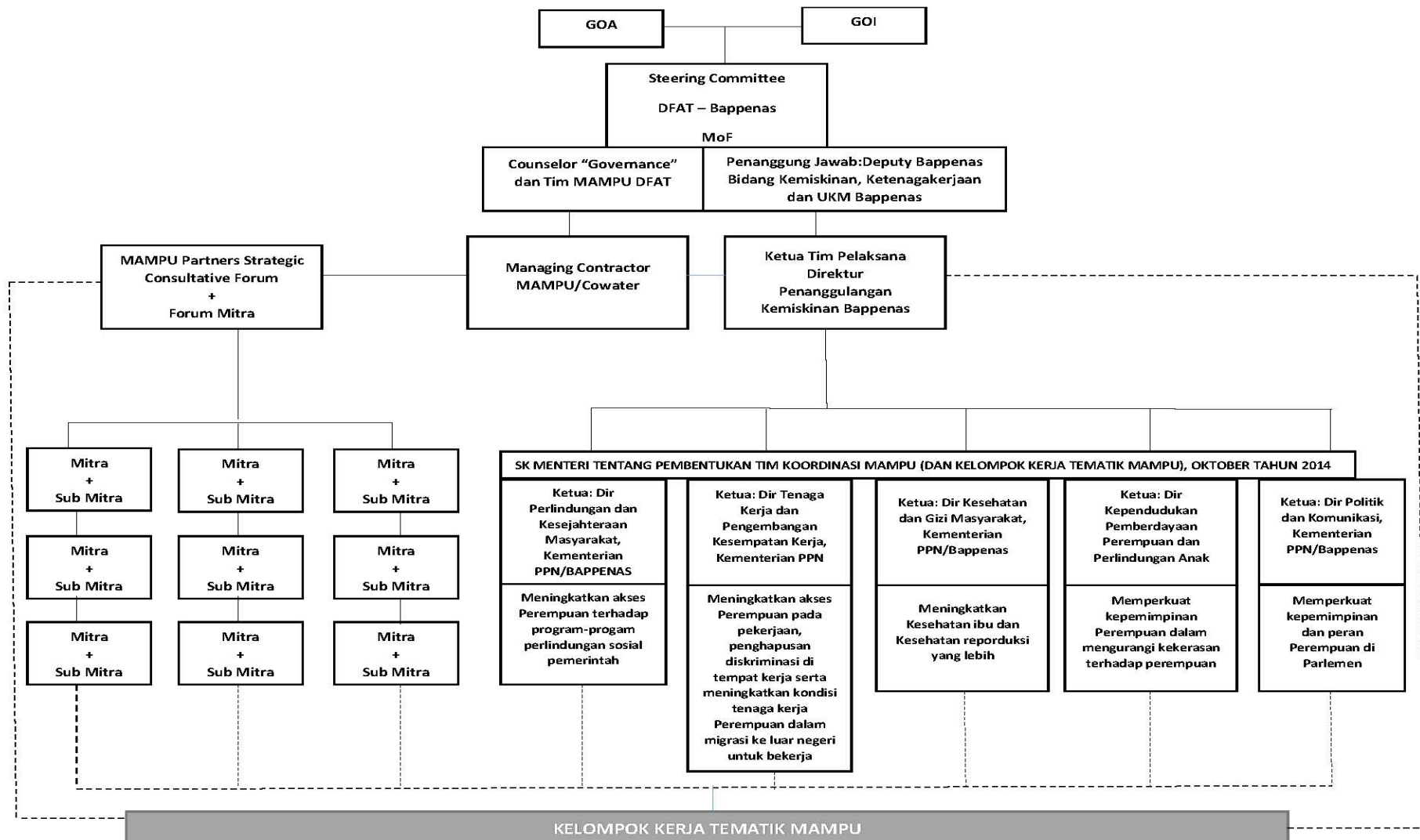
Assessment scale:

1	Fail
2	Very Poor

3	Poor
4	Fair

5	Good
6	Very Good

ANNEX 4: GOVERNANCE ARRANGEMENTS BETWEEN MAMPU, GOI AND GOA



ANNEX 5: MONITORING AND EVALUATION FRAMEWORK

To be provided in line with agreed timeframes at the end of August 2017.

ANNEX 4: Phase 1 Activity Completion Report



cowater
INTERNATIONAL INC.



JTA

EMPOWERING INDONESIAN WOMEN FOR POVERTY REDUCTION (MAMPU)

Phase I - Activity Completion Report

Prepared for:
Department of Foreign Affairs and Trade (DFAT) &
Kantor Menteri Negara Koordinator Bidang Ekonomi,
Keuangan, dan Industri dan Kantor Menteri Negara
Perencanaan Pembangunan Nasional (BAPPENAS).

May 2013 to September 2016

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ACRONYMS

BaKTI	Yayasan BaKTI – Bursa Pengetahuan Kawasan Timur / Eastern Indonesian Knowledge Exchange Foundation
BITRA	Yayasan Bitra Indonesia
CSOs	Civil Society Organisations
BKKBN	Badan Kependudukan dan Keluarga Berencana Nasional (government body for family planning and family welfare)
DESBUMI	<i>Desa Peduli Buruh Migran</i> – ‘Villages that Care about Migrants’
DFAT	Department of Foreign Affairs and Trade (Government of Australia)
DPR RI	Dewan Perwakilan Rakyat (House of Representatives)
DPRD	Dewan Perwakilan Rakyat Daerah (Regional House of Representatives)
FKPAR	<i>Forum Komunitas Perempuan Akar Rumput</i> /Grassroots Women’s Community Forum
GOI	Government of Indonesia
IVA	Inspeksi Visual Asam Asetat (screening method for cervical cancer)
Komnas Perempuan	National Commission on Violence Against Women
KAPAL	Kapal Perempuan/ Circle of Women’s Alternative Education
KPI	Koalisi Perempuan Indonesia untuk Keadilan dan Demokrasi/Indonesian Women’s Coalition for Justice and Democracy
M&E	Monitoring and Evaluation
MAMPU	Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan/Empowering Indonesian Women for Poverty Reduction
MANIS	MAMPU Management Information System
MWPRI	Indonesian Women’s Homeworkers Association
PEKKA	Pemberdayaan Kepala Keluarga Perempuan (Empowerment of Women Heads of Households)
PWD	Persons With Disabilities
RPJMD	Musrenbang and District Development Planning
TOGA	Tokoh Agama (Religious Leader)
TOMA	Tokoh Masyarakat (Customary Leader)
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
VAW	Violence Against Women
YKP	Yayasan Kesehatan Perempuan
YKS	Yayasan Kombongan Situru
YKPM	Yayasan Pengkajian Pemberdayaan Masyarakat

EXECUTIVE SUMMARY

The MAMPU Program is funded by the Department of Foreign Affairs and Trade (DFAT) of the Government of Australia and is implemented in cooperation with the National Planning and Development Ministry (BAPPENAS) of the Government of Indonesia. MAMPU supports the development of networks and inclusive coalitions of women's and civil society organisations (the MAMPU 'partners') and parliamentarians to influence government policies, regulations and services, and to apply influence in selected private sector arenas. Ultimately, this work aims to improve the access of poor women in Indonesia to critical services and programs and improve their livelihoods.

The MAMPU Program provides grants and technical assistance to partners working in five thematic areas:

1. improving women's access to government social protection programs
2. increasing women's access to jobs and removing workplace discrimination
3. improving conditions for women's overseas labour migration
4. strengthening women's leadership for better maternal and reproductive health
5. strengthening women's leadership to reduce violence against women

In the final year of Phase I, the network of MAMPU partners grew to over 130 organisations, counting both local branches of mass organisations and civil society organisations. With MAMPU support, this network has achieved significant results through their activities at the grass roots levels, and through the influence of their networks on policy at sub-national and national levels. MAMPU partners work in more than 1,600 villages (across 26 provinces) where over 2,000 local groups have been established with a total membership of more than 40,000 women. MAMPU has also facilitated engagement of Indonesian women leaders at regional and global levels on women's issues.

MAMPU selected numbers...	
Number of women who participated in MAMPU, May 2014-June 2016 ⁴	367,000
Number of service units with improved capacity to deliver services ⁵	61
Number of health workers trained to deliver VIA and Pap smear tests	574
Number of women with improved access to services, May 2014-June 2016 ⁶	12,355
Number of laws and regulations passed with input from MAMPU, May 2014-August 2016	22
Number of women, men, girls and boys below the official poverty line in districts where laws and regulations have been passed with input from MAMPU	583,000
Number of women, men, girls and boys living below the official poverty line in districts where MAMPU is targeting legislative change	1,700,000
Number of women members of local community groups established by MAMPU, May 2014-June 2016	42,000

⁴ Includes women at the village level, government, parliament, civil society, media, and private sector

⁵ 14 Puskesmas, 3 Polindes, 8 Pustu, 2 'Aisyiyah/Muhamadiyah clinics, 32 Service Providers for women victims of violence, 2 P2TP2A

⁶ Compiled from data on access services for victims and survivors of Violence Against Women, access to Pap smear and IVA tests, and access to government health insurance (JKN).

The rationale for MAMPU strengthened in the macro-economic and political climate that prevailed after the 2014 presidential election. Empowered women have the potential to contribute to the economy and help to improve the efficiency and effectiveness with which resources are allocated to deliver essential services. Increasingly, global evidence shows how improving gender equality impacts positively on economic growth and argues for dedicated programs to empower women.

The recent local elections also highlighted the challenge of increasing the proportion of women in legislative bodies – especially at the sub national level. The lack of women’s voice in policy formulation contributes, among other things, to an increasing number of local regulations that restrict women’s freedoms. A new village law means that substantial resources will be allocated to villages and their use decided at that level. The importance of helping women at this level to have voice and agency and to be able to participate and influence decision-making has taken on a new level of urgency. Yet, the evidence is that gender equality is not improving quickly in Indonesia and substantial gaps and challenges persist, with many women excluded from social protection programs, a maternal mortality rate that has risen, and persistent issues of violence against women. Female migrant workers continue to be exploited, and barriers to women’s participation in the economy are demonstrated in one of the lowest female labour force participation rates in the region. Indeed, in the absence of any significant progress in this regard, through mainstream service delivery programs, the need for a program that supports the organic development of women’s organisations and women leaders to lead the change is now stronger than ever.

Moving forward beyond Phase I, the program needs to increase focus on the empowerment of women at the grassroots in light of the implications of the village law. It also needs to clarify the original goal of improved livelihoods within a broader context of economic empowerment since this is now recognised as having links with both the macro economy, as well as on the social welfare outcomes of families and communities. Lessons learned in Phase 1 with regard to how networks and coalitions can work effectively in Indonesia need to be built upon in Phase II. The valuable experience of partners should contribute to better integration across the thematic areas at the grassroots level and strengthened vertical linkages between sub-national and national level policy agendas. There has been increasing recognition during Phase I of the need to become smarter in working with men – not just men in the households whose role will need to change to accommodate changing roles of women, but with male leaders at all levels to forge partnerships and gain their support for change. Increasingly, MAMPU partners need to be able to engage with religious and customary leaders in influencing the legal environment as well as addressing social norms.

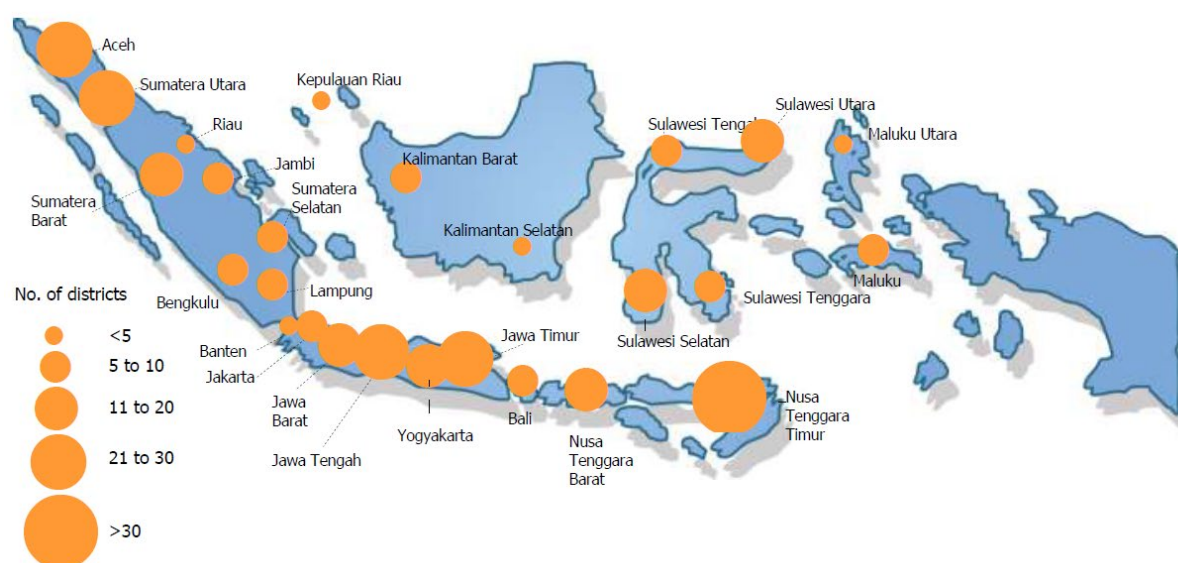
As MAMPU partners have expanded and strengthened through much of the country, questions have been raised about further geographic expansion. There is much to be gained by consolidating the progress where there is already traction. However, the same logic that underpins MAMPU also raises the question as to why the program is not supporting women’s organisations in the same way in Papua and Papua Barat where the gender inequalities are most extreme. A strategy for realistic engagement in a challenging environment should be developed carefully.

The first three years of MAMPU implementation have seen changes in management and governance arrangements as the program has evolved. The current arrangement is very different to that envisaged at the start. The Partners Strategic Consultative Forum gives the partners a greater role in shaping the program while the advisers continue to provide advice in their areas of expertise, as needed. BAPPENAS has a key role to bring civil society and government together, and the research and innovation team is more integrated into the program management.

Perhaps most significantly, the management of the program was handed over to a Managing Contractor (MC) after an initial interim phase managed by DFAT. This created a more fully resourced team to develop relationships that connect the different stakeholders. It also provided a high level of financial management, quality monitoring oversight and helped strengthen the systems and processes of the different organisations. As the Government-to-Government relationship evolved, the managing contractor was able to adapt to ensure relevance of activities and continued dialogue between civil society and government.

ACTIVITY SUMMARY

Geographic spread of MAMPU



Background of the Program

While poverty rates continue to fall (from 13.3%, 12.0% to 11.3% in 2010, 2012, and 2014 respectively)⁷, inequality is rising, and many households remain vulnerable. The Gini coefficient increased from 0.38 in 2011 to 0.41 in 2012 (latest available figures)⁸. The highest inequalities are found in Papua Barat, Papua, Gorontalo, and other Sulawesi provinces.

⁷ Poverty headcount ratio at national poverty lines, % of population, from World Development Indicators March 2015

⁸ Gini Index, World Bank estimates, World Development Indicators March 2015

Indonesia's 2014 Gender Inequality Index performance rank of 103 out of 149 countries, is a slight drop from the 2011 rank of 100. There was almost no change in the rating (to 0.500 from 0.505)⁹. This rating reflects a combination of lower literacy rates for women and fewer years of schooling, a smaller share of earned income, one of the highest maternal mortality rates in the region, and political under-representation.

A study by Cameron (2013) shows that women face different risks due to the difference of biological features and social norms. Although social protection programs are designed to protect the poor from social and economic risks, women have less access compared to men, thus they often fail to reach poor women.

SPKKB (Community-based Welfare Monitoring System Survey), conducted by PEKKA National Secretariat in 111 villages across 17 targeted provinces, found that in 2012, one in every four households is headed by a woman. The survey also shows that nearly half (49%) of families at the lowest welfare level, are headed by women. Women heads of household are typically aged 18-65 supporting 1-6 dependents. They earn a livelihood in the informal sector, either as farmhands, sellers and craftswomen, bringing in an average daily income of only Rp 10,000. These women are poorly educated, and more than half (57%) are illiterate.

Deeply ingrained social norms reinforced by both formal and informal institutions affect the choices of girls and women in several ways. At school, gender roles are reinforced through curriculum, and lead to segregation in subject choices and for study at university. Social and gender norms also mean that the burden of housework and care of family members including children, the elderly, and the disabled, is carried out by women, while men are deemed to be the "breadwinners". This significantly reduces the time available for women to engage in economic activity.

Developments in the thematic areas

▪ Violence Against Women (VAW)

The necessary legal and policy frameworks for providing services to survivors of violence were already in place at the start of the program. An effective collaboration between the Ministry for Empowerment and Protection of Women and Children, the National Commission on Ending Violence Against Women, and the Women's Movement was instrumental in getting this in place, often supported by donor funding. Lessons from this experience contributed significantly to the design of MAMPU. The challenge that partners needed to address, with MAMPU support, was to improve the implementation of the policies.

During Phase I, organisational changes took place within the main partner, Komnas Perempuan, which included a new set of commissioners and a new head of the organisation. The organisation is still in a state of transition. Komnas Perempuan and its network of local partners in the Forum Belajar have continued to collect and compile statistics on the incidence of violence against women, which have shown incremental yearly

⁹ Human Development Report 2014.

increases, in part, due to the increased awareness of the issue and on where people can go to report it.

According to the National Commission on Violence Against Women (Komnas Perempuan), 293,220 cases were reported to the Religious Court and women crisis centers in 2014. 96% of the reports are related to domestic violence (Komnas Perempuan 2015 Annual Report). This is a 5% increase from reported cases in 2013 and a 35.8% increase from those reported in 2010 (105,103 cases). In the absence of a national survey on the prevalence of violence against women, Komnas Perempuan's annual report is the only source of data on the matter.

At the national level, Komnas Perempuan also conducts research and advocacy for the passing of the Sexual Violence Bill, amendment of the Indonesian Criminal Code on the persecution of perpetrators of violence against women and monitoring the implementation of government services for female victims of violence. The latter is achieved through Komnas Perempuan support to the Learning Forum, a network of 33 women crisis centers in 18 provinces, which consists of assistance in developing instruments to document sexual violence cases and minimum service standards in handling cases of violence.

▪ **Social Protection**

High-income countries spend 20-25% of their GDP on social protection, while the average in Asia is approximately 5% of GDP. In Indonesia, only 1.9% of GDP is spent on social protection (Cameron, 2013).

The Indonesian unified database¹⁰ included 2,864,364 female-headed households that are categorized in the 30% lowest welfare status. This figure is used as the basis for the Indonesian social protection program.

An analysis of the characteristics of poor households indicates that countries where women are at greater risk of poverty also tend to have an over-representation of 'female-only' households (i.e., those with no male adults) among the bottom 20 per cent. This suggests a greater risk of poverty among separated women, widows and single mothers, including heads of households without a male partner. A survey done by PEKKA and SMERU (2011),¹¹ shows that despite being categorized as poor, female-headed poor households often did not have access to the government's social protection programs. Around 33% of the female-headed poor households failed to access the direct cash transfer (Bantuan Langsung Tunai) program, 34% did not have access to the health insurance for the poor (Jamkesmas), while 6% did not have access to the rice for the poor (Raskin) program. The trend of women-headed households having less access to social protection schemes remains in 2014, as validated by SMERU through its survey with poor households across Indonesia¹².

While PEKKA focuses on highlighting the visibility of women-headed households in the social protection targeting system, other MAMPU partners, Indonesian Women Coalition (KPI) and

¹⁰ <http://bdt.tnp2k.go.id/index.php/data/sebaran-nasional>

¹¹ http://www.smeru.or.id/report/research/accesstojustice/accesstojustice_ind.pdf

¹² SMERU (2015). "Baseline Report: Poor Women's Access to Livelihoods and Public Services." The first out of a longitudinal series of study conducted for MAMPU program. The report is currently being finalized.

KAPAL Perempuan, aim to improve the leadership and participation of poor women in monitoring the implementation of government social protection schemes. KAPAL Perempuan established 25 Women's Schools in 9 districts, while KPI's Balai Perempuan exist in 80 districts across 9 provinces as a way to raise awareness and organize women at the community level. At the national level, all three organisations continuously initiate policy dialogue with government agencies relevant to the implementation of social protection programs, such as BAPPENAS and TNP2K (National Team for the Acceleration of Poverty Reduction).

▪ Migrant Workers

Data from BNP2TKI shows yearly statistics on the number of migrant workers leaving on contracts to work abroad. According to BNP2TKI, 429,872 Indonesian migrant workers left the country in 2014, 57% of whom were women. A survey by the International Organisation for Migration (IOM) revealed that in 2009 Indonesia received remittances worth USD 6 billion¹³ with the figure rising to USD 7.35 billion in 2013 according to the head of BNP2TKI.¹⁴

The number of female migrant workers leaving on contracts each year is consistently exceeding that of men, although by less than it did a decade ago, when around 80% of formal migrant workers were women. This is mainly a result of the government's moratorium on sending migrant workers to several countries in the Middle East.

Based on BNP2TKI data (2014)¹⁵ collected in three key airports across the major migrant-sending island of Java — Selapajang Tangerang, Adi Soemarmo Solo, and Adi Soetjipto Yogyakarta — in 2013, 13.6% of TKIs experienced problems abroad. Countries in the Middle East tend to be the biggest offenders, including Syria, Saudi Arabia, and the United Arab Emirates (in descending order for the year 2013). The problems listed include: job termination, problems with employers, work-related illnesses, salaries retained without consent, harassment, sexual abuse, jobs not in accordance with contract, incomplete documents, congenital illnesses, employers passing away, work-related accidents, pregnancy, inability to work, and poor communication.

In comparison to previous years, the number of TKIs experiencing problems abroad has declined in absolute terms, from 45,749 in 2011 to 14,487 in 2013. The decline is more likely due to the significant decline in the number of TKIs working abroad, given the moratorium to Saudi Arabia that was put in place in 2011. The number of TKIs returning to Indonesia has declined by about one third between 2011 and 2013. Thus the percentage of TKIs experiencing problems in the destination country, overall, has remained quite steady although this does not necessarily mean that problems experienced by women migrant workers also decreased, since the data is not sex-disaggregated (Bazzi & Bintoro, 2015).¹⁶

¹³ http://www.un.or.id/counter/download.php?file=indonesia_remittances.pdf

¹⁴ <http://www.thejakartapost.com/news/2014/01/13/ri-migrant-workers-remittances-amounted-rp-886t-2013.html>

¹⁵ http://www.bnp2tki.go.id/uploads/data/data_16-01-2015_020347_Laporan_Pengolahan_Data_BNP2TKI_S.D_31_DESEMBER_2014.pdf

¹⁶ Samuel Bazzi and Melissa Bintoro (2015) "Review of Policy-Oriented Research on the Protection of Indonesian Overseas Migrant Workers" An internal review conducted for MAMPU program.

Migrant Care responds to these issues by advocating for the amendment to Law No. 39/2004 on the Placement and Protection of Indonesian Migrant Workers Overseas into a more comprehensive Migrant Worker Protection Bill, which is now included as one of the priority legislations by the National Parliament (DPR RI). Migrant Care also works with six civil society organisations in West Nusa Tenggara, East Java, and Central Java to develop *Desbumi (Desa Peduli Buruh Migran)*, village-level mechanisms to provide potential women migrant workers with information on their rights and improve documentation and handling of cases on the violation of their rights.

▪ Increasing Women's Access to Jobs and Removing Workplace Discrimination

The female labour force participation (FLFP) rate increased faster for women than for men between 2000 and 2012 (from 45% to 50% for women and from 81% to 85% for men).¹⁷ Despite this, it remains one of the lowest rates in the South East Asia region. Moreover, a greater percentage of the female labour force is in the vulnerable work category (48%) compared to 24% for men.¹⁸ A much higher percentage of women than men represent unpaid workers (27% of women and 6% of men), and poor women are much more likely to be unpaid family workers and in the informal sectors than either richer women or men.

More than half of all workers (53.6%) engage in informal employment, with the other 46.4% in formal employment. Among the workers in formal employment, ILO found that women represented only 35.4%, while men represented 64.6% in May 2013, indicating less access to formal employment by women workers.

While women have been able to access formal sector employment in large numbers, their opportunities are limited due to the challenges associated with combining care and work roles. Frequently, once women start to have children, they leave the formal sector and enter the lower paid informal sector. Many of these informal sector opportunities are for home-based work that is a result of the “putting out” system that removes costs and responsibilities from formal sector employers.

Table 1: Employment status by gender and area (2012)

Employment Status	Total	Male	Female	Urban	Rural
Self employed	36.29	39.94	30.19	30.82	41.37
Salaried workers	37.75	39.99	33.99	53.51	23.15
Casual workers	12.20	14.23	8.80	9.55	14.66
Unpaid	13.76	5.84	27.02	6.13	20.82

Source: 2014. TNP2K Poverty and the Labor Market in Indonesia: Employment Trends Across Wealth Distribution

In addition, there is persistent occupational segregation with women being under-represented in higher paying jobs and senior management positions. Women generally earn less than men and the gender wage gap is particularly high among employees with low levels of education, amounting to 35.54% for those not completing primary school and 36.42% for those completing primary school.

¹⁷ TNP2K

¹⁸ World Development Indicators

The proportion of workers in vulnerable employment was higher for women at 65% compared to 57% for men. This indicates that the majority of women work without sufficient pay and access to decent work which negatively impacts their welfare, despite their active contributions to the national and household economy in Indonesia.

Homeworkers are one example of a category of worker in Indonesia without sufficient pay or access to decent work. Often referred to as the workers in the “putting-out system” in Indonesia, homeworkers work at home for remuneration by making products as specified by the employer. While there is no official data on the prevalence of homeworkers and their working conditions in Indonesia, assessments conducted by ILO in East Java and North Sumatra in 2013 indicate that the majority of homeworkers are women. The same assessments highlighted key challenges faced by homeworkers, such as low pay, half or incomplete payments for finished work, withholding of payments by employers, and lack of access to social security. BITRA, Yasanti, and MWPRI – local CSOs that worked with ILO on its assessments – identify specific industries in which to focus, such as garment and footwear, and develop various models to test small scale approaches to supporting homeworkers working within value chains that bridge the formal and informal sectors.

■ Reproductive Health

The 2007 IDHS (Indonesia Demographic Health Survey) found that Indonesia’s maternal mortality ratio (MMR) was amongst the highest in the region, with 228 deaths per 100,000 births. Despite substantial government efforts, the rate subsequently increased to 359/100,000 in 2012. The main causes of maternal deaths are eclampsia and haemorrhage. Indonesia will not meet the target for the MDG on maternal mortality.

According to the 2012 Indonesia Demographic Health Survey, the prevalence rate of contraceptive use among women is 61.90%; however, a survey conducted in 2014 by SMERU among poor women in 15 villages in Indonesia showed that only around 48% of poor women were using contraceptives¹⁹. This finding is echoed in PERMAMPU’s qualitative research on the different cases of unwanted pregnancies in 8 provinces in Sumatra. The research highlights the fact that, contrary to public belief, many cases of unwanted pregnancies are experienced by married women who are not using contraceptives either due to low awareness or disapproving husbands²⁰.

The adolescent fertility rate of 47.8 per 1,000 women aged 15 – 19 is the third highest in the region. While the introduction of the national health insurance scheme has the potential to help ensure that women have access to reproductive health services, its success will depend on the amount of information women receive concerning coverage under the scheme, and the consistency with which it is implemented.

The recent rejection by the Supreme Court of the request to change the Marriage Law that, among other things, would raise the age of marriage from 16 to 18, exemplifies some of the

¹⁹ SMERU (2015). “Baseline Report: Poor Women’s Access to Livelihoods and Public Services.” The first out of a longitudinal series of study conducted for MAMPU program. The report is being finalized.

²⁰ Konsorsium PERMAMPU (2014) “Kehamilan – Sebuah Anugerah? Kompilasi Laporan Penelitian Kehamilan yang Tidak Diinginkan di 8 Propinsi Pulau Sumatra”. Medan.

challenges faced by those advocating for the rights of women and girls. Amongst other things, women's rights activists had argued that early marriage constituted state sanctioning of teenage pregnancy due to the associated health risks that this entails. Among the opponents to the change was one of the largest Islamic organizations, Muhammadiyah.

As noted in the GoI 2014 Health Sector Review, the incidence and prevalence of abortion in Indonesia is unclear given the lack of reliable data, and estimates are based on assumptions with a wide range of uncertainty. Most reports and documents refer back to a now dated survey conducted by Budi Utomo et. al (2001) entitled, "Incidence and Social-Psychological Aspects of Abortion in Indonesia: A Community-Based Survey in 10 Major Cities and 6 Districts, Year 2000". This study estimated that 2 million abortions occurred each year in Indonesia. Women who had an abortion were aged 20 or older (92%) and the incidence of abortion was higher at the district level (60%) than in the city (30%). Of the respondents, one-third of women living in cities and half in the districts who had had an abortion did so during their first pregnancy; of these, the majority were still single. Of patients admitted to hospitals in Yogyakarta City due to abortion related problems, 4.6% were single or only in a religious marriage relationship with her husband (*nikah siri*).

Increasing women's access to reproductive health services is hence a priority for the three MAMPU partners working on this thematic area. After concluding its research, PERMAMPU conducts multi-stakeholder forums involving religious and traditional leaders to advocate for local-level budget allocation for reproductive health services for women. Aisyiyah develops behaviour change communication campaigns on family planning, pap smear, breastfeeding, and cervical testing, as well as works with local health service centers to provide services related to the four aforementioned areas to poor women. At the national level, Yayasan Kesehatan Perempuan is conducting research to identify barriers for women to access reproductive health services through the recently launched National Health Insurance System (JKN).

Timeline of key MAMPU events

Late 2011	DFAT undertook a selection process which identified seven (7) national organisations and one (1) international organisation as follows: PEKKA, Koalisi Perempuan Indonesia, Kapal Perempuan, Komnas Perempuan, Migrant Care, Aisyiyah, BaKTI and the International Labour Organisation (ILO).
Mid 2012	DFAT granted each partner AUD 100,000, with the exception of Komnas Perempuan, which received a grant of approximately AUD 350,000 and ILO, which received a grant of approximately AUD 500,000 to undertake activities in preparation for developing a longer-term program of work.
July 2012 – June 2013	DFAT worked closely with partners to develop preliminary work plans for the period of these grants
Mid 2012	YAPPIKA, an Indonesian not for profit grants management organisation, was selected to manage the distribution of grants to six out of the eight partners over the 12-month period. The remaining

	two grants (Komnas Perempuan and ILO) were managed directly by DFAT.
Mid 2012	DFAT established an informal Partners Forum consisting of the eight program partners, DFAT and representatives from the GoI. DFAT hosted regular meetings with partners to discuss the program concept and design and the development of work plans.
August to December 2012	Capacity assessments of the 6 national non-government partner organisations (including fiduciary assessments) were conducted.
May 2013	DFAT engaged a managing contractor to implement the program to commence in May 2013 and complete in June 2016 (with an option to extend for 4 years). Head contract signed.
November 2013	Subsidiary Agreement negotiated between DFAT and BAPPENAS and signed
August – December 2013	Grants to partners provided by Managing Contractor
February 2014	Research Grant provided to ILO
April 2014	Komnas Perempuan provided a grant by Managing Contractor
June 2014	Six KOMNAS Perempuan civil society partner organisations ('hosts') funded to support 33 FPL across Indonesia
October 2014	Nine innovation partners were selected and provided grants
March – April 2015	Repeat of organisational capacity assessments of 6 MAMPU partners and baseline assessment of one new partner
July – September 2015	Mid-Term Review of the MAMPU Program conducted
June 2016	Subsidiary Agreement extension signed to 30 September 2016
September 2016	Phase I MAMPU completed

Key Grant Funding Data

The following table highlights grants funded by MAMPU to Indonesian civil society organisations from August 2013 to June 2016.

NO	PARTNERS	GRANT AGREEMENT (GA) PHASE 1		
		COMMENCED	CURRENT TO	GRANT AMOUNT \$
TOTAL				\$ 33,659,234
1	PEKKA	02-Sep-13	30-Jun-16	3,632,241
2	BaKTI	12-Sep-13	30-Jun-16	3,401,119
3	Migrant Care	18-Sep-13	30-Jun-16	2,795,683
4	Institut KAPAL Perempuan	25-Sep-13	30-Jun-16	2,483,756
5	Aisyiyah (pimpinan pusat)	24-Oct-13	30-Jun-16	2,696,889
6	Koalisi Perempuan Indonesia	24-Oct-13	30-Jun-16	2,701,187
7	Permampu	01-Nov-13	31-Dec-14	997,246
8	ILO	19-Feb-14	30-Jun-15	2,705,845
9	Komnas Perempuan	04-Apr-14	30-Mar-15	1,405,724
10	LBH Apik Aceh	01-Jun-14	30-Jun-16	860,718
11	SAPA Institute	01-Jun-14	30-Jun-16	1,361,636
12	Yayasan SUKMA (LRC-KJHAM)	01-Jun-14	30-Jun-16	845,651
13	Yayasan Sakina (Rifka Annisa)	01-Jun-14	30-Jun-16	541,413
14	Lambu Ina	01-Jun-14	30-Jun-16	560,264
15	SSP Soe	01-Jun-14	30-Jun-16	390,232
16	PEKKA Collective Action	05-Mar-14	31-Jul-14	87,370
17	Yayasan Kesehatan Perempuan	01-Oct-14	30-Jun-16	332,811
18	Yayasan Kopernik	10-Oct-14	28-Feb-16	352,853
19	PKWJ UI	10-Oct-14	30-Sep-15	41,073
20	Yayasan Walang Perempuan	10-Oct-14	28-Feb-16	352,368
21	Perkumpulan Telapak	10-Oct-14	28-Feb-16	363,170
22	Yayasan Ontrack Media Indonesia	10-Oct-14	28-Feb-16	326,406
23	Consortium of Global Concern and KOPEL	10-Oct-14	28-Feb-16	332,354
24	Yayasan Infest	10-Oct-14	28-Feb-16	313,153
25	Yayasan TUK Indonesia	10-Oct-14	21-Nov-14	20,000
26	Yayasan Satu Karsa Karya	10-Oct-14	28-Feb-16	479,633
27	Permampu	21-Dec-14	30-Jun-16	2,468,892
28	Komnas Perempuan	20-Apr-15	30-Jun-16	389,695
29	BITRA	05-Aug-15	30-Apr-16	125,600
30	MWPRI	28-Jul-15	30-Apr-16	78,023
31	YASANTI	05-Aug-15	30-Apr-16	111,561
32	TURC Indonesia	05-Aug-15	30-Apr-16	104,668

Governance Arrangements

DFAT's Governance and Social Development (Development Cooperation) section works closely with the Government of Indonesia (GoI) to collaborate on the overall strategic direction of the program and represent the program through the Steering Committee. DFAT also works closely with the Contractor to monitor program implementation and engage with partners.

The GoI implementing agency for the MAMPU program is BAPPENAS (the Poverty Directorate) and represents the program through the MAMPU Steering Committee. BAPPENAS engaged relevant government agencies of program results and thematic analysis, has held workshops, participated in field visits and monitoring, and coordinating cross sectoral meetings with Partners etc. BAPPENAS also hosted the MAMPU program the senior policy technical adviser who supported both program partners and the GoI.

The Phase I governance arrangements for MAMPU consist of three (3) bodies:

- i. **Steering Committee;**
The Steering Committee (SC) consists of DFAT, BAPPENAS and representatives from other GoI agencies. BAPPENAS and DFAT jointly chair the SC. The Committee was intended to approve overall program direction and play a role in disseminating program results to relevant line agencies. The SC did not convene during Phase I.
- ii. **Strategic Advisory Committee;**
The SAC was intended to provide strategic advice and technical assistance to DFAT, GoI, and the MAMPU program as a whole; including advice on the political economy and program risk. SAC duties also covered and addressed MAMPU thematic areas including emerging issues at both the local and international level. The SAC was dissolved in late 2014 and replaced with a pool of technical advisers including a MAMPU 'panel'.
- iii. **Partners Forum.**
The Partners Forum met each year to review work plan progress and to discuss future direction and program planning. The group also met on an informal basis as needed; this included discussion on program or operational elements and for knowledge sharing and learning opportunities.

ACHIEVEMENTS AND RESULTS

This section details the results and achievements of outcomes in Phase I of MAMPU. The program was required to submit updates on progress and reports each six months. The section below summarises the relevant operating context and progress achieved during each reporting period commencing with the latest results from September 2016.

Reporting Period: December 2015 to September 2016

During Phase I, MAMPU has substantially achieved its goals, delivering the outcomes expected at this stage of the program. With program support, joint advocacy by civil society

organisations and grassroots activists intensified significantly during Phase I – a sign that capacity for collective influence has improved. *Forum Komunitas* (Community Forums) have taken place across Indonesia, bringing grassroots activists and civil society organisations into contact with local policy-makers in 18 provinces. A mentoring scheme for parliamentarians showed promising results over the past year, contributing to positive changes in the knowledge, skills and practices of the participants.

Sound processes, skills and systems to manage grants as well as act as grant-makers were core areas of MAMPU support to partners since 2013. These capabilities are vital to the sustained health of our partners and their networks. Overall, partner financial management capacity has improved. Our recent analysis of grants shows all partners are achieving good levels of performance when compared to the start of the Program.

MAMPU's influence on policy was increasingly visible. Data from the program's monitoring and evaluation system (M&E) showed that during the final 6 months of Phase I, partners were working more intensively with policy-makers than at any other time in MAMPU's life, with 68 legislative changes targeted. Crucially, this engagement produced results. MAMPU partners had input into twenty-two national, district and village laws. The new national law on disability, which *Koalisi Perempuan Indonesia* (KPI) contributed to, has the potential to improve protection for the estimated 35 million Persons with Disability (PWD) in Indonesia.



A woman from Tiro Manda village, Tana Toraja District, South Sulawesi proudly displaying her newly issued BPJS health insurance card.

MAMPU partners continued to expand access to services for poor women by working *directly* at the village level. Examples include the 2,108 women victims and survivors of violence accessed services provided by community-based providers funded by MAMPU between October 2015 and March 2016. This brings the total number of women accessing VAW-related services supported by the program to 6,399 since July 2014. Also, 420 women accessed IVA and Pap smear tests facilitated through the implementation of 'Aisyiyah's 'model layanan' (service model) over the same period. A total of 4,770 women have now accessed these reproductive health tests through MAMPU since mid-2014.

Recent data in 2015-16 revealed MAMPU partners focused more on influencing local government to enable greater numbers of women to benefit from service improvements. For example, advocacy by Permampu in Bengkulu resulted in doubling of the budget allocated to women's empowerment. By connecting grassroots voices to local government and

parliament, BaKTI were able to win access to the government's health insurance scheme for 523 women.



Religious leaders in dialogue with Permampu on sexual and reproductive health rights, Merangin, Jambi province

Alongside this, partners increasingly reached out to 'opinion leaders' outside of government and parliament – customary leaders (*Tokoh Masyarakat*, Tomas), religious leaders (*Tokoh Agama*, Toga), and to a lesser extent, the media. This strategy reflects the crucial role that these actors play in shaping norms and perceptions that govern what is socially acceptable for women to do. Changing formal legislation without attention to social norms is unlikely to influence the practices that impact on women.

Partners also had more frequent contact with parliamentarians during and immediately after the 2015 National Parliamentary Conference. This pattern reflects an evolution in the approach of partners, not disengagement from parliamentary channels of influence. In October 2014, only six of MAMPU's partners reported engaging with parliamentarians. Data in MANIS show that eleven partners worked with parliamentarians between October 2015 and March 2016. This indicates that MAMPU's strategy of broadening parliamentary engagement through a National Parliamentary Conference has worked.

Reporting Period: June 2015 to November 2015

During this period, the program operated amidst a shifting political, economic, and social context that shaped and constrained opportunities for progress. Politically, a cabinet reshuffle and the launching of an economic stimulus package were significant developments in this reporting period. A new Minister was appointed for MAMPU's host in the Government of Indonesia, BAPPENAS, raising the possibility of shifts in policy towards engagement with CSOs. Many areas of Sumatra and Kalimantan were affected by a severe drought and catastrophic forest fires, which undermined food security, impacted public health, and negatively affected Indonesia's relationships with neighbours. The Government's public statements committing to the new global 'Sustainable Development Goals' evidenced commitment to addressing gender inequality.

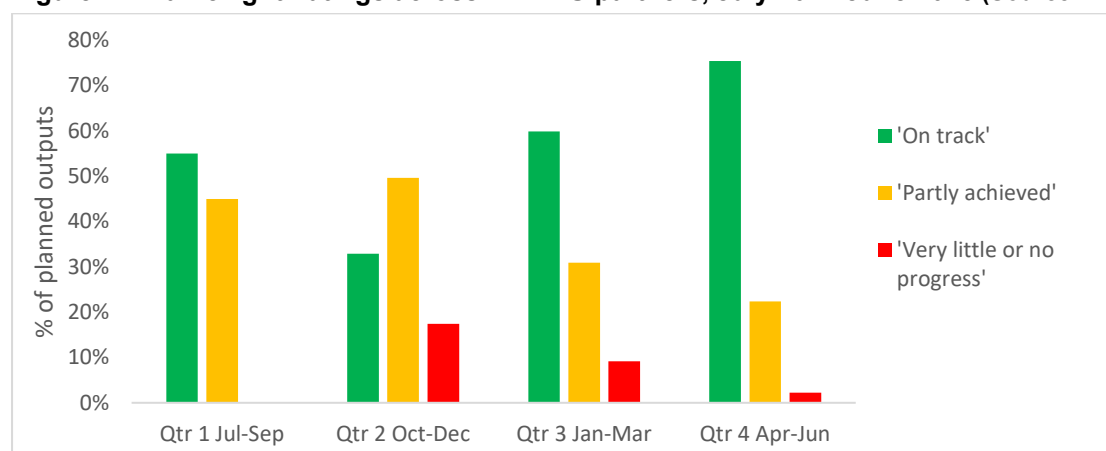


LRC-KJHAM and government stakeholders sign an agreement to implement SPPT in Central Java, November 2015

At that same time, the context at the local level was affected by two important developments. Anticipation of the local elections across the country created uncertainty for partners, as change of publically elected officials often bring shifts in policy and alliances. The Government also released information on the transfer of funds to villages across Indonesia, as mandated through the new National Village Law. The sheer magnitude of these resources presented an opportunity to address issues affecting poor women at the grassroots. However, the lack of transparency in the allocation process loomed as a significant concern.

Further evidence of MAMPU's progress towards outcomes has emerged during this reporting period. Indications were positive that changes in the organisational capacity of MAMPU partners – as reported previously – were being applied to improve performance. An observable improvement in the implementation of workplans since late 2014 was one sign that greater organizational and program management capacity was being applied. Given that a single workplan is implemented by a network of national and local organisations, this development is indicative of growing capacity to plan and carry out action collectively.

Figure 7: 'Traffic light' ratings across MAMPU partners, July 2014-June 2015 (Source: MANIS)



Networks of national and local partners improved the delivery of their MAMPU-funded projects, reflecting the better management systems highlighted in previous capacity assessments. The program Monitoring and Evaluation (M&E) system tracked the

implementation of annual workplans using a 'traffic light' rating system, as assessed by partners and verified through joint field monitoring with MAMPU. Our analysis across the portfolio showed that since September 2014, all but 2 of the partner networks supported by MAMPU significantly improved the delivery of scheduled outputs (see Figure 1 above). In many cases, this involved partners confronting and overcoming issues that threatened to undermine their work.

Innovation partners began to adopt the practices introduced by MAMPU over the previous 12 months, a necessary step towards lasting capacity to identify novel solutions to social problems. There was also further evidence to demonstrate that parliamentarians supported by MAMPU were putting their knowledge and skills to use in key areas of practice, such as constituent consultation and legislative drafting.

Yet, we also noted evidence of the complexity of the link between organisational capacity and actual performance. Analysis of partner reporting to MAMPU highlighted that internal capacity constraints were the most frequently identified challenge affecting progress between April and October 2015.

MAMPU noted a particularly sharp increase in the frequency of contact with district parliamentarians in this period that contributed to a series of legislative 'wins' for MAMPU partners. Seven district and village laws were passed addressing issues affecting poor women ranging from migrant protection to maternal and child health. Initiatives by MAMPU partners targeting national legislative reform made progress, with the historic amendment to the law governing the protection of Migrant Workers scheduled for ratification by the House of Representatives in December 2015. Other partners had success influencing implementation of existing policy. A trial by LRC-KJHAM, a MAMPU partner working on Violence Against Women (VAW), demonstrated how an integrated approach by government law enforcement agencies, health authorities and service providers, could result in better services for victims and judicial outcomes. As a result, in November 2015 they signed an agreement with the provincial government to implement the model across Central Java.

After 12 months of experimentation, signs were emerging that the Innovation Partners were adopting the social innovation practices introduced through the Innovation Fund. These practices (see text box below) aimed to create conditions that encouraged new solutions to emerge and be refined through a rapid cycle of trial and error. Incorporating these ways of working indicated greater partner capacity to innovate in order to address complex social problems. A Peer Exchange Workshop in October 2015 was an opportunity for MAMPU and partners to reflect on their learning after 12 months of applying these practices with hands-on guidance from MAMPU.

During the workshop, all six Innovation Partners reported that 'user-centred design' practices helped them to re-examine the way they work with their stakeholders. Instead of doing an assessment with stakeholders followed by a discrete program design and implementation, partners involved the users in various stages of their intervention development.

Key Social Innovation Practices

- “User-Centred Design”: Creating solutions based on the needs, behaviours, constraints, and operating contexts of people whose problems the innovation is trying to address.
- “Prototyping”: Moving quickly from ideas to actual testing of multiple interventions at a small scale with continuous learning and adaptation.
- “Working out loud”: Sharing work in progress and seeking feedback from peers.
- “Fostering new partnerships”: Working with like-minded people from different sectors, including the private sector can spark new ways of looking and solving an issue.

Access to services continued to increase in this reporting period, and evidence emerged of the livelihood benefits for poor women from participation MAMPU activities. The availability of services for victims and survivors of VAW expanded, with almost 2,000 cases handled by partners since April 2015. ‘Aisiyiah supported 704 women to gain access to reproductive health tests provided by local government health facilities in the reporting period. This work directly contributed to the National Program on Community Participation on the Prevention and Early Detection of Cancer in Indonesian Women, launched by the Government in April 2015. Similarly PEKKA and ‘Aisiyiah provided over 500 poor women with access to Indonesia’s national health insurance scheme – JKN-PBI – in support of the Government’s ambition to achieve universal coverage by 2019. A review of the livelihood activities of partners showed that poor women gained supplementary income from their involvement with MAMPU. More significantly however, were the benefits of the social connections formed through membership of local groups.

MAMPU’s progress towards outcomes at this stage were underpinned by a solid delivery performance. Completion of the annual workplan and finances all remained on track and on target. The strategy during this period sought to ensure Partners were not overloaded during the intense process of revising designs – a major area of MAMPU activity at that time.

Reporting Period: December 2014 to May 2015

The political and economic context affecting the program during this period was dominated by the emerging priorities of the new government of President Joko Widodo (Jokowi). High expectations among Indonesian civil society organisations (CSOs), including MAMPU’s partners, were tempered as a series of political incidents illustrating the complex mix of factors driving decision making at the highest levels of government. However, key cabinet positions, including the new minister responsible for MAMPU’s government host BAPPENAS, were positively regarded by CSOs and observers.

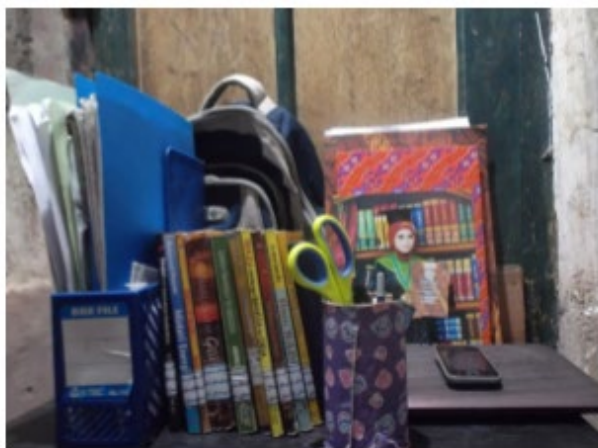
While this period saw a decline in the outlook for Indonesia’s economy, proposed policy responses were yet to convince many observers. Worryingly, MAMPU noted signs of nationalist rhetoric and politically robust Islamism emerging more frequently in public discourse. While these various contextual factors continued to shape and constrain the

opportunities for the program to achieve its outcomes, MAMPU was well poised to adapt and evolve alongside these contextual changes.

MAMPU performed strongly against expected outcomes in the design during this period. The organisational capacity of MAMPU's civil society partners increased since they joined the program in mid-2012 – as anticipated in the program design. Notwithstanding the challenges that partners encountered, capacity assessments showed they were more robust organisational management systems, their management of programs improved, and they developed new capabilities that enhanced their strategic position with respect to their long-term vision. MAMPU's assistance to build stronger grants and financial management capabilities within partners, featured as major contributions to this improved capacity. Migrant CARE, BaKTI and Aisyyah experienced the largest positive changes in organisational capacity. PEKKA and KPI note more incremental positive change in their organisations, while KAPAL Perempuan has advanced in some areas, but was stagnated in others.

The available evidence showed that MAMPU's partners were better positioned to exert greater influence on key areas of government policy – a key outcome expected within years 3-5 of the program. Partners engaged with government, parliament, and media with greater intensity during this reporting period. A National Conference that brought partners together with over 250 parliamentarians from across Indonesia was conducted.

MAMPU also worked with the SMERU Research Institute to refine the first round of the longitudinal study of access and livelihoods. The 1500 household sample survey collected data on a set of indicators relating to access and livelihoods. These included access to a comprehensive range of social protection programs, rates of employment and migration, rates of contraception use, and access to health facilities, disaggregated for women and male-headed households.



"I can complete my education to bachelor degree thanks to my parents' hard work. They made sacrifice by leaving their family for years, ignoring their feeling, to see me and my whole family get a better life." – Photovoice Community Monitor, West Lombok
©Opie/March2015/Mampu/PhotoVoice

Secondly, a follow-up to a qualitative baseline in 6 migrant-sending villages in NTT and NTB provinces commenced using PhotoVoice – a participatory M&E tool. The baseline captured the images and associated thoughts, words and feelings of 24 women towards issues they judged to be salient in relation to the impacts of migration. The results presented a nuanced portrayal of the issues influencing life as a migrant worker, a member of a migrant worker family, or a returned migrant worker. Images, catalogued by theme, highlighted livelihoods and income generation, various impacts on family life, and “successful” versus “unsuccessful” migration. The role of ‘destiny’ and ‘fate’ in migration experienced also received comment. Photos and captions from the baseline were displayed in two community exhibitions in Lombok and Lembata and exhibited at the MAMPU National Conference in Jakarta.

Much of the engagement during this period was taking place at subnational levels of government, reflecting a concern to influence the way government policy was implemented in MAMPU’s five thematic areas. Examples from Migrant CARE at the national level, and Aisyyah and BaKTI sub-partner LPP Bone at the subnational level, highlighted how different partners were already actively influencing policy at different levels. These examples also highlighted strong potential to bring about change that benefits poor women and their families on a larger scale.

It was evident that MAMPU had already directly increased the access of poor women to services – the key long-term outcome expected to eventuate between years 5-8 (in Phase II of the program). Examples included more than 1,000 women being supported to access reproductive health tests since May 2014, and 2,041 women victims who used services provided by MAMPU partners working in the Violence Against Women (VAW) thematic area between July 2014 and March 2015. MAMPU’s reach among poor women at the grassroots level expanded through growth in the number of villages reached (during this reporting

period to greater than 2,300), and the number of local groups established, which was climbing to 800 with a total membership of more than 14,000. Qualitative monitoring showed that women derived significant benefits from these groups, and that they were already beginning to take action to influence those around them on the basis of the knowledge, awareness, and confidence that they gain through participation. These signs suggested that the program is well positioned to build on the promising progress achieved to date.

Figure 3: A Constituent Group maps local priorities in Ajang Pulu village, Cina subdistrict, Bone District, South Sulawesi



Underpinning those early outcomes was a strong delivery performance over the 2014-2015 fiscal year and the January-May 2015 period. In an especially intense year where expenditure had peaked, MAMPU delivered its expected workplan and executed 100% of its forecasted budget. The quality of key outputs such as training courses, workshops, and conferences were consistently rated highly by participants. Despite this strong delivery performance, the rapid pace of implementation created activity congestion, and this affected partner activity implementation during the third and fourth quarters of the fiscal year. This was an important lesson for MAMPU to address in program scheduling for the years ahead.

Although MAMPU progressed well, a number of strategically important ‘emerging issues’ arose. These issues were reflected in MAMPU’s future workplans. Chief among these was the need for MAMPU to refresh its economic empowerment and livelihood strategy to more holistically address women’s empowerment. MAMPU also identified the need to strengthen linkages between partners and local groups working on different themes in the same locale (‘horizontal networks’). At the same time, MAMPU was acutely aware of the need to continue to build connections between ‘national’ and ‘local’ partners (‘vertical networks’).

Reporting Period: June 2014 to November 2014

The context within which MAMPU has operated during this period was characterized by political transition. Most notably, Indonesians elected Joko Widodo to the Presidency. His inauguration in October and the announcement of his cabinet, soon after, were widely seen as landmark developments in Indonesia’s political evolution.

MAMPU’s five thematic areas were, without exception, consistent with the policies of the incoming administration. In particular, MAMPU’s work under Themes 1 and 3 were uniquely aligned to the priorities of the new administration. Consequently, the Program anticipated

many opportunities for MAMPU partners to influence the legislative agenda at the national and subnational levels.

The Program made strong progress at the grassroots level during this time. At the community level, MAMPU activities expanded to reach many more women and girls. Much of this activity involved establishing small local level groups that brought together poor women to discuss issues related to MAMPU's five themes on a regular basis. This intense activity was reflected in the Program exceeding the benchmark indicator established for 2014-2015 fiscal year measuring the number of additional local women's groups participating in policy influencing activities.

At the same time, MAMPU partners began to refine their policy influence agenda within the broad remit of MAMPU's five themes. There were particularly promising progress in Theme 3, where MAMPU's partner, Migrant CARE, was very well-placed to capitalize on opportunities to influence the national legislative agenda. However, in some of the other themes, there are still important questions about policy focus to be addressed.



Waiting for free IVA tests in Bantarsari subdistrict, Cilacap, Central Java

Partners made progress collecting and collating the evidence they need to make a case for policy influence. Notable progress was achieved in Theme 3 with the completion of a quantitative data set on the experiences of migrants. In Theme 4, MAMPU partner PERMAMPU analysed its qualitative data on unwanted pregnancy enabling them to design a project addressing access to reproductive health services. Other partners sought to influence government by demonstrating in practical ways how services can be improved. Aisyiyah, MAMPU's partner in Theme 4, had success by showing local health authorities how the delivery of reproductive health services can be improved.

MAMPU Partners actively engaged with policy makers in government and the legislature during this period. For instance, Theme 1 partner KAPAL Perempuan successfully concluded formal agreements with heads of districts in three (3) locations. Notably MAMPU Partners engaged collectively with influential figures on the Transition Team of the incoming President. Nevertheless, MAMPU perceived there was significant scope to improve the coordination and strategy of these various advocacy activities.



Innovation partners: Drawing the problem

MAMPU set up an Innovation Fund that identified and supported creative solutions contributing to the empowerment of poor women beyond the work of the core partners. Through the Innovation Fund, MAMPU supported nine (9) partners selected through a competitive process which attracted 81 applicants. The partners commenced a one-year experiment on a problem they have identified. Some of the ideas proposed by partners included: Educating Women and Girls on Maternal and Reproductive Health through the Scout Movement, Religious Institutions, and the Media in Nusa Tenggara Timur, Empowering Women through Strengthening Village Institutions in Ambon and Strengthening Village Financial Management and Women's Access to Village Planning and Development.

Signs of positive change in partner organisational capacity began to emerge in this reporting period. In particular, a time-based assessment of financial management performance found that partners began to improve across a range of indicators.

Reporting Period: May 2013 to May 2014

At this time, the MAMPU Program focused on developing stronger partner relationships, rebuilding contractor management credibility and started to deliver on commitments made to partners and DFAT. The role as the Managing Contractor for MAMPU was, and remains, multi-faceted; at times the facilitator, a catalyst, a manager, a convener and a fixer. These different roles needed to evolve, to recognize when and how to change the approach as the circumstances changed. Moreover, it was clear that the manner in which we performed our role had the potential to either enhance or hinder the work of partners and ultimately the success of the Program.

The year started with a significant reorganization of the MAMPU Team, with the objective of forming a structure that would best enable the successful implementation of the Program. This involved an evaluation of all key positions, reviewing performance and clarifying job descriptions. A new Team Leader started on January 2014 and significant recruitment continued throughout this period.

MAMPU invested significantly in developing partners' grant management capacities, with some success. With MAMPU support, 5 partners had improved financial systems in place.

This enabled those organisations, for the first time, to integrate financial reporting from sub-partners (or subsidiary offices in the case of KPI) without requiring duplication of data input, thereby reducing the time required for accurate grant reporting.

MAMPU also delivered effective training: Workshop evaluations illustrated that 85% of participants perceived their understanding of grants management mechanisms to have improved, while 90% considered that consensus had been reached on a working mechanism, and 100% agreed that capacity development needs had been identified.

MAMPU also convened the 3rd Partners Forum in this period. The MAMPU team encouraged the partners to discuss and agree the theme and objectives of the Forum. This participatory approach to event design resulted in significant partner ownership and commitment to the aims of the Forum. The agreed agenda was a balance between knowledge building and sharing, group work, advocacy action-planning and demonstrating practical M&E tools for partners to select for follow-up training. We agreed with the Steering Committee that it was important to have significant representation of sub-partners or sub-national members of partners attending the forum. The participants enjoyed substantive sessions on matters such as policy context (relevant policies to MAMPU partners, e.g. UU Desa, UU Ormas, JKN), and how to position and strategize policy advocacy options. New initiatives such as the MAMPU Village Law Advocacy Group and the collective support for Indonesia Beragam emerged out of this Forum, and other opportunities to engage in networking and learning were also identified in areas such as social protection, health and monitoring and evaluation.

Monitoring and Evaluation workshops were conducted with seven (7) partners. These were an important opportunity to engage closely with partners around their program designs. The MAMPU team facilitated and supported the workshops to develop clear logic models for outlining intended outcomes from project designs and reviewing how to plan and monitor activities. Partners identified which activities they felt merited MAMPU's support to implement. One principle of this approach was to use the tools and systems partners already possessed, while discussing how they could be integrated within MAMPU, so as to enhance their sense of ownership.

MAMPU PARTNERS

MAMPU works with numerous civil society organisations that help the program achieve its outcomes and results. The following table provides general information on the history of the civil society partner and their specific work with MAMPU.

AISYIAH Strengthening Women's Leadership to Increase Access to Reproductive	Established 19 May 1917, 'Aisyiyah is an autonomous women's organisation affiliated with Muhammadiyah—one of the two largest Islamic organisations in Indonesia. 'Aisyiyah's mission is to advance religion, education, health and social services for the general public, with the main focus on improving women's quality of life.
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<p>Health Services for All Women</p>	<p>'Aisyiyah's strength resides in its grassroots approach and the proliferation of charity programs it has established throughout Indonesia. These include 13,000 charities for early childhood, primary and secondary education; 13 charities for higher education; 568 charities for cooperatives; 1,029 family business development ventures; as well as charities in the health sector, including a total of 87 general hospitals, 16 mother and child hospitals, 70 maternity hospitals, 106 medical centers, 20 community health centers (balkesmas), 76 mother and child health centers (balai kesehatan ibu dan anak) (BKIA) comprising of 105 community health care posts (posyandu). 'Aisyiyah operates at national, local (province), territorial (district), branch (sub-district) and sub-branch (village) levels. Currently, it works in 33 provinces, 412 districts, 2,611 sub-districts, and 7,548 villages in Indonesia, with three special branches in Egypt, Netherlands and Malaysia.</p> <p>'Aisyiyah aligns with MAMPU's fourth thematic pillar: Strengthening Women's Leadership to Improve Maternal and Reproductive Health. 'Aisyiyah's MAMPU program focuses its support for women's basic reproductive health rights in five areas—breastfeeding, family planning (keluarga berencana) (KB) services, national health insurance, female circumcision, and cervical cancer screening using the Pap smear and visual inspection with acetic acid (VIA) (inspeksi dengan asam asetat) (IVA) tests. Activities are focused on delivering training in women's leadership and reproductive health, the establishment of Balai Sakinah 'Aisyiyah (BSA) ('Aisyiyah Sakinah Centers) where women meet and share knowledge, advocate to multi-stakeholders for access to reproductive health services as every woman's right, conduct media campaigns to promote the rights of women to reproductive health, and gather baseline data to incorporate into communications strategies aimed at changing behavioral practices with respect to women's reproductive health in the five identified areas.</p>
<p>Yayasan Bursa Pengetahuan Kawasan Timur Indonesia (BaKTI)</p> <p>Strengthening the Capacity of Female and Male Parliamentarians to Support Pro-Poor and Gender Responsive Policies</p>	<p>Yayasan Bursa Pengetahuan Kawasan Timur Indonesia (BaKTI) (Eastern Indonesia Knowledge Exchange Foundation) was established in 2004 as part of the Support Office for Eastern Indonesia (SOEI), a knowledge-exchange support unit. SOEI is a multi-donor project administered by the World Bank. Based in Makassar, South Sulawesi, BaKTI officially became a foundation in 2009 and operates with 22 staff and an eight-member advisory council.</p> <p>BaKTI is also the Secretariat for the Forum of Kawasan Timur Indonesia (KTI Forum) (Eastern Indonesia Forum) supporting regional and provincial member meetings in order to facilitate the development of partnerships between parties as they work to meet development challenges in eastern Indonesia. KTI Forum members include local government officials, legislators, academics, representatives of civil society organisations and non-governmental organisations, journalists and private sector stakeholders representing 12 provinces in eastern Indonesia. BaKTI collects and distributes information on development and assistance programs in eastern Indonesia. It also supports</p>

	<p>local development organisations and individuals in bringing together and aligning their various programs and initiatives.</p> <p>BaKTI focuses on the five MAMPU thematic pillars, bringing a parliamentary strengthening approach to address all five. BaKTI's MAMPU program focuses on overseeing the launch of pro-poor and gender responsive policies, increasing women's access to public services and enhancing the quality of life for poor women in their working areas. It accomplishes this by strengthening women's caucuses and collaborating with members of parliament (MPs) who support gender advocacy. Initiatives include establishing women's constituent groups at the provincial level that empower women to bring priority issues to the attention of their political leaders; strengthening women's political caucuses through thematic discussions and workshops; forming media forums; strengthening local capacity to monitor the implementation of the government's poverty and social protection programs; and identifying female and male parliamentarians who prioritize and commit to resolving poverty and gender issues.</p> <p>BaKTI through the MAMPU program works in three provinces and four cities and/or districts, including West Nusa Tenggara (BaKTI in West Nusa Tenggara), South Sulawesi (Lembaga Pemberdayaan Perempuan) and Maluku (Arika Mahina Foundation). To date, BaKTI has established 225 constituent groups, which together reach more than 6,000 constituents in those three provinces.</p>
<p>International Labour Organization (ILO)</p> <p>Access to Employment and Decent Work for Women</p>	<p>The International Labour Organization (ILO) was established in 1919 as part of the Treaty of Versailles, which marked the official end of World War I, to reflect the belief that universal and lasting peace can be accomplished only if it is based on social justice. It was an affiliated agency of the League of Nations, an organisation also borne out of the Treaty. In 1946, the United Nations (UN) replaced the then-defunct League of Nations and signed an agreement with the ILO, making the ILO the UN's first specialised agency.</p> <p>The ILO's overarching goal is to achieve decent work for all so that all people can work in conditions of freedom, equity, security and human dignity. Comprising 186 member States, the ILO works to promote human rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues. The ILO's unique tripartite structure brings together governments, employers, and unions and workers as equals within its executive bodies to set labor standards, create policies and develop programs. In Indonesia, the ILO has supported fair employment for decades, having established an office in Jakarta over 40 years ago. The ILO's activities in Indonesia are guided by the Indonesian government, trade union confederations and employers' organisations. Based on input from its tripartite constituents, the ILO identified three priorities for the National Fair Work Program for Indonesia from 2012-2015:</p> <ol style="list-style-type: none"> 1. Creation of employment opportunities

	<p>2. Industrial relations 3. Social protection</p> <p>The ILO aligns with MAMPU's second thematic pillar: Improve Women's Access to Jobs and Remove Workplace Discrimination. The ILO's MAMPU program focuses on improving the working conditions for female homeworkers; introducing employer initiatives to improve women's quality of work and promote equality in the labor force; helping female homeworkers with disabilities improve the quality of their work; strengthening national policy, programming and planning that responds to the interests of homeworkers and promotes their rights; and empowering women in the MAMPU-ILO working area to take action based on their priority needs. In 2014-2016, ILO is collaborating with several local non-governmental organisations (NGOs) and trade unions to implement the MAMPU-ILO program in North Sumatra, West Java, Banten, Central Java, Yogyakarta and East Java. ILO-MAMPU work was completed in North Sumatra and East Java in 2013. Local partners include: Yayasan Bina Keterampilan Pedesaan Indonesia (BITRA) (BITRA Indonesia Foundation); Yayasan Annisa Swasti (Yasanti); The Trade Union Rights Centre (TURC); Mitra Wanita Pekerja Rumahan Indonesia (MWPRI).</p> <p>Program activities include developing workshops and training facilitated by the Provincial Manpower Agency in Medan, South Sumatera, to set minimum wage rates for female homeworkers; setting up workshops with IKEA furniture suppliers to discuss pilot projects and research; and producing guidelines outlining employer obligations to homeworkers, to be developed with the Asosiasi Pengusaha Indonesia (APINDO) (Indonesian Employers' Association).</p>
<p>Lingkaran Pendidikan Alternatif untuk Perempuan (Institut KAPAL Perempuan) (Alternative Education Circle for Women)</p> <p>Development of Gender Watch with the Theme "Social Protection and Poverty Alleviation"</p>	<p>Institut KAPAL Perempuan (Alternative Education Circle for Women) is a women's movement and a social movement that works to establish social justice, gender equality and fairness, and peace, both in the public and the private realms. The organisation was established as the Lingkaran Pendidikan Alternatif untuk Perempuan on 8 March 2000—International Women's Day.</p> <p>Institut KAPAL Perempuan, as it is now known, provides the opportunity for marginalised women to develop, plan and monitor government social protection programs to improve their rights and welfare. It aims to develop critical feminist education that addresses public concern regarding women. Its activities center around knowledge development focusing on building women's capacity and leadership; data-based advocacy related to women's rights; education on pluralism policy and public service; and institution and network development at the local, regional and international level. Institut KAPAL Perempuan aligns with MAMPU's first thematic pillar: Improve Women's Access to Social Protection Programs.</p> <p>Institut KAPAL Perempuan's MAMPU program focuses on enhancing the participation and leadership of poor and marginalised women in planning and</p>

	<p>monitoring social protection programs to improve women's access to the programs and improve their welfare. Activities are focused on knowledge development through workshops and research on social protection and its impact on women's participation in society and on their welfare. Other MAMPU-related activities include 1) evidence-based advocacy (Gender Watch in the program's working areas, workshops to recruit village monitoring teams, a Memorandum of Understanding with local governments to implement Gender Watch); 2) capacity development (schools for women, school newspaper, recruitment of female leaders from poor communities, leadership training for poor women); and 3) network development (enhancing organisational management, developing documentation and publication systems, developing data centers and information management systems, conducting financial audits and public relations).</p> <p>Training conducted by the Institut KAPAL Perempuan MAMPU program has involved over 1,500 participants and 250 facilitators. Institut KAPAL Perempuan reached more than 2,000 poor women, 200 civil society organisations and 30 local governments between January-March 2015. The organisation also formed 185 local women's groups with over 2,900 members and established 25 schools for women (sekolah perempuan), which are community-based learning centers to strengthen the leadership and participation of women in villages.</p>
<p>Koalisi Perempuan Indonesia (KPI) (Indonesian Women's Coalition for Justice and Democracy)</p> <p>Strengthening Women's Leadership to Alleviate Poverty Through Increasing Access to Social Protection and Basic Services</p>	<p>Koalisi Perempuan Indonesia (KPI) (Indonesian Women's Coalition for Justice and Democracy) was established on 18 May 1998 by 17 female activists representing regions throughout the country. The goal of this membership-based organisation is to achieve gender equality and justice in a democratic, prosperous and civilized society.</p> <p>To realize this goal, KPI strives to:</p> <ol style="list-style-type: none"> 1. Protect the rights of women and marginalized groups. 2. Provide support for all women. 3. Advocate for policy change and democratic reform. 4. Increase political participation of women. 5. Create and facilitate partnerships and networks with other organisations, groups and individual women. 6. Participate in the movement for justice and democracy. <p>KPI works with government agencies and independent state institutions at both national and local levels. To build capacity among its members and constituents, it delivers educational programs, including courses in gradual education (basic, intermediate and advanced), leadership education, voter education, organisation, and capacity-building education for legislative members and candidates in political and campaign management. By the end</p>

	<p>of 2013, KPI had more than 38,000 members from 18 grassroots-level interest groups working in 116 KPI branches in districts and municipalities.</p> <p>KPI aligns with MAMPU's first thematic pillar: Improve Women's Access to Social Protection Programs. KPI's MAMPU program focuses on building women's leadership so that women can not only access and participate in the government's social protection programs aimed at achieving gender equality and justice but also monitor and evaluate the implementation of these programs. Activities are focused on advocating for research-based policy and strengthening women's leadership at the grassroots level. Some of KPI's MAMPU initiatives include conducting research on the impact of social protection programs for poor women in Bengkulu, Jambi, and East Java; offering training to women political candidates; signing political contracts between candidates and KPI to promote social protection programs; facilitating national seminars and multi-stakeholder networking opportunities aimed at helping women achieve their political aspirations; and providing training to trainers on voter education.</p> <p>The organisation is also working to support the attainment of the Millennium Development Goals and is involved with civil society networks working to meet Sustainable Development Goals in the post-2015 development agenda. The KPI-MAMPU program is being implemented in 16 provinces by KPI secretariats in 72 districts and/or cities encompassing 146 sub-districts and 190 villages.</p>
<p>Komnas Perempuan (Indonesia's National Commission on Violence Against Women)</p> <p>Transformative Recovery for Women Victims From Community Initiatives to State's Responsibility</p>	<p>Komisi Nasional Anti Kekerasan Terhadap Perempuan (Komnas Perempuan) (Indonesia's National Commission on Violence Against Women) is an independent agency committed to the enforcement of women's human rights in Indonesia. It was established by Presidential Decree No. 181 on 15 October 1998 and superseded in 2005 by Presidential Decree No. 65 and 66.</p> <p>The Commission was born out of societal demands for the State to take responsibility for handling cases of violence against women. These demands were a response to the mass rape of and other forms of sexual violence against women during the May 1998 riots in Jakarta and several major cities across Indonesia. Women of Chinese heritage were especially targeted. Since that time, the Commission has worked to provide women victims of violence with access to qualified and sustainable services. It is strengthening women's protection policies and programs and facilitating regional education and training forums. Komnas Perempuan has grown into one of the National Human Rights Institutions (Lembaga Nasional Hak Asasi Manusia) adhering to the requirements of the Paris Principles as they relate to the status and functioning of national institutions for the protection and promotion of human rights. Its progress has made it a model for various organisations to develop and commit to a human rights mechanism operating at local, regional, national and international levels that eliminates violence against women.</p>

	<p>Komnas Perempuan aligns with MAMPU's fifth thematic pillar: Strengthen Women's Leadership to Reduce Violence Against Women. Komnas Perempuan's MAMPU program connects women victims of violence with ongoing support services in 18 provinces, 45 districts and/or cities, 105 sub-districts and 147 villages. At the national level, activities are focused on policy advocacy, programming to protect female victims, and policy initiation and reforms originating from the draft legislation pertaining to anti-sexual violence against women.</p> <p>At the regional level, Komnas Perempuan provides services to women victims of violence through the Forum Pengada Layanan untuk Perempuan Korban Kekerasan (FPL) (Indonesia Women's Crisis Center Network). Also known as Forum Pengada Layanan, FPL is a network of 33 non-governmental organisations (NGOs) managed by six organisations. Activities focus on developing a learning forum and/or service provider forum to document cases of sexual violence, providing ongoing professional case management services for female victims of violence and discussing minimum service standards and anti-violence support for women. In documenting the cases of sexual violence, the NGOs gather information and data that they provide Komnas Perempuan for analysis to support advocacy and policy reform.</p>
<p>Migrant CARE</p> <p>Improve Conditions for Female Migrant Workers.</p>	<p>Every year, millions of Indonesians, especially women, leave the country to become migrant workers. High unemployment and poverty levels, limited access to education, and low participation rates of women in politics all contribute to this migration. Once abroad, many of them become the victims of human trafficking, extortion, violence, sexual abuse, enslavement and even death because of the absence of government oversight and protection laws.</p> <p>Established in 2004, Migrant CARE aims to strengthen the protection of women migrant workers' rights provided by State institutions. It works to improve the services available to migrant workers and strengthen their ability to organize themselves as a collective bargaining unit to better articulate their needs and priorities and influence decision-makers.</p> <p>Migrant CARE aligns with MAMPU's third thematic pillar: Improve Conditions for Female Migrant Workers. Migrant CARE's MAMPU program carries on its national mandate to improve conditions for female migrant workers, helping them become sufficiently organized to effectively explain their needs and priorities to decision makers. The organisation fosters cooperation with the destination countries of women migrant workers and conducts policy advocacy on migrant worker's protection at national, district and village levels.</p> <p>Migrant CARE is currently advocating for a revision of Law No. 39/2004 on the Placement and Protection of Indonesian Workers Abroad (PPTKLN) (the Migrant Worker's Law). For example, drafting a bill to revise Law No. 39/2004 is now among the stated priorities in 2015 for the Dewan Perwakilan Daerah</p>

	<p>Republik Indonesia (DPR RI) (Regional Representative Council of the Republic of Indonesia). This decision came as a result of the consultations, interventions and suggested amendments made by Migrant CARE representatives to the DPR RI over the past year.</p> <p>At the regional level, Migrant CARE partners with six organisations that cover four provinces and seven districts and their cities, namely West Nusa Tenggara (Central Lombok), East Nusa Tenggara (Lembata), East Java (Banyuwangi, Jember), and Central Java (Cilacap, Kebumen, Wonosobo).</p> <p>Partners include Yayasan Kesehatan untuk Semua (YKS); Social Analysis Research Institute (SARI); Komunitas Belajar Tanoker Ledok Ombo; Perkumpulan Panca Karsa (PPK); Institut Studi untuk Penguatan Masyarakat (INDIPT) (Institute for Social Strengthening Studies) and the Islamic Center for Democracy and Human Rights Empowerment (ICDHRE). Activities carried out by Migrant CARE partners include raising awareness of the UN Convention on Migrant Workers in four provinces and establishing networks and working collaboratively with local governments to educate migrant workers on their rights.</p> <p>The organisation is also strengthening the capacity of local partners to manage grants and train local people to use and maintain a community database of migrant workers. The database (Desa Peduli Buruh Migran) (DESBUMI) was introduced by Migrant CARE to inform women migrant workers about their rights and improve the way data is collected on migrant workers' cases. Data collection currently takes place at the local village level.</p>
<p>Yayasan Pemberdayaan Perempuan Kepala Keluarga (PEKKA)</p> <p>Community Organizing for Social Resilience and Protection</p>	<p>The Indonesian Marriage Law of 1974 dictates that only a man or husband can legally be considered a head of household. The presence of women as heads of households is not fully recognized in both the legal system and in the social life of the community. As a result, women-headed families face discrimination that denies them their economic, legal and social rights.</p> <p>Women-led households are also poorer in general, comprising some of the poorest socio-economic groups in Indonesia. More than 39 per cent of women heads of household aged 20-60 are illiterate and have never completed elementary school, according to data from eight provinces compiled by Yayasan Pemberdayaan Perempuan Kepala Keluarga (PEKKA) (Women-Headed Household Empowerment Program). PEKKA was jointly created in 2000 by Komisi Nasional Anti Kekerasan Terhadap Perempuan (Komnas Perempuan) (Indonesia's National Commission on Violence Against Women) to document the life of widows in conflict regions and by Program Pengembangan Kecamatan (PPK) (Kecamatan Development Program) to respond in particular to the needs of widows in the conflict-affected province of Aceh.</p> <p>PEKKA works to transform the lives of female heads of households by applying a combination of feminist popular education and community organizing processes to the building of cooperative forms of saving money and</p>

	<p>microfinance. Its ultimate goal is to build a grassroots movement of women-led economic cooperatives that empower women individually and collectively to transform their lives and their communities and challenge the structures and belief systems that breed discrimination and poverty. This movement and the cooperatives embody an alternative solidarity-based economic and political culture, which they promote in their families and communities. PEKKA has approximately 28,000 community members, with 790 group leaders actively assisting 1,400 groups in 57 districts and their cities across 19 of the country's 34 provinces.</p> <p>PEKKA aligns with MAMPU's first thematic pillar: Improve Women's Access to Social Protection Programs. PEKKA's MAMPU program focuses on helping women access government social protection programs while gathering relevant data to be used to monitor the implementation of these programs. Given that data collected by the government is not always accurate or up-to-date, PEKKA supports government efforts and fills the data gap by supplying missing data and information at the national and local levels.</p> <p>The program's ultimate goal is to develop community-based social protection systems; improve the implementation of social protection programs that meet the community's needs; and increase the visibility of women who head households and other poor women in communities. The PEKKA-MAMPU program is implemented by PEKKA Regional Secretariats in 19 provinces and 57 districts and/or cities.</p> <p>Activities include:</p> <ul style="list-style-type: none"> • Building capacity by conducting training and workshops (such as women leadership training, family financial management); organizing and strengthening PEKKA unions; and establishing women's groups. • Strengthening the knowledge sector through the gathering, reporting and publication of information; national level training on the use of text-message-based monitoring systems; and the enhancement of PEKKA's data center. • Implementing community-based social protection pilot projects in micro life insurance, micro health insurance, and food security.
<p>Konsorsium Perempuan Sumatera MAMPU (PERMAMPU)</p> <p>Strengthening Women's Leadership to Increase Access to Reproductive</p>	<p>Established on 27 November 2012 in Medan, Indonesia, Konsorsium Perempuan Sumatera MAMPU (PERMAMPU) is a consortium of eight non-governmental organisations. Its collective goal is to strengthen grassroots women's leadership to eradicate poverty through appreciating, fulfilling and protecting women's rights to sexual and reproductive health.</p> <p>PERMAMPU aligns with MAMPU's fourth thematic pillar: Strengthen Women's Leadership to Improve Maternal and Reproductive Health. PERMAMPU's MAMPU program aims to improve the availability, accessibility and quality of sexual and reproductive health services for women—shifting from an approach of “national responsibility” to one based on “women's rights”. The strategy includes advocating for a shift in the paradigm and perception by</p>

Health Services for All Women	<p>government, local leaders and media—from “controlling women’s bodies and roles” to “appreciating, fulfilling, and protecting women’s rights on sexual and reproductive health”.</p> <p>PERMAMPU’s work spans eight provinces and 29 cities on the island of Sumatera. Its main activities include:</p> <ul style="list-style-type: none"> • Strengthening poor rural and urban women’s (adults and adolescents) knowledge through comprehensive reproductive health education that integrates women’s political and economic empowerment; • Providing women’s mentoring and information services with respect to women’s sexual and reproductive health rights (Hak Kesehatan Seksual dan Reproduksi) (HKSR); • Helping community, traditional and religious leaders become more aware and better understand women’s sexual and reproductive health rights; • Promoting policy advocacy and local resource allocations to improve women’s access to professional, client-focused sexual and reproductive health services; • Developing feminist-oriented courses, training and academic programs pertaining to women’s sexuality and reproductive health; • Documenting field studies on sexuality and women’s reproductive health to improve the collective knowledge of women about HKSR in PERMAMPU’s working areas; and • Developing a network to support the women’s sexual and reproductive rights movement in Sumatera at the local, national, regional and international level. <p>PERMAMPU also hosts Stakeholder Forums that bring together local government representatives, community leaders (traditional leaders and religious leaders), members of civil society and the media in PERMAMPU’s eight working areas. Forum participants discuss policy issues and lobby—both formally and informally—on planning, formulation and policy changes as well as help develop local budgets that support and protect sexual and reproductive rights for poor women.</p>
Yayasan Kesehatan Perempuan (YKP) Health-Concerned Women’s Network	<p>On 19 June 2001, activists, researchers and academics from Forum Kesehatan Perempuan (Women’s Health Forum) established Yayasan Kesehatan Perempuan (YKP) (Women’s Health Foundation). This non-profit organisation focuses on women’s reproductive health and rights. It strives to strengthen the network of women’s forums on health issues and improve the public’s recognition and knowledge of reproductive health.</p> <p>YKP works to promote and protect women’s basic reproductive and sexual rights and ensure access to these rights is comprehensive and free of discrimination, judgement, violence or pressure. This is important as it ensures women are free from exploitation, pain and senseless death when trying to assert their rights. YKP supports and strengthens initiatives of other women’s health organisations to help champion effective change to a woman’s</p>

	<p>environment—especially in relation to the poor. It also builds networks and in so doing has become a pioneer in advocating policy changes related to Jaminan Kesehatan Nasional (JKN) (national health insurance plan).</p> <p>YKP aligns with MAMPU’s fourth thematic pillar: Strengthen Women’s Leadership to Improve Maternal and Reproductive Health. YKP’s MAMPU program is implemented by local partners in 15 of the 34 provinces to strengthen the network of Jaringan Perempuan Peduli Kesehatan (JPPK/JP2K) (Women’s Health Care Network); conduct surveys to gather data for evidence-based advocacy, advocate regionally and nationally for accessible reproductive health services for women; and leverage the expertise of its network to educate media and stakeholders about women’s sexual and reproductive health. The 15 local partners at the district level include:</p> <ul style="list-style-type: none"> • Perkumpulan Keluarga Berencana Indonesia (PKBI) Aceh in Aceh • Perkumpulan Sada Ahmo (PESADA) (Sada Ahmo Association) in North Sumatera • Lembaga Pengkajian dan Pemberdayaan Masyarakat (LP2M) in West Sumatera, Sumatera Barat • Mitra Aksi in Jambi • Lembaga Advokasi Perempuan DAMAR in Lampung • Pusat Pendidikan dan Informasi tentang Islam dan Hak-hak Perempuan (RAHIMA) (Centre for Education and Information on Islam and Women's Rights) in DKI Jakarta • Yayasan Solidaritas Perempuan untuk Kemanusiaan dan Hak Asasi Manusia (SPEKHAM) in Central Java Tengah • Yayasan Cakrawala Timur in East Java • Yayasan Kembang Konsumen Yogyakarta in DI Yogyakarta • Yayasan Maha Bhoga Marga in Bali • Lembaga Pengembangan Sumberdaya Mitra, West Nusa, Tenggara • Pengembangan Inisiatif dan Advokasi Rakyat in East Nusa, Tenggara • Forum Pemerhati Masalah Perempuan in South Sulawesi • Suara Parangpuan in North Sulawesi • Yayasan GASIRA in Ambon <p>Activities include conducting a study on the implementation of the national health insurance plan (JKN); holding national meetings of the JPPK; advocating for the enforcement of Act No. 36/2009 on Health, and Government Regulation No. 61/2014 on Reproductive Health; and using established communications networks to promote women’s reproductive health rights, e.g. mailing lists, websites and social media such as Facebook and Twitter.</p>
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LEARNING AND ADAPTATION

MAMPU made strong progress against the outcomes expected in its original design during Phase I. The network of civil society organisations that MAMPU convenes and funds has expanded. The 7 organisations selected in 2012 has now grown to over 130, counting both

local branches of mass organisations and civil society organisations. The organisations are collaborating in various forms of networks to implement their MAMPU-funded projects. MAMPU's reach among poor women at the grassroots level has expanded. The number of villages where our partners work is now greater than 2,400 (across 27 provinces), and more than 800 local groups have been established with a total membership of more than 14,000 women.

There have been many lessons learned during the first three years of implementation and the program has adapted and introduced changes according to emerging needs. Below are some of the highlights.

1. **Trust** and **credibility** are vital to be able to convene partners and create **safe space** for effective dialogue.
2. **Time, perseverance** and **consistency** is required if networks are to be effective in allowing diverse groups and organisations to find common ground they perhaps didn't know existed.
3. **Networks are non-linear**. Active networks connect people to other people's networks. As a network evolves and contains more relevant stakeholders, the value is greater than the sum of its parts.
4. It is not automatic that partners will know what their **policy focus** is from the beginning of a program. Many will need to be guided through a process whereby they select their priorities based on more in-depth knowledge of the issues faced by poor women.
5. The thematic focus within MAMPU provides an important entry point to government; however, a broader more **holistic approach** to empowering women is required at the grassroots.
6. Effective **collective action** means pooling knowledge and resources and having a strategic plan for government engagement.
7. Understanding the **casual pathway** of how change happens is vital for influencing sustainable change.

HANDOVER AND EXIT STRATEGY

The Handover Plan is based on the key elements of the Program, which includes asset disposal, documentation archiving, personnel demobilization, lease occupancy end requirements, insurance cessation and finalizing legal matters.

The Handover Plan will ensure a successful handover of the Program that is seamless to users and which avoids disruption of the Program and adverse issues for stakeholders. To achieve a smooth handover, the Contractor follow the existing work program, agreed by the Client to the end of the contract. A critical element of Program continuity will be the seamless continuity of grants to Program Partners. Cowater will seek direction from DFAT on instructions regarding future phases of the Program. This will include seeking direction from regarding the preferred option for transfer, gifting or storage of Program assets, specifically on whether the assets will be (a) handed over to another Australian aid project;

(b) handed over to GoI; (c) handed to MAMPU Partners and/or (d) stored until preferred option has been agreed.

The Program will continue to book and manage travel and conferences under current arrangements as directed by DFAT up until the end of the contract period. This is to ensure continuity of services if handover and/or transfer of responsibilities is required. Service contracts for building maintenance and support will remain in place until the end of the contractor period. In consultation with DFAT, the MAMPU Team will identify and provide all soft copy reports and associated information which constitutes the intellectual property of DFAT, or which provide information on the conduct of the Program. These documents will be indexed and copied to electronic media for transmission to DFAT.

RECOMMENDATIONS

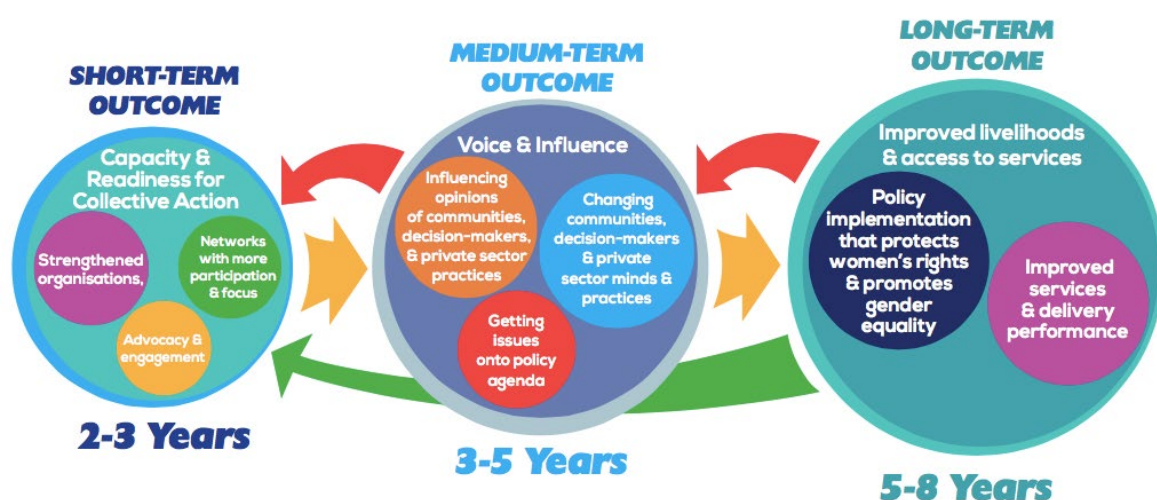
The second phase of MAMPU is planned to run from mid-late 2016 to June 2020. The program logic from the original MAMPU design remains a valuable guide for implementing Phase II.

Outlined below are twelve (12) recommendations to implement during MAMPU in Phase II. These are the result of ongoing reflection regarding the progress of the program in addition to discussions with MAMPU partners, GOI, GOA and other relevant stakeholders.

1.1 Take a holistic approach to empowerment

At the most basic level, empowerment connects each stage of MAMPU's theory of change. The program is built on the premise that empowering poor women will over time lead to increased access to services and livelihoods. However as stated in the previous chapter, without an agreed conceptual framework and approach for empowerment in MAMPU, it is not automatic that program efforts will achieve the long-term goal.

MAMPU's Theory of Change



Work has begun on defining empowerment within MAMPU and by the start of Phase II the framework and approach should be in place. By having an agreed approach to the fundamental building blocks of empowerment, MAMPU can be more confident that the

program's approach is sustainable irrespective of which thematic partner poor women receive support from, they will be equipped with a broad set of empowering assets. There is also an increased urgency to empower poor women at the village level, so they also have a voice in how village fund resources are allocated.

Strengthen Vertical and Horizontal Networks and Coalitions

MAMPU consists of inter-locking networks that perform vital functions in influencing change for poor women in Indonesia. These include the partner projects focused on particular themes, which bridge the gap between poor women and policy makers and influencers, as well as cross-thematic networks that form the link between themes and collective action networks that mobilise MAMPU and non-MAMPU actors around advocating for change.

To be effective, MAMPU requires each network to be robust, have clarity of purpose and defined routes for influencing policy. Significant effort during the first phase focused on supporting the establishment and strengthening of these networks. The second phase should continue this process but with additional emphasis on how the different networks interact to ensure MAMPU is greater than the sum of its parts, whilst building the long-term sustainability of the networks.

Engage with Political Networks

MAMPU should continue to build and strengthen broad horizontal and political networks, as well as inclusive coalitions, in order to influence government policies, regulations and service provision that improve the access of poor women to important services. In this regard, MAMPU should continue to support 'Indonesia Beragam', which emerged from the women's movement in response to the fluid political situation in the lead up to the 2014 presidential elections. This, and other ad hoc networks, will continue to be important ways to advocate for certain policy agendas in future rounds of local elections.

Engage with Parliament

Based on the lessons learned during Phase I, there was a need to integrate the original two MAMPU program components, (Component 1: Action, Analysis & Action by CSO networks and Component 2: linkages between networks and parliamentarians for gender equality reform) into a unified strategy. This facilitated a more coherent approach to influencing policy, appreciating the need for engagement with parliamentarians (whether national or subnational) to be conducted by all MAMPU partners. During Phase II, activities that began during the first phase should continue and intensify as partners strengthen their relationships with parliament. MAMPU should continue supporting the implementation of the eleven (11) provincial and district level action plans agreed between partners and DPRD at MAMPU's 2015 National Conference.

Multi-Stakeholder & Community Forums

Multi-Stakeholder and Community Forums are focused on the district level which enables advocacy and policy efforts to be more targeted. These forums, consisting of multiple MAMPU partners, local government and other stakeholders, will strengthen relationships

with local communities, encourage civic participation and local collective action to address local issues. An additional function should be to monitor implementation of the Village law in coordination with KOMPAK. MAMPU should explore the benefits of holding national events and/or visits between respective forums so the communities can share learning and successes.

Working with Government Departments

MAMPU must continue efforts to enhance dialogue between CSO partners and government. The program should forge space to examine thematic issues in more depth, communicate evidence of any disconnection between existing policies and implementation as experienced by beneficiaries and agree on areas where further evidence is needed. MAMPU should also offer the potential to initiate a more inclusive policy design process, one that includes both experiential expertise and local knowledge in addressing poverty.

Strategy for developing women leaders

Lasting social change depends upon the ability of people to help shape the policies that affect their lives. However, barriers to meaningful participation in civic and political life persist in Indonesia, resulting in under representation of women in leadership positions, from the local and community level to the highest positions in government. MAMPU's proposed empowerment framework and the strengthening of partner organisations and the networks that build and mobilise the grassroots base for social change, will increase civic participation of women, especially poor women. This approach should be combined with various leadership development initiatives to stimulate and nurture the women leaders of tomorrow. At the village level partners have identified potential change agents who are already being proactive in supporting themselves, their families and communities. MAMPU should design leadership support pathways to help these women realize their potential. Other leadership initiatives include further opportunities for mentoring emerging leaders within MAMPU partner organisations and internships within the MAMPU team.

Innovation

MAMPU's innovation framework has evolved through continuous learning during Phase I and should be used as a means of embedding innovation across the program, primarily in tackling emerging priorities such as strengthening networks, developing future women leaders and improving the advocacy capacity of MAMPU partners. MAMPU should be supported in operationalizing the innovation framework by a private sector specialist organization.

Building adaptive learning systems

During Phase II, MAMPU should increase the number of case studies commissioned. By using qualitative and comparative analysis, the partners can better understand why and how change happens. Areas of the program where this approach will be used include: understanding successful strategies for policy influence and understanding how to broaden

the influence of partner organizational strengthening across mass-organisations (e.g. Aisyiyah and Muhammadiyah).

Testing New Approaches

The following activities should commence on a small-scale starting with partners who have expressed a particular desire to intensify work in these areas.

i. Religious and customary leaders

Given the increasing influence of political Islam on national law and local bylaws, of which, many constrain opportunities for women to flourish, MAMPU would benefit from a strategic engagement plan on how to influence religious and customary leaders. MAMPU recognizes that legal reform is only part of the solution, but by identifying and working with certain religious and customary leaders and organisations, there is potential to influence both legal reform and social norms. MAMPU partners should be supported in conducting consultations with the main target groups and developing an engagement strategy.

Possible partners include: Fatayat/Muslimat NU who have good community networks at the village level and the Alimat network that conduct advocacy on women and Islam, promoting a gender equality discourse.

ii. Challenging discriminatory laws and bylaws

During Phase II, MAMPU should support increased engagement with the Judiciary as a means to address discriminatory laws, bylaws and sub-national regulations which violate women's rights concerning free expression, social identity and work. These efforts primarily should be undertaken by Komnas Perempuan and its local partners using its mandate as a national commission to ensure action is taken when regulations are contravened. Although MAMPU does not propose redirecting significant resources in this area, utilising the presence of Komnas Perempuan as a MAMPU partner provides an opportunity to complement and enhance policy influence efforts across the program.

iii. Engaging men as agents of empowerment

When men are engaged in the process of empowerment, they can understand how equality in the home and the workplace is the foundation for a form of prosperity that enhances the opportunity for men and boys to realize their potential. The second phase is the right time for MAMPU to engage with men as the necessary counterpart for sustainable change in the way women are treated in the home, the workplace and the public space. Partners have identified initiatives to engage with men on issues such as sexual and reproductive rights, and maternal mortality.

However, careful planning will be needed to enhance the effectiveness of engaging with men, and to ensure including this activity will not divert resources away from poor women. MAMPU should conduct social analyses to identify and better understand power

relations between men and women, detect constraints and select and test possible solutions.

iv. Expand into Papua

Papua and Papua Barat were the only provinces to be given their own special section by BAPPENAS in the medium-term national development plan (RPJMN). By Phase II, MAMPU's Papua Working Group should have co-designed a strategy that includes appropriate entry points for MAMPU to have a meaningful contribution to address the needs of poor women in Papua. This will take into account MAMPU's current strategy of working through women and civil society organisations on the five thematic areas, which may not be appropriate as entry points to work in Papua.

v. Engage Homeworkers More Specifically

MAMPU should identify specific industries (e.g. garment, footwear) and develop various models to test small-scale approaches to support homeworkers engaged within value chains that bridge the formal and informal sectors.

Ensure On-Going and Potential Collaboration with Programs in AIP

KOMPAK

- Socialisation of UU Desa has already begun through MAMPU's networks. For example, KOMPAK has distributed materials to MAMPU partners for use with local government and communities. As KOMPAK evolves, more opportunities for collaboration will emerge, for example supporting women's increased civic participation and decision-making concerning how the village grants are used.
- By working with KOMPAK's Creative Communities, MAMPU partners should test new approaches for addressing sensitive and challenging topics with communities through art media.
- At least one joint venture around establishing childcare provision for poor women should be designed. This will include testing the hypothesis that providing these services leads to increased access to employment.

Australia Awards Program (AAP)

- Coordinate with AAP to explore ways to maximize the untapped potential of DFAT's alumnae database (may be alumnae in positions of influence within government and the private sector).
- Build on success of joint MAMPU-AAP Emerging Leaders Training to expand this opportunity.

Australia Indonesia Partnership on Economic Governance (AIPEG)

- Coordinate with and communicate MAMPU's livelihoods strategy to AIPEG. The intention is to maximize opportunities for AIPEG to advocate for macro-economic policy reform that supports and protects poor women entering the labour market, for example by advocating for Indonesia to become less plantation and extractive industries dependent so they can invest in industries better suited to decent work for all, e.g. higher skilled manufacturing.

KSI:

- Coordinate with KSI on its initiatives around improving the intermediary function in the knowledge-to-policy cycle, particularly on how to package research information into useful forms for influencing policy making. This will be useful to boost MAMPU partners' use of research for policy advocacy.

Social Protection Program:

- Continue close work with the social protection program's support to JPAL. This innovative randomized control trial, the precursor to which started life in MAMPU, aims to test the impact that migrant workers can have on the quality of the companies that recruit, train, and send migrant workers overseas through a mobile phone based "Trip Adviser" rating system.
- MAMPU's partner, PEKKA, collects data on poor female heads of households' ability to access government services and social protection programs at the village level. This information should be fed back into the program to influence analytical work and improvements to the universal database.

MAHKOTA:

- Continue to explore opportunities to link up to MAHKOTA's poverty reduction (TNP2K) objective and use information from its policy think tank and share learning under MAMPU to improve the quality and effectiveness of DFAT's initiatives to reduce poverty in Indonesia.

MAMPU Principles of Sustainability

MAMPU needs to ensure that the achievements of the program endure well beyond the end of program funding. Principles of sustainability should be inherent in how to approach activities, support networks and engage with stakeholders. These principles should include:

i. Invest in local systems and processes to strengthen institutional capacity

A sustainable organization is one that embeds strong processes and plans ahead. MAMPU has already supported partners to strengthen their SOP, financial systems, program design and implementation plans. Based on experiences learnt and capacity built in the first phase, partners should be able to engage with a specific problem and be able to work towards its resolution within a set time frame and financial limits. It is expected throughout the implementation of MAMPU, partners will learn from both success and failure. MAMPU should continue to encourage reflection on results to date and assists partners to commit to continued improvement.

ii. Explore opportunities for connecting partners to new networks

MAMPU supports networks as a mechanism to influence sustainable change. This is integral to the careful selection of partners and the way we support large-scale collaboration initiatives. MAMPU should guide partners to establish new links and support joined-up action for change. At the national level MAMPU can build relationships between government, parliamentarians and civil society to share information and mobilise action for legislative and policy change. Concurrently at the local level, MAMPU can support community forums and encourage networks to form in order to improve access to services for women.

iii. Embed the use of evidence

A clear policy focus should be developed complemented by the right evidence to build the case for change. MAMPU recognises convincing evidence can create the building blocks to sustained change. Evidence helps influence thinking, understanding and practice. Strong assertion and arguments alone can be easily dismissed without evidence. MAMPU's

partners must be armed with evidence from quality research and data, as well as the ability to strategically use it for policy influencing, to lead down a pathway to effective and sustained change for poor women in Indonesia.

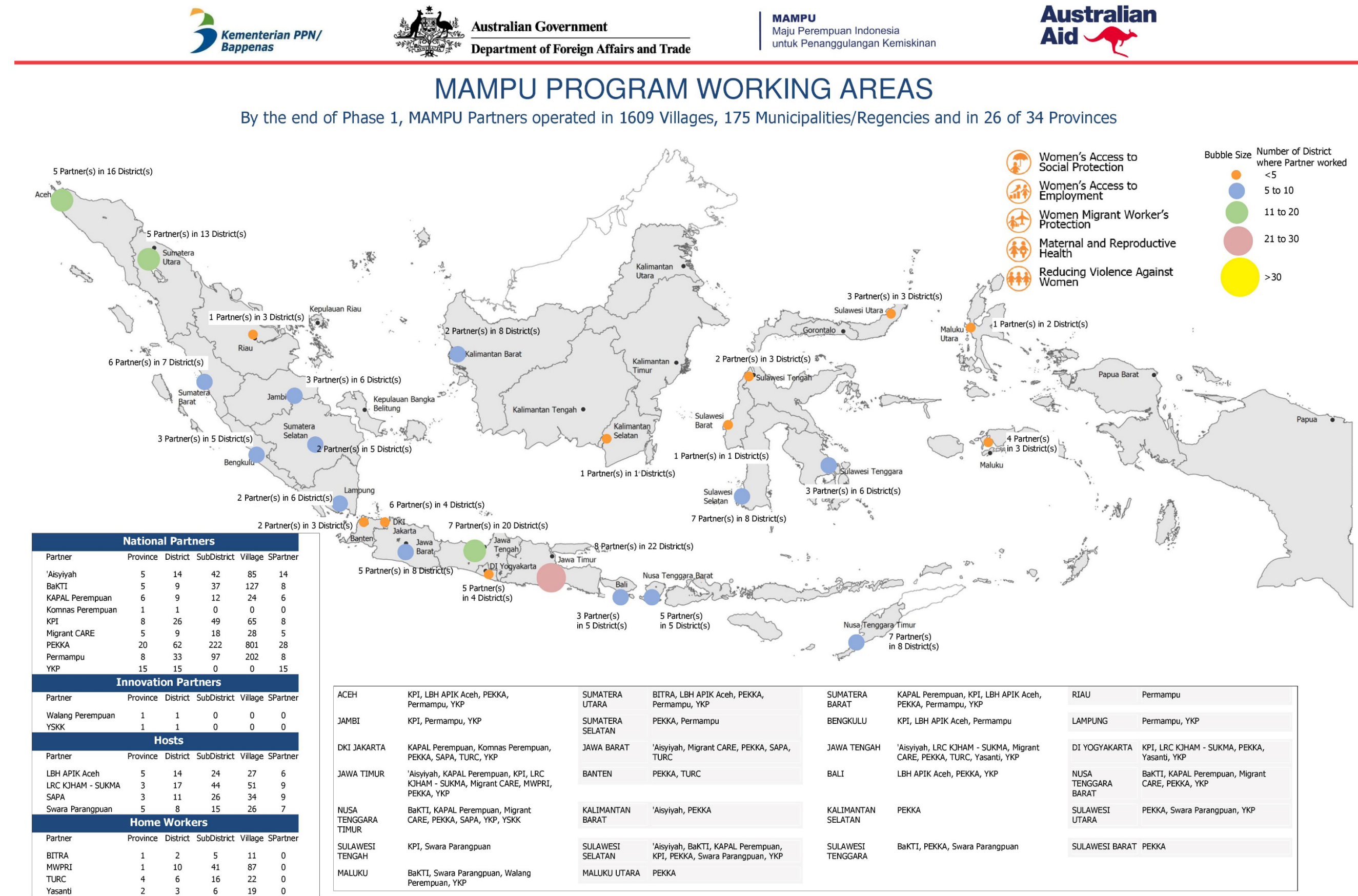
iv. Engage partners to find ways to raise funds outside traditional donors

In Phase II of MAMPU, partners should consider how organisations accustomed to donor funding can adapt to conditions whereby they need to mobilise resources from a variety of sources, and in many different forms. Such future funding streams could come from state, private and/or commercial funding. Some organisations may need to consider cash recovery from beneficiaries, while others may be able to use crowd-funding initiatives. MAMPU should provide opportunity for training on various fundraising methods and explore opportunities for partners to transition to other non-ODA sources of funds.

ANNEX ONE: BAST FINANCIAL SUMMARY INFORMATION - **PHASE ONE**

To be Inserted

ANNEX TWO: MAMPU PARTNER WORK AREAS



Innovative Grant		
Yayasan Satu Karsa Karya		
NUSA TENGGARA TIMUR KOTA KUPANG		
Yayasan Walang Perempuan		
MALUKU KOTA AMBON		
Kelompok Pekerja Rumahan		
BITRA - Yayasan Bina Keterampilan Pedesaan Indonesia		
SUMATERA UTARA	DELI SERDANG	
SUMATERA UTARA	KOTA MEDAN	
MWPRI - Mitra Wanita Pekerja Rumahan Indonesia		
JAWA TIMUR	JEMBER	
JAWA TIMUR	KOTA BATU	
JAWA TIMUR	KOTA MALANG	
JAWA TIMUR	KOTA MOJOKERTO	
JAWA TIMUR	KOTA PROBOLINGGO	
JAWA TIMUR	KOTA SURABAYA	
JAWA TIMUR	MALANG	
JAWA TIMUR	MOJOKERTO	
JAWA TIMUR	PROBOLINGGO	
JAWA TIMUR	SIDOARJO	
TURC - Trade Union Rights Centre		
BANTEN	KOTA TANGERANG	
BANTEN	TANGERANG	
DKI JAKARTA	KOTA JAKARTA UTARA	
JAWA BARAT	CIREBON	
JAWA TENGAH	KOTA SURAKARTA	
JAWA TENGAH	SUKOHARJO	
Yasanti - Yayasan Annisa Swasti		
DI YOGYAKARTA	BANTUL	
DI YOGYAKARTA	KOTA YOGYAKARTA	
JAWA TENGAH	SEMARANG	
Mitra Nasional		
'Aisyiyah		
JAWA BARAT	CIANJUR	PDA Kab. Cianjur
JAWA BARAT	CIREBON	PDA Kab. Cirebon
JAWA TENGAH	CILACAP	PDA Kab. Cilacap
JAWA TENGAH	DEMAK	PDA Kab. Demak
JAWA TENGAH	KOTA TEGAL	PDA Kota Tegal
JAWA TENGAH	MAGELANG	PDA Magelang
JAWA TIMUR	BLITAR	PDA Kab. Blitar
JAWA TIMUR	LAMONGAN	PDA Kab. Lamongan
JAWA TIMUR	NGAWI	PDA Kab. Ngawi
KALIMANTAN BARAT	MEMPAWAH	PDA Kab. Mempawah
KALIMANTAN BARAT	SAMBAS	PDA Kab. Sambas
SULAWESI SELATAN	BANTAENG	PDA Kab. Bantaeng
SULAWESI SELATAN	PANGKAJENE DAN	PDA Kab. Pangkep
SULAWESI SELATAN	TAKALAR	PDA Kab. Takalar
BaKTI - Bursa Pengetahuan Kawasan Timur Indonesia		
MALUKU	KOTA AMBON	Arika Mahina Ambon
NUSA TENGGARA BARAT	KOTA MATARAM	BaKTI
NUSA TENGGARA BARAT	LOMBOK TIMUR	BaKTI
NUSA TENGGARA TIMUR BELU		PPSE-KA Atambua
SULAWESI SELATAN	BONE	LPP BONE
SULAWESI SELATAN	KOTA PAREPARE	YLP2EM Parepare
SULAWESI SELATAN	MAROS	Maupe Maros
SULAWESI SELATAN	TANA TORAJA	Yayasan Kombongan Situru
SULAWESI TENGGARA	KOTA KENDARI	Rumpun Perempuan Sultra
Institut KAPAL Perempuan - Institut Lingkaran Pendidikan Alternatif Perempuan		
DKI JAKARTA	KOTA JAKARTA SELATAN	KAPAL Perempuan
DKI JAKARTA	KOTA JAKARTA TIMUR	KAPAL Perempuan
JAWA TIMUR	GRESIK	KPS2K
NUSA TENGGARA BARAT	LOMBOK TIMUR	LPSDM
NUSA TENGGARA BARAT	LOMBOK UTARA	LPSDM
NUSA TENGGARA TIMUR KOTA KUPANG		YAO
NUSA TENGGARA TIMUR KUPANG		YAO
SULAWESI SELATAN	PANGKAJENE DAN	YKPM
SUMATERA BARAT	KOTA PADANG	Pambangkik Batang Tarandam
KOMNAS Perempuan - Komisi Nasional Anti Kekerasan terhadap Perempuan		
DKI JAKARTA	KOTA JAKARTA PUSAT	
KPI - Koalisi Perempuan Indonesia untuk Keadilan dan Demokrasi		
ACEH	ACEH BESAR	Sekwil KPI Aceh
ACEH	KOTA BANDA ACEH	Sekwil KPI Aceh

ACEH	KOTA LHOKEUMAWE	Sekwil KPI Aceh
BENGKULU	BENGKULU TENGAH	Sekwil KPI Bengkulu
BENGKULU	BENGKULU UTARA	Sekwil KPI Bengkulu
BENGKULU	REJANG LEBONG	Sekwil KPI Bengkulu
BENGKULU	SELUMA	Sekwil KPI Bengkulu
DI YOGYAKARTA	GUNUNG KIDUL	Sekwil KPI DI Yogyakarta
DI YOGYAKARTA	KOTA YOGYAKARTA	Sekwil KPI DI Yogyakarta
DI YOGYAKARTA	SLEMAN	Sekwil KPI DI Yogyakarta
JAMBI	BATANG HARI	Sekwil KPI Jambi
JAMBI	MUARO JAMBI	Sekwil KPI Jambi
JAMBI	TANJUNG JABUNG TIMUR	Sekwil KPI Jambi
JAWA TIMUR	BLITAR	Sekwil KPI Jawa Timur
JAWA TIMUR	JOMBANG	Sekwil KPI Jawa Timur
JAWA TIMUR	MALANG	Sekwil KPI Jawa Timur
JAWA TIMUR	TUBAN	Sekwil KPI Jawa Timur
SULAWESI SELATAN	BANTAENG	Sekwil KPI Sulawesi Selatan
SULAWESI SELATAN	KOTA MAKASSAR	Sekwil KPI Sulawesi Selatan
SULAWESI SELATAN	KOTA PAREPARE	Sekwil KPI Sulawesi Selatan
SULAWESI TENGAH	DONGGALA	Sekwil KPI Sulawesi Tengah
SULAWESI TENGAH	KOTA PALU	Sekwil KPI Sulawesi Tengah
SULAWESI TENGAH	SIGI	Sekwil KPI Sulawesi Tengah
SUMATERA BARAT	KOTA PADANG	Sekwil KPI Sumatera Barat
SUMATERA BARAT	KOTA PARIAMAN	Sekwil KPI Sumatera Barat
SUMATERA BARAT	SOLOK	Sekwil KPI Sumatera Barat
Migrant CARE		
JAWA BARAT	INDRAMAYU	
JAWA BARAT	KARAWANG	
JAWA TENGAH	CILACAP	
JAWA TENGAH	KEBUMEN	
JAWA TENGAH	WONOSOBO	SARI Solo
JAWA TIMUR	BANYUWANGI	MC Banyuwangi
JAWA TIMUR	JEMBER	Tanoker Ledokombo
NUSA TENGGARA BARAT	LOMBOK TENGAH	Perkumpulan Panca Karsa (PPK)
NUSA TENGGARA TIMUR	LEMBATA	YKS
PEKKA - Yayasan PemberdayaanPerempuan Kepala Keluarga		
ACEH	ACEH BARAT DAYA	Serikat PEKKA Aceh Barat Daya
ACEH	ACEH BESAR	Serikat PEKKA Aceh Besar
ACEH	ACEH JAYA	Serikat PEKKA Aceh Besar
ACEH	ACEH SELATAN	Serikat PEKKA Aceh Selatan
ACEH	ACEH SINGKIL	Seknas PEKKA
ACEH	ACEH TAMIANG	Seknas PEKKA
ACEH	ACEH TIMUR	Serikat PEKKA Aceh Timur
ACEH	BIREUEN	Serikat PEKKA Bireuen
ACEH	PIDIE	Serikat PEKKA Pidie
ACEH	SIMEULUE	Seknas PEKKA
BALI	BANGLI	Seknas PEKKA
BALI	BULELENG	Seknas PEKKA
BALI	GIANYAR	Seknas PEKKA
BALI	TABANAN	Seknas PEKKA
BANTEN	PANDEGLANG	Seknas PEKKA
BANTEN	TANGERANG	Seknas PEKKA
DI YOGYAKARTA	BANTUL	Serikat PEKKA Bantul
DI YOGYAKARTA	GUNUNG KIDUL	Serikat PEKKA Bantul
DKI JAKARTA	KOTA JAKARTA TIMUR	Seknas PEKKA
JAWA BARAT	CIANJUR	Serikat PEKKA Cianjur
JAWA BARAT	KARAWANG	Serikat PEKKA Karawang
JAWA BARAT	SUBANG	Serikat PEKKA Subang
JAWA BARAT	SUKABUMI	Serikat PEKKA Sukabumi
JAWA TENGAH	BATANG	Serikat PEKKA Batang
JAWA TENGAH	BREBES	Serikat PEKKA Brebes
JAWA TENGAH	KOTA PEKALONGAN	Serikat PEKKA Batang
JAWA TENGAH	PEKALONGAN	Serikat PEKKA Pemalang
JAWA TENGAH	PEMALANG	Serikat PEKKA Pemalang
JAWA TENGAH	TEGAL	Serikat PEKKA Brebes
JAWA TIMUR	BANGKALAN	Serikat PEKKA Bangkalan
JAWA TIMUR	SAMPANG	Serikat PEKKA Sampang
KALIMANTAN BARAT	BENGKAYANG	Seknas PEKKA
KALIMANTAN BARAT	KOTA PONTIANAK	Serikat PEKKA Kota Pontianak
KALIMANTAN BARAT	KUBU RAYA	Seknas PEKKA
KALIMANTAN BARAT	LANDAK	Serikat PEKKA Kota Pontianak
KALIMANTAN BARAT	MEMPAWAH	Seknas PEKKA
KALIMANTAN BARAT	SANGGAU	Serikat PEKKA Kota Pontianak
KALIMANTAN BARAT	SEKADAU	Serikat PEKKA Kota Pontianak
KALIMANTAN SELATAN	HULU SUNGAI UTARA	Seknas PEKKA
MALUKU UTARA	HALMAHERA UTARA	Serikat PEKKA Prop. Maluku Utara
MALUKU UTARA	PULAU MOROTAI	Serikat PEKKA Prop. Maluku Utara
NUSA TENGGARA BARAT	LOMBOK BARAT	Serikat PEKKA Lombok Barat
NUSA TENGGARA BARAT	LOMBOK TENGAH	Serikat PEKKA Lombok Tengah
NUSA TENGGARA BARAT	LOMBOK TIMUR	Serikat PEKKA Lombok Barat
NUSA TENGGARA BARAT	LOMBOK UTARA	Serikat PEKKA Lombok Tengah
NUSA TENGGARA TIMUR	FLORES TIMUR	Serikat PEKKA Flores Timur
NUSA TENGGARA TIMUR	LEMBATA	Serikat PEKKA Lembata
SULAWESI BARAT	MAMASA	Seknas PEKKA
SULAWESI SELATAN	BONE	Seknas PEKKA
SULAWESI TENGGARA	BUTON	Serikat PEKKA Buton

SULAWESI TENGGARA	BUTON SELATAN	Serikat PEKKA Buton Selatan
SULAWESI TENGGARA	BUTON TENGAH	Serikat PEKKA Buton Selatan
SULAWESI TENGGARA	KOTA BAUBAU	Serikat PEKKA Buton Selatan
SULAWESI TENGGARA	MUNA	Serikat PEKKA Muna
SULAWESI UTARA	BOLAANG MONGONDOW	Seknas PEKKA
SUMATERA BARAT	DHARMASRAYA	Serikat PEKKA Sijunjung
SUMATERA BARAT	SIJUNJUNG	Serikat PEKKA Sijunjung
SUMATERA SELATAN	MUARA ENIM	Seknas PEKKA
SUMATERA SELATAN	OGAN ILIR	Seknas PEKKA
SUMATERA SELATAN	OGAN KOMERING ILIR	Seknas PEKKA
SUMATERA UTARA	ASAHAN	Serikat PEKKA Asahan
SUMATERA UTARA	KOTA TANJUNG BALAI	Serikat PEKKA Asahan
PERMAMPU - Konsorsium Perempuan Sumatera MAMPU		
ACEH	ACEH UTARA	Flower Aceh
ACEH	KOTA BANDA ACEH	Flower Aceh
ACEH	PIDIE	Flower Aceh
BENGKULU	KOTA BENGKULU	WCC Cahaya Perempuan Bengkulu
BENGKULU	REJANG LEBONG	WCC Cahaya Perempuan Bengkulu
BENGKULU	SELUMA	WCC Cahaya Perempuan Bengkulu
JAMBI	BUNGO	APM Jambi
JAMBI	MERANGIN	APM Jambi
JAMBI	SAROLANGUN	APM Jambi
LAMPUNG	KOTA BANDAR LAMPUNG	Lembaga Advokasi Damar Lampung
LAMPUNG	LAMPUNG SELATAN	Lembaga Advokasi Damar Lampung
LAMPUNG	LAMPUNG TENGAH	Lembaga Advokasi Damar Lampung
LAMPUNG	LAMPUNG TIMUR	Lembaga Advokasi Damar Lampung
LAMPUNG	LAMPUNG UTARA	Lembaga Advokasi Damar Lampung
LAMPUNG	TANGAMUS	Lembaga Advokasi Damar Lampung
RIAU	KOTA DUMAI	PPSW Sumatera
RIAU	KOTA PEKANBARU	PPSW Sumatera
RIAU	ROKAN HILIR	PPSW Sumatera
SUMATERA BARAT	KOTA PADANG	LP2M Padang
SUMATERA BARAT	PADANG PARIAMAN	LP2M Padang
SUMATERA BARAT	TANAH DATAR	LP2M Padang
SUMATERA SELATAN	BANYU ASIN	WCC Palembang
SUMATERA SELATAN	KOTA PALEMBANG	WCC Palembang
SUMATERA SELATAN	MUARA ENIM	WCC Palembang
SUMATERA SELATAN	OGAN KOMERING ILIR	WCC Palembang
SUMATERA UTARA	DAIRI	PESADA
SUMATERA UTARA	HUMBANG HASUNDUTAN	PESADA
SUMATERA UTARA	KOTA GUNUNGSITOLI	PESADA
SUMATERA UTARA	KOTA MEDAN	PESADA
SUMATERA UTARA	LANGKAT	PESADA
SUMATERA UTARA	NIAS	PESADA
SUMATERA UTARA	NIAS BARAT	PESADA
SUMATERA UTARA	PAKPAK BHARAT	PESADA
YKP - Yayasan Kesehatan Perempuan		
ACEH	KOTA BANDA ACEH	PKBT Aceh
BALI	BADUNG	MAHA BHOGA MARGA
DI YOGYAKARTA	KOTA YOGYAKARTA	YLK YOGYAKARTA
DKI JAKARTA	KOTA JAKARTA TIMUR	RAHIMA
JAMBI	MUARO JAMBI	Mitra Aksi Jambi
JAWA TENGAH	BOYOLALI	SPEK HAM
JAWA TIMUR	SUMENEP	Cakrawala Timur
LAMPUNG	KOTA BANDAR LAMPUNG	Lembaga Advokasi Damar Lampung
MALUKU	MALUKU TENGAH	Yayasan GASIRA Ambon
NUSA TENGGARA BARAT	LOMBOK TIMUR	LPSDM
NUSA TENGGARA TIMUR KOTA KUPANG		PIAR
SULAWESI SELATAN	KOTA MAKASSAR	FPMP Makassar
SULAWESI UTARA	KOTA MANADO	Swara Parangpuan
SUMATERA BARAT	PADANG PARIAMAN	LP2M Padang
SUMATERA UTARA	DAIRI	PESADA
Pengada Layanan / FPL		
LBH APIK Aceh		
ACEH	ACEH TAMIANG	LBH APIK Aceh
ACEH	ACEH TENGAH	LBH APIK Aceh
ACEH	ACEH TIMUR	LBH APIK Aceh
ACEH	ACEH UTARA	LBH APIK Aceh
ACEH	BENER MERIAH	LBH APIK Aceh
ACEH	BIREUEN	LBH APIK Aceh
ACEH	KOTA LANGSA	LBH APIK Aceh
ACEH	KOTA LHOKEUMAWE	LBH APIK Aceh
BALI	BANGLI	LBH APIK Bali
BENGKULU	KOTA BENGKULU	Yayasan PUPA Bengkulu
SUMATERA BARAT	KOTA PADANG	WCC Nurani Perempuan Padang
SUMATERA UTARA	DELI SERDANG	HAPSARI
SUMATERA UTARA	LABUHAN BATU	SPI Labuhan Batu
SUMATERA UTARA	SERDANG BEDAGAI	HAPSARI
LRC KJHAM - Legal Resources Center untuk Keadilan Jender dan Hak Asasi Manusia Semarang		
DI YOGYAKARTA	BANTUL	CIQAL
DI YOGYAKARTA	GUNUNG KIDUL	Rifka Annisa
DI YOGYAKARTA	SLEMAN	CIQAL

JAWA TENGAH	BOYOLALI	SPEK HAM
JAWA TENGAH	GROBOGAN	LRC KJHAM - SUKMA
JAWA TENGAH	KENDAL	LRC KJHAM - SUKMA
JAWA TENGAH	KLATEN	SPEK HAM
JAWA TENGAH	KOTA SEMARANG	LRC KJHAM - SUKMA
JAWA TENGAH	KOTA SURAKARTA	SPEK HAM
JAWA TENGAH	WONOSOBO	UPIPA Wonosobo
JAWA TIMUR	JOMBANG	WCC Jombang
JAWA TIMUR	KOTA BATU	WCC Dian Mutiara Malang
JAWA TIMUR	KOTA MALANG	WCC Dian Mutiara Malang
JAWA TIMUR	KOTA PASURUAN	WCC Pasuruan
JAWA TIMUR	KOTA SURABAYA	WCC Savy Amira Surabaya
JAWA TIMUR	MALANG	WCC Dian Mutiara Malang
JAWA TIMUR	PASURUAN	WCC Pasuruan
SAPA Institute Bandung		
DKI JAKARTA		Yayasan Pulih Jakarta
DKI JAKARTA	KOTA JAKARTA PUSAT	LBH APIK Jakarta
DKI JAKARTA	KOTA JAKARTA TIMUR	LBH APIK Jakarta
DKI JAKARTA	KOTA JAKARTA UTARA	LBH APIK Jakarta
JAWA BARAT	BANDUNG	SAPA
JAWA BARAT	CIREBON	WCC Mawar Balqis
JAWA BARAT	SUBANG	SAPA
JAWA BARAT	TASIKMALAYA	Puan Amal Hayati Cipasung
NUSA TENGGARA TIMUR KOTA KUPANG		Rumah Perempuan Kupang
NUSA TENGGARA TIMUR SIKKA		TRUK Flores Maumere
NUSA TENGGARA TIMUR TIMOR TENGAH SELATAN		SSP Soe
NUSA TENGGARA TIMUR TIMOR TENGAH UTARA		YABIKU TTU
Swara Parangpuan Sulawesi Utara		
MALUKU	KOTA AMBON	LAPPAN Ambon
MALUKU	MALUKU TENGAH	Yayasan GASIRA Ambon
MALUKU	SERAM BAGIAN BARAT	LAPPAN Ambon
MALUKU	SERAM BAGIAN BARAT	Yayasan GASIRA Ambon
SULAWESI SELATAN	KOTA MAKASSAR	FPMP Makassar
SULAWESI SELATAN	KOTA MAKASSAR	LBH APIK Makassar
SULAWESI TENGAH	DONGGALA	KPKPST Palu
SULAWESI TENGAH	SIGI	KPKPST Palu
SULAWESI TENGGARA	MUNA	YLI
SULAWESI UTARA	MINAHASA SELATAN	Swara Parangpuan