



Policy Brief - October 2021

BANGGA Papua Process Evaluation: Key Findings

BACKGROUND

Papua is the eastern-most province of Indonesia with a population of 3.37 million people across 26 ethnic groups (BPS 2020). Papua recorded the highest rate of poverty in the country at 26.6 per cent in 2020 despite its abundance of natural resources. Infants are particularly vulnerable - a 2017 child poverty study found that over 35 per cent of children in Papua live below the national poverty line (UNICEF 2017). Stunting is particularly high among Papuan children-with 40 per cent of children stunted and 25 per cent severely stunted-indicating widespread chronic malnutrition that brings life-long implications for human development and productivity (ibid).

Papua is a multi-ethnic, multi-linguistic region. More than 260 languages are spoken in the region, and literacy levels are low. Cultural practices vary throughout the province, however, a few common characteristics are notable. The first is the strong influence of tribal chiefs, religious figures, and village leaders who hold considerable power. The second is the patrilineal nature of society. Although women often control some household expenditure, money is usually controlled by men. Thirdly, sharing of resources, particularly with regards to cash and goods, is widespread. This has particular implications with regards to social protection.

A range of factors make delivery of social protection programs and other services particularly challenging. The province is mountainous and highly forested-with many communities living in hard-to-reach areas. The road network is also extremely limited and transport costs are high-thereby restricting mobility within the province. Financial services infrastructure is more limited than in other parts of the country, with most villages more than 25 kilometres from a physical bank branch. This makes accessing banking services time consuming and expensive-limiting their usage across the province. Furthermore, limited Internet and mobile phone connectivity restrict the use of mobile banking options. These factors combined mean that the process of physically distributing a cash transfer to beneficiaries in Papua is complex-particularly for communities in very hard-to-reach areas.

The Indonesian Government has prioritised the establishment of a comprehensive social protection system and several national social protection schemes are operational in Papua. These national schemes are yet to be tailored, however, to the unique Papuan context and have faced significant challenges in terms of appropriately targeting beneficiaries, coverage in hard-to-reach areas, and benefit levels (compared to the high cost of living). The requirement of possessing a National Identification Card (*Nomor Induk Kependudukan*: NIK) also excludes many households from enrolling in national social protection schemes, as most Papuans do yet not have this card due to administrative and other challenges.

In response to these challenges, the Provincial Government of Papua (PGP) launched an inclusive child grant known as BANGGA Papua (*Bangun Generasi dan Keluarga Papua Sejahtera* or Building Prosperous Papuan Generations and Families). BANGGA Papua was designed and implemented, with technical support from the Australian Development Cooperation Programs KOMPAK and MAHKOTA¹, to bolster health outcomes for indigenous Papuan children and boost the economic situation for their families. From 2018 to December 2019, the program was piloted in three districts - Paniai, Asmat, and Lanny Jaya - and was funded through 'special autonomy' revenues known as OTSUS (*Otonomi Khusus*) that Papua receives from the central government.

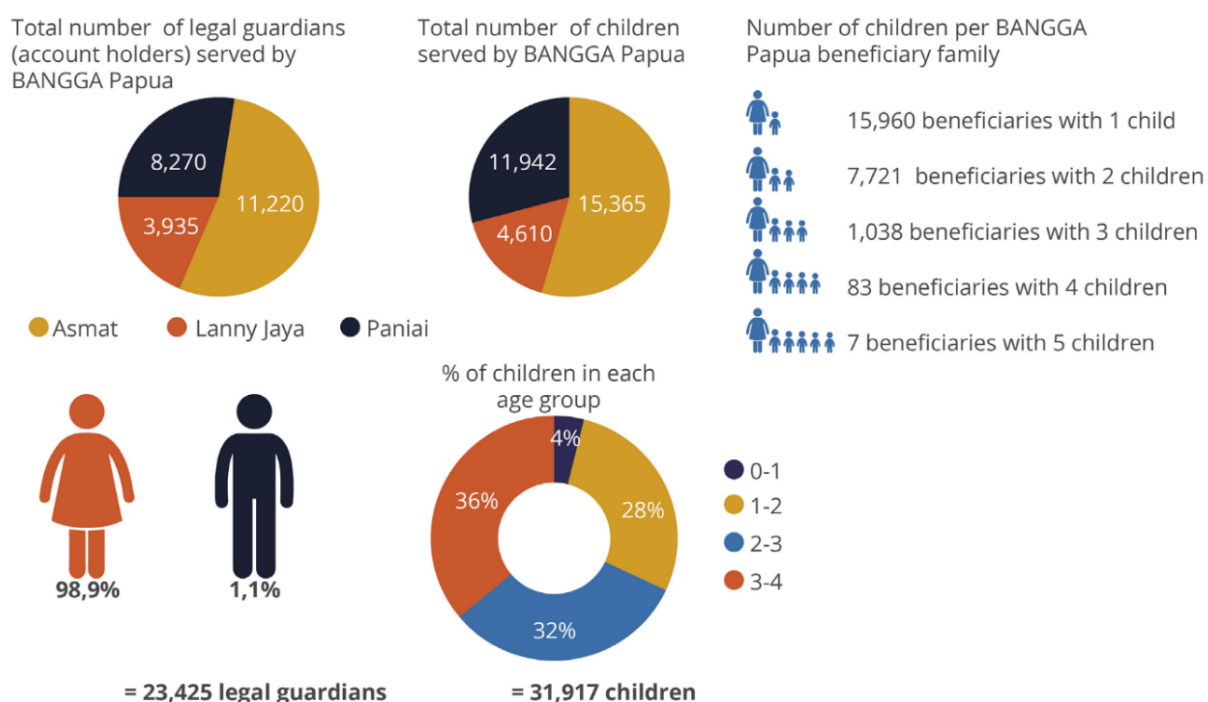
¹ KOMPAK is a governance programs working at the subnational level and has been a long-term adviser to the Papuan provincial government. MAHKOTA works with the Government of Indonesia at the national level to help strengthen the social protection system. The two programs have collaborated to provide high quality technical assistance for the design and implementation of BANGGA Papua.

MAHKOTA and KOMPAK commissioned a process evaluation in 2020 to understand implementation experiences to date, provide recommendations for program expansion², and inform global partners seeking to implement child grants in remote contexts. This policy brief is a summary of high level results and policy messages from this process evaluation.

PROGRAM OBJECTIVES

BANGGA Papua is an unconditional cash transfer targeting indigenous Papuan children under the age of four years. It aims to increase nutritional intake for targeted children, reduce poverty, and stimulate microeconomic activity. Beneficiaries receive Rp 200,000 per month, per child, with payments made two times per year into the mother's/guardian's bank account. BANGGA Papua has now delivered three payment cycles-in December 2018, July 2019, and December 2019. As of December 2019, the program had disbursed Rp 121.5 billion to a total of 31,917 children and 23,425 mothers/guardians across the three districts (Figure 1)³. Nevertheless, recent modelling by MAHKOTA indicates that there are approximately 51,300 eligible beneficiaries in the three pilot districts. This suggests that about 62 per cent of beneficiaries have been reached to date and that, if all beneficiaries are reached within these districts, BANGGA Papua would result in a 3.2 per cent reduction in the share of the population living below the district-specific poverty line⁴.

Figure 1: Data on BANGGA Program Beneficiaries



² It should be noted that the PGP has not allocated funds to the implementation of BANGGA Papua in 2021. As such, the evidence presented in this policy brief will also inform advocacy around program continuation in the future.

³ Data extracted from the BANGGA Papua Management Information System (MIS) in December 2019

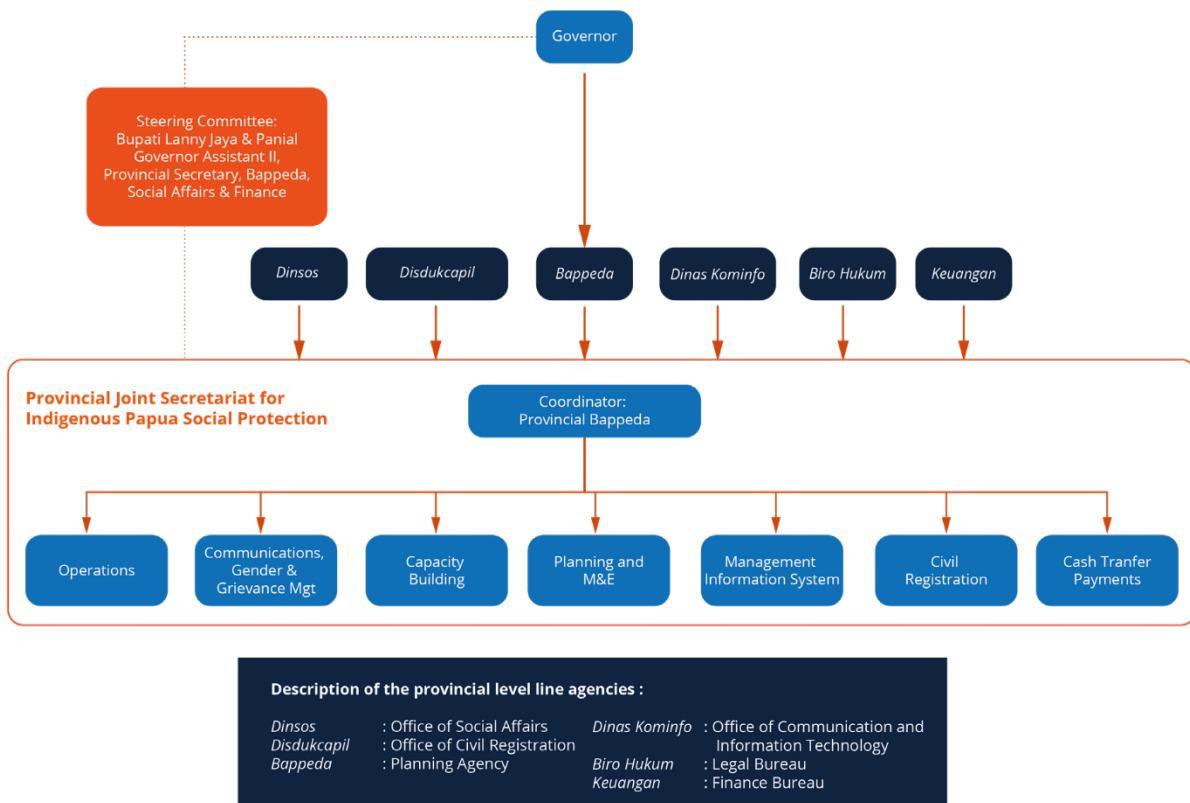
⁴ MAHKOTA (2020), BANGGA Papua Cash Transfers: Microsimulations of expanded coverage, unpublished report.

In terms of program achievements, BANGGA Papua also resulted in a substantial increase in civil registration within the three districts, with stakeholders estimating approximately 50% of residents are now registered. To address the very remote nature of many target beneficiaries, and the limited financial services infrastructure, the program has also innovatively implemented ‘mobile payment points’ to bring financial services closer to communities. Temporary kiosks stocking nutritious food and other child-related items have also been established at these points to encourage appropriate use of program funds and increase access to these items. Monitoring data suggests that funds have largely been used for purposes in line with the program’s aim, with beneficiaries reporting a range of positive impacts from the program.

INSTITUTIONAL ARRANGEMENTS

The BANGGA Papua pilot was implemented through a partnership between the province and district local governments. A provincial level Steering Committee provided high level oversight and decision making, while provincial and district level Joint Secretariats coordinated day-to-day implementation. These Joint Secretariats brought together members from different government agencies to jointly coordinate the program. The existing structure provided space for each Joint Secretariat member to contribute to the program according to their respective mandates (Figure 2).

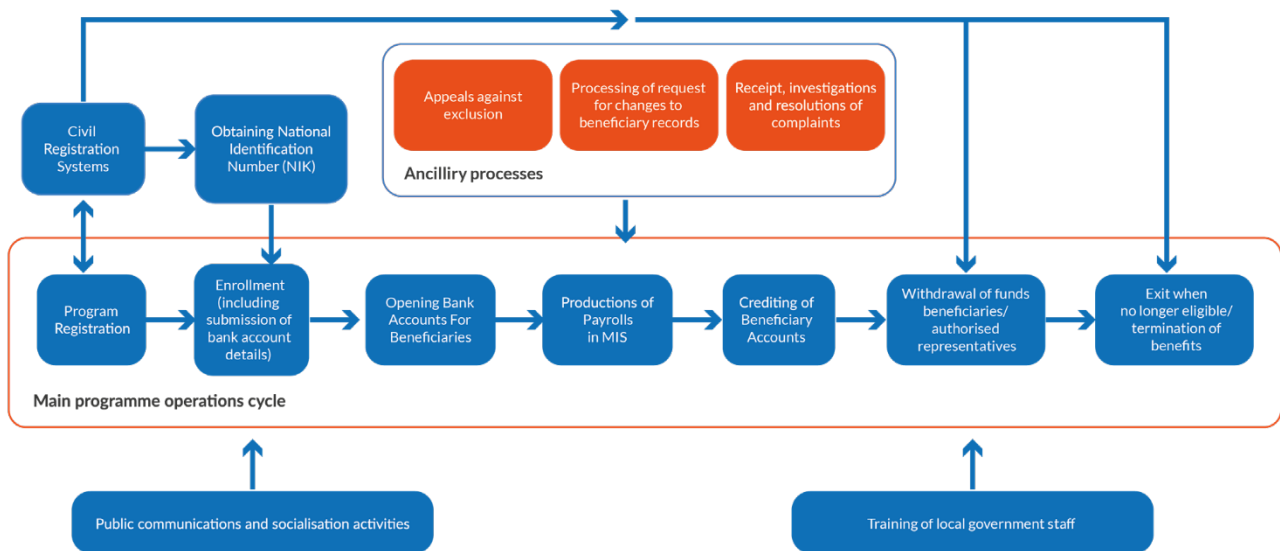
The Joint Secretariat structure should be retained at both province and district level as its function in fostering coordination and collaboration has been well demonstrated. However, the structure also has limitations. The chair and members of the Joint Secretariats have roles and responsibilities at their respective agency of origin, hence their engagement with BANGGA Papua is not their primary role. The Joint Secretariat at the province level has been supported by two full-time operational staff, however is likely to need additional resources to fully take over program implementation and support districts-especially if the program scales up.

Figure 2: Institutional set-up (provincial and district set-up)

Source: "An Inclusive Child Grant in Papua: Lessons Learnt from Implementing Cash Transfers in Remote Contexts (2019)

PROGRAM DELIVERY COMPONENTS

BANGGA Papua's program design outlined a series of core processes in the program operations cycle, supported by socialisation and public communications, and training and support for government officials (Figure 2).

Figure 3: BANGGA Papua's Program Operations Cycle

Source: BANGGA Papua Operations Manual (Oct 2018).

SOCIALISATION

Socialisation broadly refers to raising awareness of BANGGA Papua within target communities and local village governments. Socialisation was designed to be undertaken at two key times: (i) prior to registration to inform community members and leaders about BANGGA Papua; and (ii) at the point of payment to encourage appropriate use of funds that align with the program's purpose.

Socialisation was particularly critical in Papua because potential beneficiaries live in very remote areas and have low levels of literacy, so targeted efforts were required to ensure beneficiaries were made aware of the program and understood its goals. Socialisation at payment points was effective, with most beneficiaries consulted familiar with appropriate uses of program funds and objectives of the program. Socialisation within communities, however, could be strengthened by delivering all communication material in local languages and increasing operational budget so that the program could be effectively communicated in hard-to-reach areas.

REGISTRATION

Registration involved identifying and selecting eligible beneficiaries, in line with the following eligibility criteria: (i) indigenous Papuan; (ii) no more than four years of age; and (iii) living in one of the pilot districts of the program.

Registration was approached differently in each pilot district, with Asmat registering the highest number of beneficiaries. While Paniai and Lanny Jaya asked eligible individuals to register through their village leaders, Asmat took the innovative step of using a broader demographic survey that was being undertaken concurrently as the basis of generating provisional beneficiary lists. Potential beneficiaries were then verified through local leaders, and could fairly easily access identity documents through the civil registration office (Dukcapil) if needed. Anyone missed from the provisional list could also register with village leaders, subdistrict offices and health centres, and directly with the Joint Secretariat. This resulted in high numbers of beneficiaries registering and very good geographic coverage throughout the district.

The Dukcapil was an important partner in the registration process, as potential beneficiaries were required to have a NIK and associated identity documents. While having legal identity was originally a prerequisite for registration in the Operations Manual, this was changed after the first payment when the dearth of civil registration data in the pilot locations was fully realised. Instead, the BANGGA Papua registration process was integrated with the civil registration requirements, supporting mothers (referred to hereon as beneficiaries, as they were the recipients of the cash transfers) to obtain a NIK if they did not have one. Through partnering with Dukcapil, BANGGA Papua was able to substantially increase the percentage of the population in each district on the civil registry.

By integrating the BANGGA Papua registration process with the civil registration requirements, the program's Management Information System (MIS) was able to provide data to the Dukcapil's SIAK⁵ system for generation of a NIK for mothers yet to obtain one. This led to a substantial increase in civil registration in all three districts—something that has been a national priority for some time.

ENROLMENT

Enrolment in the program entailed entering eligible beneficiaries into the MIS, verifying and checking the data, and opening bank accounts for beneficiaries in preparation for the transfer of funds.

⁵ Sistem Informasi Administrasi Kependudukan (civil registration information system).

All districts faced challenges with the enrolment process. A back-log of registration forms and staffing shortages meant there were reports of many beneficiaries registering and not being enrolled in time for the next payment cycle. **Verification of data was also a substantial undertaking, but critical to improve the integrity of the data entered.** All districts noted how time-consuming it was to verify the data entered into the MIS, and cross-check any discrepancies or inaccuracies with local villages. District secretariats requested additional staff and resources for this task moving forward.

PAYMENT OF FUNDS

This process refers to the transfer of funds to Bank Papua by PGP, and the subsequent transfer by Bank Papua into beneficiaries' bank accounts. Factors assessed in this dimension included the amount and frequency of payments, and the process and timeliness of transferring funds to beneficiaries (the experiences of withdrawing funds by beneficiaries and their use of funds is considered separately below).

Payment points were an important addition to the program design, and certainly assisted in last mile payment delivery in remote areas. Scheduling the operation of these payment points faced a range of delays, however, resulting in payment withdrawal generally occurring at least one month after the transfer of funds. This is a bottleneck that should be rectified moving forward.

Multiple stakeholders and beneficiaries noted that many beneficiaries had not used formal banking services before, and that their experience with Bank Papua had increased their confidence and familiarity with banking. MIS data from July 2019 suggested that 68 beneficiaries had commenced using their BANGGA Papua bank accounts for savings, independent of the program.⁶ This is a positive finding for women's empowerment as it may be a precursor to the use of other financial services.

While security concerns and the pandemic were beyond the program's control, and the increasing number of payment points to increase funds accessibility was commendable, priority should be placed on finding operational efficiencies in this process where possible. One part of the solution could also be to ensure beneficiaries are aware of when the money is transferred into their account (rather than just when the payment point is scheduled to operate), and that they are free to make their own way to a Bank Papua branch at any time to withdraw the funds. This should be a part of the socialisation messaging moving forward.

⁶ MAHKOTA and BANGGA Papua MIS Team (2019) "BANGGA Papua Fund Utilisation Monitoring Report", MAHKOTA

However, it is worth remembering that most BANGGA Papua beneficiaries are not enrolled in other national social protection programs - within this context, the fact that the program successfully transferred funds to so many remote beneficiaries should be seen as an achievement.

Members of the Joint Secretariats (SekBer)⁷ in each district, and all 32 beneficiaries consulted through the community research, consistently reported that the payment amount of Rp 200,000 per month should be increased. There were mixed views on the ideal payment amount, with recommendations generally ranging from Rp 300,000 to Rp 500,000 per month. The most common reason provided for a higher payment amount was the high cost of living, and also to compensate for the substantial costs associated with withdrawing the money, including transport costs (anywhere from Rp 20,000 to Rp 100,000 or more) and time away from home/family/productive work.

WITHDRAWAL OF FUNDS

This process is closely linked to the payment of funds but focuses more on the beneficiaries' experience of withdrawing the funds. Factors assessed included the time taken to reach the point of payment and cost of travel for beneficiaries, and operation of the payment point (including queuing time, and quality of services provided).

As outlined in the previous section, withdrawal of BANGGA Papua funds was facilitated through payment points (some which operated in the community, and some which were established at Bank Papua branches). These payment points were fully financed by the districts. Each payment point was systematically designed to have five desks jointly operated by Bank Papua and District SekBer staff. Each desk provided a specific function (e.g. identity verification; bank account opening; funds withdrawal; socialisation; and grievances/updates), which beneficiaries move through sequentially. While all desks were required for new beneficiaries during their first withdrawal, this was reduced in subsequent payments, where processes associated with opening a bank account were no longer required and socialisation could also be streamlined.

⁷ Abbreviated from Sekretariat Bersama or Joint Secretariat

Figure 4: Example of Socialisation Material Provided at Payment Points



However, many beneficiaries noted the long waiting times, and since communities tended to travel together to the payment points, many had to stay a few days until all beneficiaries were served before returning home. This meant they had to incur additional costs for food, shelter and water.

However, the District SekBers took innovative steps to make effective use of this waiting time. A significant innovation was collaborating with *Puskesmas* and *Posyandu* (public and integrated health centers at the village level) posts for provision of public health services at the payment point. In Asmat, services such as

immunisations, provision of vitamins, and measuring height and weight of children were available at the payment point, while, in Paniai, immunisations were available in some locations, and health promotion information and mosquito nets were provided.

Furthermore, many beneficiaries (particularly in Asmat) were given the option to print their national identity documents at the payment point. Since many were issued a NIK as a part of the enrolment process, the payment point was their only opportunity to receive a copy of their documents, which beneficiaries found to be very helpful.

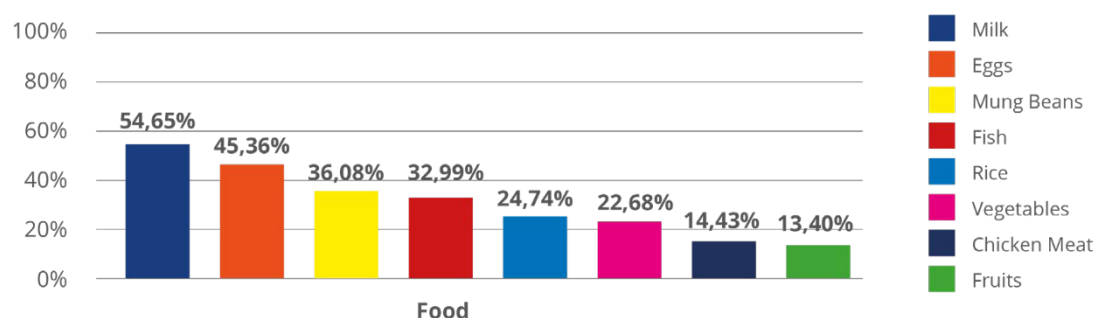
Establishing community payment points also had a range of other benefits- it prevented the need to use intermediaries, enabling beneficiaries to access their funds directly.⁸ This had the advantage of reducing the likelihood of funds being misplaced or withdrawn without the beneficiary's consent, and familiarising beneficiaries with using financial services. It also provided an important opportunity to socialise beneficiaries on appropriate use of funds, and support their access to essential services and goods.

USE OF PROGRAM FUNDS

In order to encourage appropriate spending, district SekBers worked with local suppliers to establish BANGGA Papua supermarkets or kiosks at payment points - selling food, clothes, diapers and other items for children. This was another innovative practice to increase access to essential goods that are not available locally. While the markets were lauded as useful, many beneficiaries felt that they were obliged to shop there because of the heightened police and security presence, and some felt the goods were more expensive in these shops as compared to other local shops.

Cash use monitoring data (from May-June 2019) shows that 93% of beneficiaries reported using funds on food (see Figure 5). Besides food, more than half of the informants purchased necessities for children (e.g clothing, baby diapers, soap, shampoo), and others used a part of their funds to purchase livestock. This was seen as an investment to enable consumption of eggs and meat as needed, and to sell for additional income. Overall, there appears to be a strong correlation between goods purchased and the socialisation materials provided to beneficiaries at payment points.

⁸ It should be noted that some beneficiaries, such as people with disabilities, pregnant women, and the elderly, would still benefit from having the option of using an intermediary if they are not able to travel to the payment point.

Figure 5: Most common food purchases by beneficiaries reported by beneficiaries across all three districts

GRIEVANCES

Payment points were the main mechanism where grievances could be lodged. The grievance process addressed and responded to three types of issues: appeals (whereby people registered for the program but had not been enrolled), general complaints, and updates to data.

Limited options were available for potential beneficiaries to effectively appeal not being included in the enrolment list, and for new participants to register after the main village-level registration process was complete. A complaints form and updates form had been prepared for this purpose, and a system established within the MIS to track grievances. Both the design and Operations Manual outlined that grievances should be recorded and handled by the village head in the first instance and then escalated to the District SekBer if required. The complainant should then be informed of the outcome. The design also allowed for provincial and district level complaints hotlines, however, these did not appear to be functioning.

Moving forward, potential beneficiaries should be able to more effectively appeal not being included in the enrolment list, and for new participants to register after the main village-level registration process is complete. Some beneficiaries were informed that they should attend the payment point to register for the next payment, rather than being able to register in their village as per the program design. Furthermore, grievances were not recorded and updated in the MIS and were, therefore, not officially resolved with a clear accountability trail.

SOCIAL JUSTICE CONSIDERATIONS

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

BANGGA Papua took a number of measures to support gender equality and women's empowerment. The Operation Manual listed 'gender equality and justice' as one of the basic principles of the program, and highlighted that all groups, including men and women, should have equal chance of benefiting from the program. The most notable action in support of women's empowerment was providing funds directly into the mother's (or guardian's) bank account and not allowing fathers/husbands to withdraw funds. This was an approach tailored to the particular context in Papua and was designed to promote women's decision making and increase the likelihood that the funds were used for the benefit of their children. In addition, socialisation activities were conducted separately for men and women and, in Paniai, women's organisations were used to promote registration in the program. As mentioned, increased civil registration, and increased exposure to and confidence using financial services were other direct benefits the program helped achieve for women.

DISABILITY AND SOCIAL INCLUSION

Disability is both a cause and consequence of poverty, making a program such as BANGGA Papua even more important for these families. Although very limited data is available, it is likely that people with disability may have faced barriers to participation throughout BANGGA Papua's pilot implementation. For example, one anecdote was provided by beneficiaries in Paniai of two mothers who could not attend socialisation because they had children with disabilities at home. Others also missed out on socialisation because they were ill, or had just given birth.

CONCLUSIONS

BANGGA Papua has made considerable achievements within its first two years of pilot implementation. It is known to be the first provincial program in Indonesia that used a bank transfer mechanism to provide cash transfers to thousands of beneficiaries in remote locations. The program formulated the required regulations, developed and tested program management guidelines and established delivery structures both at the province and at the district levels. This enabled provision of over Rp 121 billion in funds to more than 31,000 indigenous Papuan children and their families. Most of these families had not benefited from national social protection programs to date because of their remoteness. In doing so, the program also led to substantial increases in the coverage of civil registration documents, increased access to maternal and child health services at payment points, and also increased financial access, awareness and literacy among Papuan women.

Implementation of Business Processes

BANGGA Papua experienced a range of successes and challenges in implementation of key business processes, and some notable innovations along the way. While the initial design and Operations Manual outlined one consistent process to be implemented in each district, substantial variations ensued, influenced by the unique context of each district and operating environment. Finding the right balance between uniformity (in particular for processes such as registration and enrolment) and allowing adaptations to suit local contexts (for processes such as socialisation and payment withdrawal) will be critical if the program is taken to scale.

The registration process in particular deviated substantially from the Operations Manual and further work is needed to refine this process before the program is taken to scale. Improving processes to verify data and ensure data accuracy are essential to protect the integrity of the program. Integrating registration and enrolment with civil registration was innovative and provided clear advantages, however, also meant the program needed to rely on the limited capacity of Dukcapil.

Further consideration should be given as to how this partnership can be strengthened and formalised. Furthermore, ensuring potential beneficiaries have a clear pathway to register for the program at any time, and appeal their unsuccessful enrolment must be a priority if the program is going to achieve “last-mile” payment delivery.

Establishing mobile payment points was also an important innovation of the program. These payments points not only greatly increased accessibility of BANGGA Papua funds, they also become a hub of activity, enabling beneficiaries to spend their

funds appropriately through temporary shops and providing access to health services. Reducing waiting time at these payment points, and establishing partnerships with other services to maximise benefits and share the operational costs will further strengthen this aspect of the program.

Institutional Structures and Technical Support

In general, the organisational structures established to deliver the program demonstrated that they functioned relatively well. While the Joint Secretariat mechanism has proven it can create effective space for cross-sector collaboration, its functions on day-to-day implementation were primarily supported by operational staff- which should be a consideration for the future. The ability of the district Joint Secretariat to fully implement the program as intended was also constrained by the limited operational budget provided by the districts, representing just 25 per cent collectively of the original intended budget.

RECOMMENDATIONS

The following recommendations are provided to strengthen the program and prepare it for scale-up across the province.

Institutional Arrangements

1. **The Joint Secretariat structure in the three pilot districts was innovative and should be continued.**
2. **Given that Sekber staff have other positions and the time they can dedicate to BANGGA Papua is limited, it is suggested that the Joint Secretariats augment their structure with more non civil servant/expert staff to over-see critical functions.**
3. **As the program scales up across the province, the provincial government may consider transitioning the governance structure into a task-force unit or something similar with dedicated full-time personnel.**

Payment Amount

4. **Increase the amount of the payment to acknowledge the high cost of living and substantial costs associated with travelling to the payment point.** Stakeholders suggested between Rp 300,000-Rp 500,000 per month would be adequate, but public financial management analysis is required to determine an affordable increase.

Approach to Scale- Up

5. **Promote synergies between BANGGA Papua and other district programs such as local health centres; the women's empowerment agency; and the first 1,000 Days Program.** This is important to promote the cash plus approach; and to secure greater buy-in and commitment across district governments. Village-level cadres could also play a greater role in socialisation and assistance with registration and withdrawals at the payment points.

Addressing Unintended Impacts

6. **Strengthen disability inclusion within the program and articulate specific actions in the Operations Manual to ensure people with disability can access and participate in key processes.** Particular attention should be given to socialisation, registration, and withdrawal. Health cadres or other local-level champions could be engaged to ensure all eligible beneficiaries within communities are identified and supported to access the program.

Socialisation

7. **Socialisation should be better resourced by district governments-with materials and communication approaches tailored to the local context. It should be conducted in local languages and highlight locally available nutritious foods.**
 - A. District Joint Secretariats should institutionalise dedicated socialisation teams at the village level so that socialisation can be achieved systematically in-line with the BANGGA Papua Communications Strategy.
 - B. Establish partnerships with other civil society and government programs within the district to broaden the reach and reduce the cost of socialisation activities. For example, continue strengthening and expanding networks with religious institutions and leaders, health centres (*Puskesmas*), women's organisations, and village-level cadres.

Registration

8. **Revise and strengthen the registration process, apply it consistently across districts and aim to minimise errors in data and maximise accessibility for the target population.**
9. **Revise the registration section of the Operations Manual to reflect lessons learnt from the three registration cycles undertaking during the pilot phase. These changes should include:**
 - A. Establishing 3-4 registration points: at the village level, through the village leader or local health agencies (*posyandus*); at the district level (district office); and at community payment points. This will require oversight to avoid duplicate entries so should not be more than 3-4 points.
 - B. Revisiting the village committee concept in the Operations Manual. This committee can play a due diligence role in capturing all eligible beneficiaries in the village, ensuring all essential information is correctly recorded and filtering through registration forms and cleaning duplicate names/entries. They can also help with outreach to people with disability to ensure they are included. Submitting clean and comprehensive registration data from village to district level will address many of the data quality challenges experienced to date.
10. **A formal agreement with Dukcapil and BANGGA Papua's lead implementing agency should be established, in accordance with the Ministry of Home Affairs regulation⁹. This is required to ensure access to Dukcapil's data system (SIAC) for purposes of registration and verification to scale-up districts (where they may not be embedded into secretariat structures).**
 - A. Once the above is established, SIAC data entry operators in BANGGA Papua districts need to be increased to handle the increased demand for civil registration numbers (NIKs). At the moment Dukcapil offices at the district are under resourced and understaffed.
 - B. Integration of BANGGA Papua MIS and SIAC is essential to avoid manual re-entry of data as this comes with human error.

Enrolment

11. **Greater resources are required for data management at the district and provincial Joint Secretariats.** At the district level, ensure sufficient staff resources so that there is no backlog of forms (forms should also be processed year-round so there is no bottleneck). At the provincial level, dedicated MIS staff (not civil servants with other day jobs) are required to ensure data adequacy all year round.

Payment of Funds

12. **Beneficiaries should be notified when funds are transferred into their accounts (not just the schedule of payment point operation).**

⁹ (Permendagri No 61/2015 on the Requirement, Scope, and Procedures in Granting Access and Utilization of NIK, Civil Registration Data, and Electronic ID Card).

13. **Beneficiaries should be made aware that Bank Papua branches can be accessed at any time for payment withdrawals.** Those who live in near proximity to bank branches can actively use their accounts any time (even to deposit their own cash) as some beneficiaries were already doing.
14. **Introduce socialisation about the withdrawal process through village heads, prior to each scheduled withdrawal.** This should clearly explain what identity documents are required, whether to bring children to the payment point, what day to attend and information on the amount each beneficiary will receive, and why. It should also discourage beneficiaries from attending the payment point before their scheduled day to reduce queues.
15. **Provision of health services, health promotion and other 'cash plus' activities should be systematically introduced at all payment points.**

Withdrawal at Payment Points

16. **Strengthen the appeals process for potential beneficiaries who have registered but not been enrolled.** This should be accessible at village level as well as the payment point and widely socialised during registration and when the beneficiary list is provided to villages.
 - A. Establish the appeals hotline initially planned for in the design and socialise this to village leaders and potential beneficiaries.
 - B. Establish village focal points where appeals can be lodged—such as *posyandu*, church, or village leaders.
 - C. Appeals should also be able to be lodged at a district level, and at the payment points to provide an alternative if village-level processes fall through

Grievances

17. **The MIS Grievance module should be strengthened to go beyond the current functionality of recording a complaint or appeal.** It should include additional workflow functionality to track complaint handling and record resolutions (for example, by allowing automated notifications to relevant people with responsibility to record responses within agreed timeframes).

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