



Australian Government



GENDER EQUALITY AND SOCIAL INCLUSION STRATEGY 2018-2022

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KOMPAK
Kolaborasi Masyarakat dan Pelayanan untuk Kesejahteraan
Kemitraan Pemerintah Australia - Indonesia

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ACRONYMS AND ABBREVIATIONS

AIPJ	Australia Indonesia Partnership for Justice
AQ	Activity Question
BaKTI	Bursa Pengetahuan Kawasan Timur Indonesia (The Eastern Indonesia Knowledge Hub)
BAPPENAS	Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
BPD	Badan Permusyawaratan Desa (Village Council)
BPS	Badan Pusat Statistik (Central Statistics Bureau)
CEDAW	Convention on the Elimination of All forms of Discrimination Against Women
CRVS	Civil Registry and Vital Statistics
CSO	Civil Society Organization
DAP	Dewan Adat Papua (Papuan Indigenous Council)
DFAT	Department of Foreign Affairs and Trade
ECD	Early Childhood Development
EoFO	End of Facility Outcomes
GDP	Gross Domestic Product
GESI	Gender Equality and Social Inclusion
Gol	Government of Indonesia
IFC	International Finance Corporation
INPRES	Instruksi Presiden (President Instruction)
ISAT	Independent Strategic Advisory Team
JKN	Jaminan Kesehatan Nasional (National Health Protection)
KOMNAS PEREMPUAN	Komisi Nasional Anti Kekerasan terhadap Perempuan (The National Commission on Violence against Women)
KOMPAK	Kolaborasi Masyarakat dan Pelayanan untuk Kesejahteraan (Australia-Indonesia Government Partnership)
KSI	Knowledge Sector Initiative

KQ	Key Question
LANDASAN	Pelayanan Dasar (Basic Services)
LPA NTB	Lembaga Perlindungan Anak Nusa Tenggara Barat (Centre on Child Protection of West Nusa Tenggara)
MAMPU	Maju Perempuan Indonesia (Empowering Indonesian Women for Poverty Reduction)
MAHKOTA	Menuju Masyarakat Indonesia yang Kokoh dan Sejahtera (Towards a Strong and Prosperous Indonesian Society)
M&E	Monitoring and Evaluation
MIS	Management Information System
MoHA	The Ministry of Home Affairs
MSMEs	Micro Small and Medium Enterprises
MUSDES	Musyawarah Desa (Village Meeting Forum)
MUSRENA	Musyawarah Rencana Aksi Perempuan (Women's Action Planning Forum)
NTB	Nusa Tenggara Barat (West Nusa Tenggara)
NTT	Nusa Tenggara Timur (East Nusa Tenggara)
NU	Nahdlatul Ulama
OJK	Otoritas Jasa Keuangan (Financial Services Authority)
OTSUS	Otonomi Khusus (Special Autonomy)
OQ	Outcome Question
PAUD	Pendidikan Anak Usia Dini (Early Childhood Education)
PEKKA	Pemberdayaan Perempuan Kepala Keluarga (Female Heads of Household)
PKK	Pemberdayaan Kesejahteraan Keluarga (Family Welfare Empowerment)
PMF	Performance Management Framework
PNPM	Program Nasional Pemberdayaan Masyarakat (National Program for Community Empowerment)

PODES	Pendataan Potensi Desa (Village Potential Mapping)
PP	Peraturan Pemerintah (Government Regulation)
PPA	Participatory Performance Appraisal
PTPD	Pembina Teknis Pemerintahan Desa (Technical Facilitators for Village Governance)
PUSKAPA	Pusat Kajian Perlindungan Anak (Centre on Child Protection)
RCA	Reality Check Approach
RPJMN	Rencana Pembangunan Jangka Menengah Nasional [Medium-term National Development Plan 2015–2019]
SEKNAS FITRA	Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran (National Secretary Indonesia Forum for Budget Transparency)
SAIK	Sistem Informasi dan Administrasi Kampung (Village Information and Administration System)
SAKERNAS	Survei Angkatan Kerja Nasional (The National Workforce Survey)
SDG	Sustainable Development Goals
SID	Sistem Informasi Desa (Village Information System)
TA	Technical Assistance
UNCRPD	United Nation Convention on the Rights of Persons with Disabilities
WHO	World Health Organization

GLOSSARY OF TERMS

Agency	Agency is the capacity of an individual women, men, persons with disabilities and indigenous women (in Papua and West Papua) to act independently and to make her/his own free choices, and to impose those choices on the world. It refers to capabilities, self-determination, the capacity to make choices, skill development, ability to manage her/his workload, and so on.
Disability-inclusive development	Promotes effective development by recognising that, like all members of a population, persons with disabilities are both beneficiaries and agents of development. An inclusive approach seeks to identify and address barriers that prevent persons with disabilities from participating in and benefiting from development.
Empowerment	The empowerment of women, persons with disabilities and indigenous women (in Papua and West Papua) concerns women gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality.
Gender	Gender refers to the socially constructed roles ascribed to women and men, and relationships between and among them, as opposed to biological and physical characteristics. Gender roles vary according to socio-economic, political, and cultural contexts, and are affected by other factors, including time, age, race, class, and ethnicity.
Gender equality	Gender equality is a goal to ensure equal rights, responsibilities and opportunities of women and men, and girls and boys. It is a goal that has been accepted by governments and international organizations and is enshrined in international agreements and commitments.
Gender equity	Justice and fairness in the treatment of women and men in order to eventually achieve gender equality, often requesting differential treatment of women and men (or specific measures) in order to compensate for the historical and social disadvantages that prevent women and men from sharing a level playing field.
Gender mainstreaming	Gender mainstreaming entails bringing the perceptions, experience, knowledge and interests of women and men to bear on policy-making, planning and decision-making. It does not replace the need for targeted, women-specific policies and programs, and positive legislation; nor does it do away with the need for gender units or focal points. Gender mainstreaming is the strategy established by Member States of the United Nations to achieve gender equality.
Marginalised groups	Marginalised groups are defined as those who are excluded from political, social, cultural and/or social spaces based on identity. This marginalisation can impact their sense of dignity and ability, opportunities afforded and dignity to take part in society.
Persons with disabilities	Persons with disabilities is defined as someone who has a long term physical, mental, intellectual or sensory impairment that can, in interaction with various barriers, hinder a person's full and effective participation in society on an equal basis with others.

Poor	Poor are defined in this strategy as the bottom 40 percent of Indonesia's population that is the target of Government of Indonesia's poverty agenda, as outlined in Indonesia's Medium Term Development Plan (RPJMN) 2014-2019.
Pro-Poor	Pro-poor is defined as that which is favourable to the poor. This may refer to pro-poor growth (that reduces poverty), pro-poor policies (that improve the assets and capabilities of the poor) and pro-poor development (that directly targets the poor and ensures their involvement in and influence over development processes)
Social inclusion	Social inclusion is defined as the process of improving peoples' ability, opportunity, and dignity of people disadvantaged on the basis of their identity to take part in society

1 | INTRODUCTION

KOMPAK is a partnership between the Governments of Indonesia (GoI) and Australia (GoA). It was established in 2015, working with five GoI Ministries (BAPPENAS, Ministry of Finance, Ministry of Home Affairs, Ministry of Villages, and the Coordinating Ministry of Human Development and Culture). As of 2018, KOMPAK is operating across 26 districts in seven provinces.

KOMPAK is a governance facility aligned to GoI's two key poverty reduction objectives – improved access to and quality of frontline services, and increased opportunities to jobs and livelihoods for Indonesia's poorest and most vulnerable people. KOMPAK supports GoI in its efforts to achieve these objectives by improving village governance, strengthening sub-national transfers and spending, enabling local governments to deliver services and economic opportunities more effectively. It does this by working alongside GoI to improve policies, systems and citizen engagement nationally and at the local level. KOMPAK's implementation instruments include policy advocacy and dialogue, research and analytics, pilots and demonstrations, and capacity development and institutional strengthening.

KOMPAK has three high-level End-of-Facility Outcomes (EoFOs):

- EoFO 1:** Local government and service units better address the needs of basic service users
- EoFO 2:** The poor and vulnerable benefit from improved village governance
- EoFO 3:** The poor and vulnerable benefit from increased opportunities for economic development

At the core of KOMPAK's work is an explicit focus on poor women and the most marginalised as outlined in the program goal: poor and vulnerable Indonesians benefit from improved access to basic services and economic opportunities. This document outlines how KOMPAK will ensure a focus on gender equality and social inclusion (GESI) and take tailored approaches within different contexts and conditions to push for transformative change for poor women, persons with disabilities and disadvantaged and marginalised groups.

The strategy is positioned within KOMPAK's Performance Management Framework (PMF) and is a revision to KOMPAK's first GESI Strategy (2017 – 2018). The strategy covers the continued phase of KOMPAK (2018 – 2022), and responds to:

- key GESI results and learning from the first three years (2015-2018);
- DFAT's Independent Progress Review (2017) and Aid Governance Board (AGB) (2018) recommendations for strengthening GESI; and
- a more structured approach to contributing to development outcomes in health, education, legal identity, local economic development and nutrition.

The strategy reflects KOMPAK's own thinking and analysis as well as key recommendations from DFAT's IPR and AGB to: continue to strive for higher level impact and transformative change for target groups, beyond discrete activity results; ensure the program appropriately resources GESI activities; and provide additional technical expertise to support delivery of GESI work. It also outlines how KOMPAK plans to work with other DFAT funded programs to complement, leverage and synergise across DFAT's portfolio.

As an Australian funded program, KOMPAK responds to Australia's Gender Equality and Women's Empowerment Strategy (2016) which acknowledges gender equality and empowering women as an important right and a driver of growth, development and stability. The DFAT strategy establishes three priority areas: enhancing women's voice in decision-making, leadership and peace-building; promoting women's economic empowerment; and ending violence against women and girls. This first two are of relevance to KOMPAK's work.

DFAT has also prioritised disability rights and inclusion in international aid projects since 2008. Its *Development for All: Strategy for Strengthening Disability-Inclusive Development in Australia* (2015–2020) articulates the approaches that will be implemented through working with people with disabilities, their representative organisations and partners.

This strategy is a living document, intended to be refined and improved as the team learns and the program evolves. Further adjustments to activities and indicators are expected following the submission of the Performance Management Framework (PMF) implementation plan and completion of the Sector Strategies and Provincial Roadmaps.

10.1%
26.6 Million People
Below Poverty Line
BPS 2017

50.25%

49.75%

8.56%
2.2 Million People
Living with Disabilities
BPS 2015

9.28%

7.85%

Gini Coefficient
39.1
BPS 2017

0.3%
Since September 2016

Employment Rate
BPS 2017

48.10%

0.1%

77.90%

0.6%

Since September 2016

1.1 Policy Framework

Indonesia's policy framework commits to gender equality and social inclusion

Indonesia has a strong policy framework for gender equality and disabilities inclusion. At the highest level this includes stating the equality of all persons in the Indonesian Constitution, ratifying the UN Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) in 1984, ratifying the UN Convention on the Rights of the Child in 1990, and ratifying the UN Convention on the Rights of Persons with Disabilities (UNCRPD) in 2011 with Law No. 19 of 2011 on Ratification of the UNCRPD. The GOI has passed the Law No. 8 of 2016 on Disability which presents a fundamental shift for disability inclusion principles in Indonesia from charity to human rights.

Indonesia's national development planning framework (2005-2025) includes the high-level vision of an Indonesia that is independent, progressive, just and prosperous (mandiri, maju, adil dan makmur). 'Just' is defined as being free from discrimination or limitations of all forms, whether between individuals, on the basis of gender, or place of origin. The National Medium Term Development Plan (RPJMN) for 2014-2019 includes specific strategies to increase community capacity and participation, including of women, children, youth and persons with disabilities.

This is through facilitation, training, assistance in planning, implementation, and monitoring of rural development, and to strengthen the capacity of rural communities and indigenous peoples.¹ A selection of relevant policies is included in Annex 1.

Of particular relevance to KOMPAK's GESI approach is the Presidential Instruction No. 9/2000 (Inpres) on gender mainstreaming in each ministry's planning, budgeting, implementing, monitoring and evaluation processes from national to local levels. The implementation at the local level is spelled out in Ministerial Regulation from the Ministry of Home Affairs (MOHA) No.15/2008. This is also reinforced by the RPJMN gender mainstreaming policy which consists of policies, indicators, and targets from each ministry. Finally, Law No.6/2014, or the Village Law, provides the institutional framework for community driven development that provides a framework for local development led by communities that is inclusive, equitable and pro-poor.

Yet a number of discriminatory laws and implementation regulations persist

Despite a high-level policy commitment, a number of laws serve to discriminate and reinforce traditional gender roles and relations. The Marriage Act 1974 affirms men as the head of the household and permits polygamy. Although women are often symbolically valorised as “ruling the household”, the reality is that a majority of women are not in a position to make personal or economic decisions, especially regarding business, selling personal assets and borrowing without a man's permission. In Papua, although women are the primary care takers of the land their rights are not recognised under customary law.² Further, the Law on Income Tax (No. 36/2008) uses the family as an economic unit for tax administration with men as the head of household. In practice this often means that female heads of household are required to seek a letter from the subdistrict office explaining their situation in order to deduct non-taxable income for the family. According to Indonesia's National Commission on Violence against Women (*Komnas Perempuan*), there are a further 421 local regulations and circulation letters that discriminate against women. These regulations limit women's mobility and expression, including guidance on women's dress code; curfews for women; and some restrictions on minority religious groups.³

1.2 Socio-Cultural Context

The different socio-cultural contexts shape gender equality and social inclusion in each KOMPAK location

KOMPAK acknowledges the religious, ethnic, cultural, political and social norms that shape and influence opportunities, access, agency and control for poor women, persons with disabilities and disadvantaged and marginalised groups. An understanding of these socio-cultural influences and factors is essential to ensure a do no harm approach and that activities are designed and implemented appropriate to local contexts. Some key cultural and social dimensions in KOMPAK provinces are highlighted below.

The post-conflict situation in **Aceh** and the implementation of Syariah law has reduced the role of women in the public sphere and their ability to hold positions of power. In Bireun district, for example, a female village head was elected but not permitted to hold the position because she was female. Meanwhile, Aceh has strong cultural traditions that have valued female leaders (Acehnese Queens and freedom fighters) for centuries. These narratives are still strong and often become the impetus to push for pro-gender initiatives and regulations. Aceh also has a

¹ Bappenas (2014), Rencana Pembangunan Jangka Menengah Nasional [National Medium-term Development Plan, RPJMN] 2015–2019, GOI: Jakarta. p.6.

² Ajar (2016), *I am here. Papua Working Group: Challenges and Opportunities for Papuan Women from Their Own Perspective*. Unpublished Report for MAMPU. Jakarta

³ Komnas Perempuan (2017) Annual Report on Violence against Women.

strong and diverse network of women's organizations who are well coordinated and key to pushing for reform from below, as the spaces of female leadership in the formal institutions of government continue to narrow.

Nusa Tenggara Barat is dominated by tourism, mining and migrant labour and these industries shape the gender and social inclusion issues of child marriage, women and girls' reproductive health and children of migrant families. There are a number of indigenous minorities, such as the Bayan in the north of Lombok island. *Adat* (customary) institutions and Islamic religion (with practices of polygamy) hold cultural capital and influence, and there are key intersections with GESI issues such as *kawin gantung* (informal marriage followed by formal marriage once the girl reaches legal age) and *adat merarik* (elopement) which are drivers of child marriage and tied to communal rites that allow males to marry females, regardless of age. NTB has strong CSO networks and coalitions which have been effectively leveraged by the KOMPAK team on gender issues.

East Java represents one of the main overseas migrant-sending regions of Indonesia. Large numbers of women go abroad as migrants leave behind their children. Disability as a result of working abroad is an issue that has not been dealt with by local government. Other issues cited by civil society as important include women and girls' reproductive health and child marriage. Traditionally a moderate Nahdlatul Ulama (NU) stronghold, mass organisations such as Fatayat NU, Lakpesdam and Muslimat have extensive networks down to the village level and bring the required social capital and cultural legitimacy essential for behaviour change approaches.

Central Java has a traditional patriarchal court system culture with defined gender roles. While a NU women's leader, Ida Fauziah was on the recent gubernatorial ticket, women are rarely supported in village-level decision-making systems. High levels of migrant workers and issues such as absent parents and child protection are concerns for civil society and local government. There is a strong active disability network throughout Central Java.

The dominant ethnic-linguistic group in **South Sulawesi** are the Bugis who have historically influenced national politics and dominated local politics for the past decade. In the past, Syariah by-laws were implemented in a number of districts, with associated curfews and limitations to women's mobility. Culturally, Bugis recognise five genders (namely: *orawane*, *makkunrai*, *calalai*, *calabai* and *bissu*) and has an accompanying set of gender equality principles which supports women's leadership and participation, *sipakatau* (working together); *sipakainge* (equal participation); *sipatukang* (no discrimination). There is a high prevalence of child marriage due to cultural beliefs that once a girl has menstruated she is mature and ready for marriage. It is particularly desirable if the family to be married into is of higher economic status. Parents will often speed up the process to formalise the marriage. South Sulawesi has a vibrant civil society movement and this presence has reflected national commitments on disability and gender in district regulations on disability and child protection.

Papua and West Papua have 384 local dialects (290 in Papua and 94 in West Papua)⁴ and gender roles are reflected in local ethnic expressions for example *Mosaba* in Waropen, *Bin Syowi* in Biak, *Mntargu Monye* in Kayupulo (indigenous of Jayapura area), *Isomkur* or *Kitkur Ngalum* language in Pegunungan Bintang. Papua and West Papua are also religiously diverse. For example, the Baptist Church in Lanny Jaya, GKI Tanah Papua, is in most of coastal areas including Sorong, Waropen, Manokwari, Kaimana and Nabire. The Catholic church is in Southern Part including Asmat. Aside from engaging the church, *adat* entities such as Dewan Adat Papua (DAP) are important avenues to for an appropriate and sensitive approach to promoting gender roles and gender relations through its domains of environment, culture and economic development. Given sensitivities working with women in Papua provinces, KOMPAK will identify appropriate activities to initiate. From initial mapping these include entry points such as improving sex and disabilities disaggregated data availability and use, as well as developing strategies to expand womens' roles in leadership and community decision-making.

⁴ Badan Pengembangan dan Pembinaan Bahasa, Kementerian Pendidikan dan Kebudayaan, 2017 (<http://badanbahasa.kemdikbud.go.id/lamanbahasa/>).

2 | GESI STRATEGY OVERVIEW

The purpose of KOMPAK's GESI Strategy is to leverage and build on results achieved during the first three years of KOMPAK programming to:

- support **program-wide focus on the poor and marginalised** through a better understanding of the different barriers and conditions faced by poor women, persons with disabilities and disadvantaged and marginalised groups;
- **tailor and refine interventions** to address identified barriers, conditions and needs of the targeted poor women and marginalised groups in sectors of health, education, legal identity and local economic development; and
- generate, package and communicate **evidence, learning and knowledge** on GESI practice for dialogue with government, and replication by government and key stakeholders.

KOMPAK will build on results to date

This strategy builds on GESI results in the first three years of KOMPAK. Results catalysing change that will be leveraged, strengthened and expanded going forward include:

- 2,524 female cadres trained in 464 villages to engage with village government and communities promoting inclusive pro poor village development under Village Law.
- 262 female cadre graduates from these 7 provinces taking on higher roles of village leadership following graduation from PEKKA's Paradigta Akademi.
- Improved systems and resourcing in South Sulawesi for disabilities data collection and use in village and district planning that resulted in allocations from village funds for disabilities projects.
- Support for implementation of Musyawarah Rencana Aksi Perempuan (Musrena) piloted in 2017 in West Aceh for women's specific planning meetings that identify and secure financing for women's priorities using special autonomy funds, and cross learning of this model with local governments in East Java (Trenggalek and Pacitan).
- Piloting and refinement of gender and inclusive planning and budgeting in MOHA's village and subdistrict government training modules to promote gender responsive planning under Village Law.
- Linking women entrepreneurs to markets with a focus on micro and small/medium enterprise.
- Influencing the enactment of 14 local regulations in NTB raising the age of marriage for girls.

KOMPAK learning has informed future ways of working

The following learning during KOMPAK's first three years have shaped this revised GESI Strategy for 2019-2022:

- **KOMPAK has generated positive GESI results from approaches and pilots, particularly in village planning and budgeting processes.** These now need to be refined, connected – in the local development cycle and geographic location - for greater impact, replication and institutionalising within government processes.
- **A sole focus on improving representation of women and persons with disabilities in planning and budgeting processes will not lead to their transformative change. Women in leadership is important.** Emerging evidence of transformative change for PEKKA cadres who have taken on roles of leadership in the village upon graduating is promising. This should be a central component of KOMPAK's GESI work going forward.
- **Given broad focus and geographic coverage, KOMPAK needs to be strategic in selecting GESI activities likely to achieve greatest impact and scale.** KOMPAK will need to strike an important balance between investing in cross-program mainstreaming and investing in smart GESI specific activities likely to lead to transformative change for target groups.
- **Implementing a twin track approach in KOMPAK** - as a broad and geographically spread program - is resource intensive and requires experts with diverse GESI backgrounds (planning and budgeting, financial management, community development, health and so on). Aside from being strategic and selective, KOMPAK will need to better balance between drawing on in-house expertise and contracted short term experts to meet all program needs.
- **Activities delivered through partner CSOs have achieved the greatest success in programming GESI.** Examples include strengthening female cadre networks and local women leaders; collection and use of disabilities disaggregated village data in planning; and shifting allocations of village resources to meet the specific needs of poor women and the marginalised, including persons with disabilities. Here KOMPAK is playing a facilitator role, rather than an implementer.
- **KOMPAK would benefit from improving its communication and knowledge management of GESI results both internally and externally.** This will help to strengthen feedback loops, promote cross team learning for improvement, and help to communicate KOMPAK's GESI story more broadly. KOMPAK's national team would benefit from playing a stronger convening role across teams to support this.
- **A number of GESI achievements were the result of KOMPAK teams being opportunistic and responsive.** For example, support to BAPPENAS and OJK in financial inclusions modules for disabilities inclusion and technical support to pilot *Musyawarah Rencana Pembangunan Perempuan dan Anak* (Development Planning for Women and Children, or *Musrena*) in Aceh. Here teams were flexible, responsive to government partners and adaptive. While outlining a work program is important, maintaining flexibility is equally important to respond to strategic opportunities as KOMPAK's work unfolds on the ground.
- **The potential of innovation to address gender equality and disabilities inclusion is yet to be realised by KOMPAK.** Innovation and shifting gender roles are each catalytic processes that drive change. Through KOMPAK's Innovation plan, including to explore use of Blockchain and initiatives such as hosting a hackathon in late 2018, KOMPAK will take a specific for on GESI to test scalable and smart solutions to real problems for women and persons with disabilities.

2.1 Core Principles

KOMPAK adopts the following principles and measures to guide its work:

Valuing diversity

KOMPAK values diversity and the lived experience of those who are living with disabilities, and those who are from various cultural, religious and socio-economic backgrounds. Diversity is taken in to consideration in the design, implementation and monitoring of Activities.

Promoting accessible processes and activities

KOMPAK aims to remove barriers that may prevent fair, equitable participation, contribution and benefits particularly for poor women, persons with disabilities and indigenous women and disadvantaged and marginalised groups. Non-discrimination is fundamental to the human rights-based approach and one of the underlying principles of the CRPD.

Nothing about us without us

For Activities with a specific focus on reaching and benefitting persons with disabilities, KOMPAK commits to ensuring the involvement and participation of people with disabilities in the design, implementation and monitoring of these Activities.

Generating and sharing evidence and learning.

KOMPAK generates evidence and learning for improvement both of KOMPAK supported activities as well as for government where learning and results are being taken to scale by government and non-government partners.

Disaggregating data

KOMPAK disaggregates data by sex and disability as far as possible as a source of baseline data and analysis, and encourages government and civil society partners to ensure their data systems are disaggregated.

KOMPAK operationalises these principles in the design, monitoring, implementation and assessment of Activities that are outlined in team District Action Plans and the national work plan. Appraisal of new Activities proposed through Activity Concept Notes (ACN) and Activity Design Notes (ADN) will also include reference to these principles.

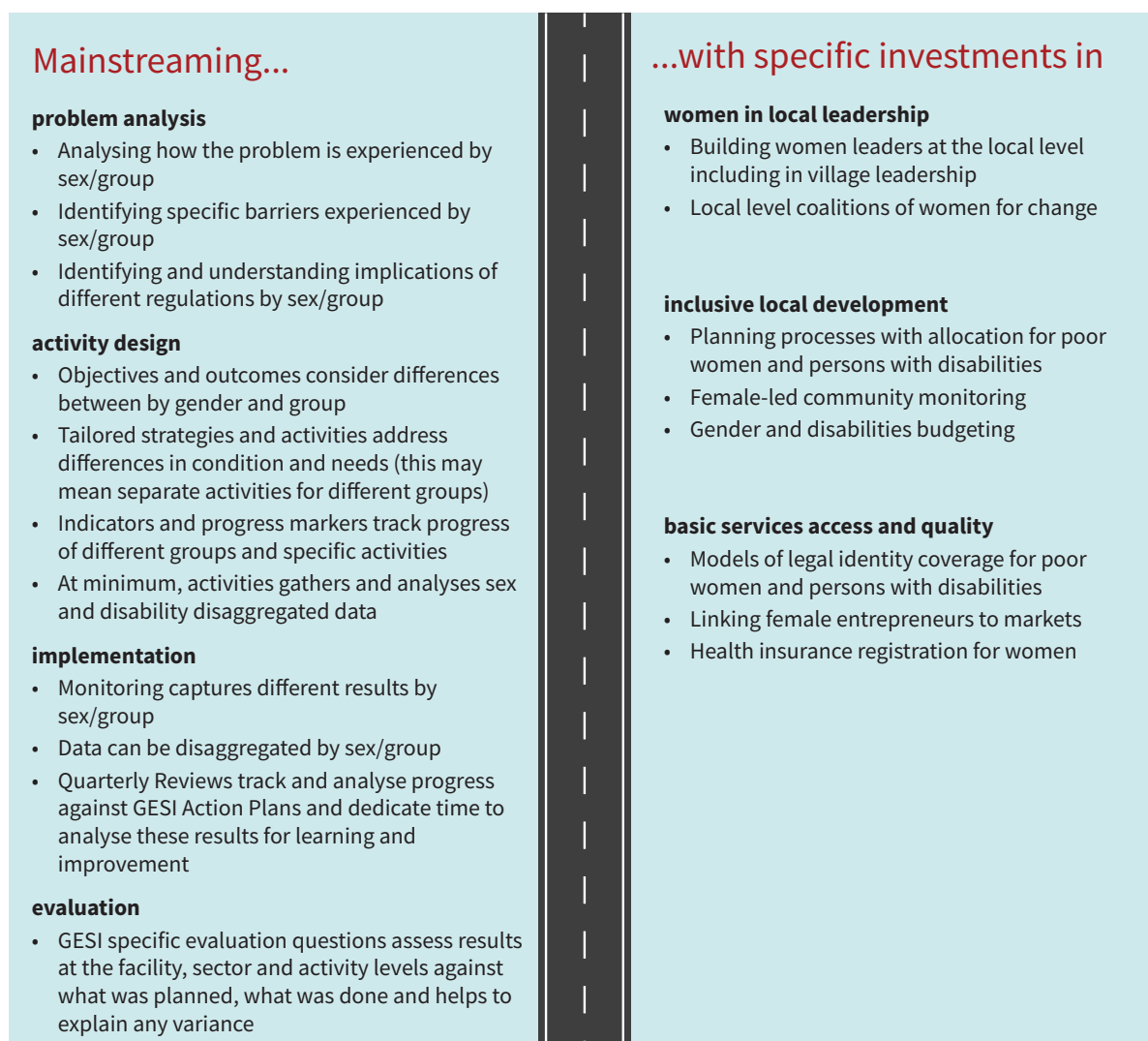
2.2 Twin Track Approach

Building on results and learning from three years of programming, this strategy maintains a twin track approach. This means:

- **GESI is mainstreamed:** GESI is an integral part of planning, preparation, implementation, monitoring, evaluation and reporting in all outcome areas.
- **Investments are made in GESI focused activities:** GESI focused activities aim to address particular inequalities and exclusionary factors, identify and test promising strategies for replication, or otherwise inform future program development.

Investments target: poor women, persons with disabilities and disadvantaged and marginalised groups.

A twin track approach mainstreams GESI and invests in specific activities for greater impact



2.3 Limits

As a governance program KOMPAK aims to influence and improve institutional processes and systems, the rules of the game (laws and regulations) and flow of funds (of particular relevance to the GESI strategy is village funds). KOMPAK works directly with multiple national ministries as well as local government from the province to village supporting their own agendas and priorities. In this way, KOMPAK is constrained by the extent of control over some activities where they are only a small part of broader programs and agendas of government. This strategy outlines KOMPAK's balance of activities between mainstreaming GESI and specific activities with a GESI focus to manage this ensuring greater control over some of the GESI Specific Activities at the community level. In addition, KOMPAK will identify champions – especially male champions – committed to promoting gender equality and inclusion who can be supported as change makers.

In addition, governance changes can be slow, particularly where KOMPAK aims to shift attitudes, norms and behaviours related to gender equality and inclusion. These are shaped - not only by political and economic factors - but by embedded social, religious and cultural beliefs and norms that can result in discrimination and stigma. This constrains the extent of control KOMPAK has over technical aspects of activities. KOMPAK therefore focuses on activity areas where results are emerging from work to date, evidencing the potential of KOMPAK and its Partners to influence positive and transformative change.

3 | DELIVERING THE STRATEGY

3.1 Mainstreaming GESI

KOMPAK's GESI team provides technical support to teams to adopt a gender and disabilities perspective in their analysis of the problems they want to address. Teams are supported to use this understanding to shape the design, implementation and monitoring of activities. This integration in to the Activity Management Cycle is shown below in Figure 1. Commitments to GESI mainstreaming and GESI specific investments are detailed in each team's GESI Action Plans (see Section 3.4).

GESI is integrated in all aspects of the activity management cycle

FIGURE 1: GESI MAINSTREAMING IN THE ACTIVITY MANAGEMENT CYCLE



3.2 GESI Focused Activities

A summary of the main GESI Activities proposed for 2019 are outlined below in Table 1. GESI Activities 1 - 4 listed below are large Activities containing a number of smaller activities (or sub-activities). GESI Activity 5 on CRVS is an activity within the broader CRVS Activity. Details are outlined below.

TABLE 1: SUMMARY OF GESI ACTIVITIES LINKED TO KOMPAK THEMES

GESI Focused Activity	KOMPAK Theme	Delivery Modality
GESI Focused Activity 1 Building local women's leadership	KOMPAK Theme 10 Increasing representation of communities in development processes	PEKKA engaged as a KOMPAK Partner
GESI Focused Activity 2 Local women's coalitions for change	KOMPAK Theme 9 Village institution and stakeholder strengthening	SEKNAS Fitra and PEKKA engaged as KOMPAK Partners
GESI Focused Activity 3 Affirmative action for women and persons with disabilities in local planning	KOMPAK Theme 7 Village government capacity strengthening	KOMPAK provincial teams together with local government
GESI Focused Activity 4 Gender and Disabilities Budget Statements	KOMPAK Theme 9 Village institution and stakeholder strengthening	SEKNAS Fitra engaged as a KOMPAK Partner
GESI Focused Activities 5 CRVS for Women and Persons with Disabilities	KOMPAK Theme 6 CRVS strengthening	PUSKAPA engaged as a KOMPAK Partner

Link to Policy

As outlined in Section 1.1, a key piece of legislation relevant to KOMPAK's GESI Strategy, is the Village Law (No.6/2014). KOMPAK will continue to engage in policy dialogue on GESI issues with the Ministry of Villages, Ministry of Home Affairs and BAPPENAS on inclusive and representative village development, particularly focused on poor women, persons with disabilities and disadvantaged and marginalised groups. Learnings and evaluation from KOMPAK's GESI work outlined in Table 1 above will be used to inform the approach taken going forward in policy engagement.

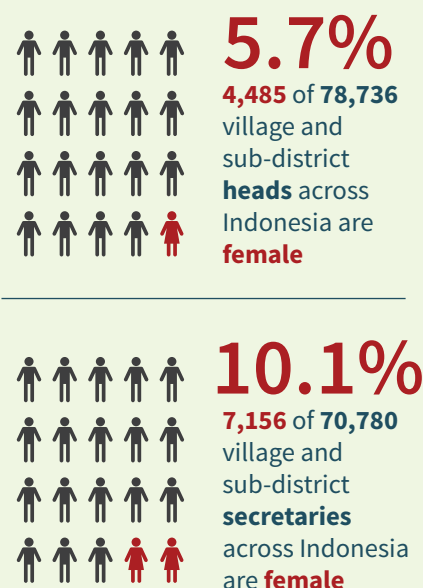
Part of the approach will be to continue strengthening dialogue between KOMPAK Partners (such as PEKKA, PUSKAPA and SEKNAS Fitra) and GoI. Another part of this approach will be to look more intensively at how to engage with MAMPU and Peduli on their policy agendas related to womens' empowerment and social inclusion. For example, MAMPU has a number of activities working with women to influence use of funds under Village Law.

Finally, it is expected a number of key policy issues outlined in the Sector Strategies will be supported through the GESI Strategy in the sectors of health, nutrition, and legal identity. A plan for policy engagement at national and local levels will be detailed in the Provincial Roadmaps and National Action Plan (work plan) and the GESI Action Plans will highlight linkages of the policy agenda to the GESI Strategy objectives.

KOMPAK will build women's leadership at the local level for transformative change

The Village Potential Data (*Pendataan Potensi Desa* or PODES)⁵ 2014 shows that 4,485 of 78,736 village and sub-district heads across Indonesia's 34 provinces are female (5.7 percent). The proportion of village and sub-district secretaries that are women is higher, although still very low (7,156 out of 70,780 or 10.1 percent).

A 2012 survey conducted by PEKKA⁶ found that just over a third of respondents felt that women cannot become leaders, with the main reason cited being a belief that women don't have the ability (77 percent). Under the new national regulation No. 110/2016 on Village Councils⁷, the village council responsible for facilitating village assemblies on village development and providing oversight on use of funds, must have at least one female representative. However, in KOMPAK locations alone, only 9 percent of the 814 BPDs had a female representative. Further, only 11 of the 514 sub-village heads are female and only 3 of the 814 village heads are female. In addition, participation in community activities for both women and men in the areas surveyed was low, particularly in village assembly meetings.



While numbers of female representation are extremely low, the Reality Check Approach (RCA) study, commissioned by KOMPAK and the Knowledge Sector Initiative (KSI) on *Perspectives and Experience of Village Government Officials on the New Village Law* (2016) found that a changing leadership landscape may open opportunities for women and younger people, as leadership roles become less appealing to the old guard. KOMPAK intends to explore this 'new' space further in the coming period.

Indonesia's National Community Empowerment Program (PNPM) has shown that while affirmative action can increase women's participation, this doesn't necessarily translate to shifts in women's role in the village, control over assets, or influence in decision-making. Seventy five percent of women reported their involvement was passive (just listening).⁸ The constraints to women's participation are well known and documented, and include: social norms that define which tasks men and women should perform, how the genders should interact in public, who can go where (e.g. men only meeting spaces); inability to attend meetings due to other responsibilities; definitions of acceptable female behaviour; perceptions of women as being less capable than men; and their participation being seen by men as inappropriate or unnecessary.

In addition, the Akatiga study on marginalised groups in PNPM showed that excluded groups faced multiple barriers to their effective involvement in community led processes. This may be due to geographic isolation, lack of timing and available resources to attend community meetings, lack of information and for some, reported discrimination.⁹

⁵ Source: Table 12.2 Number of Villages/Sub-Districts by Sex of Village Head/Sub-District Head and Village Secretary/Sub-District Secretary, BPS (2014) Statistik Potensi Desa Indonesia 2014, BPS: Jakarta. Note that there are inconsistencies between this published summary and the raw data that KOMPAK has access to. The published data has been used for internal consistency.

⁶ Community Poverty Monitoring System (Sistem Pemantauan Kemiskinan Berbasis Komunitas, SPKBK). This surveyed 89,960 families (census method) in 111 villages, across 35 kecamatan in the 17 provinces in which PEKKA works. Data collection was completed in 2012.

⁷ Peraturan Menteri Dalam Negeri Tentang Badan Permusyawarah Desa, No.110/2016.

⁸ Gibson, C, and Woolcock, M in Voss, J. (2008). *PNPM-Rural Baseline Project*. Jakarta: The World Bank.

⁹ AKATIGA (2012). *Kelompok Marjinal dalam PNPM*. Jakarta: The World Bank.

“I never dreamed I could be a village employee...I was fortunate to join the PEKKA's Paradigta Academy for one year. This knowledge was useful and I was determined to someday become a public servant to support my community. It seems my prayer has been answered as I am now the Head of General Affairs in my village.”

Wanty Setiawati, Ciherang Village, Pacet-Cianjur, Paradigta Academy Alumni, 2016.

For the continued phase (2019 to 2022) KOMPAK's GESI work will focus on building women leaders so that they can take on formal roles of responsibility in the village. This builds on results to date from engagement with PEKKA and SEKNAS Fitra focusing primarily on alumni from Paradigta Akademi and female BPD representatives. Working primarily with and through existing local institutions and systems (for example the village office, village council), KOMPAK will draw on PEKKA's experience in identifying local champions, particularly from within government, to build support for women's leadership. Specifically, this will include identifying opportunities to work with men to help identify and address gender power relations and barriers that may prevent women from taking on roles of leadership. PEKKA has shown some success to date, directly targeting male village heads and building their support for female cadres.

KOMPAK will leverage its comparative advantage to contribute towards strengthening systems, implementation of policies and leverage existing relations built with local government. KOMPAK's comparative advantage will be coupled with PEKKA and SEKNAS Fitra community networks, expertise and experience working with women and village councils to a focus on transformative change for women.

GESI Focused Activity 1: Building Local Women Leadership

In less than a year following graduation from Paradigta Akademi 262 of the 2,524 female cadres secured higher roles of responsibility in their village (as village officials, BPD members, members of the election monitoring committee and so on). They all have their stories like Wanty Setiawati (see quote above). Under this Activity, PEKKA will focus on preparing and mentoring alumni of Paradigta Akademi to take on village leadership roles. This will include continued training for female cadres within KOMPAK locations. Indicative activities include: mentoring for graduates as emerging female leaders to identify their aspirations and prepare them to run for representative roles, networking and coaching for women, exploring support for leadership programs supported by local government at the district level, and mapping local elections in each KOMPAK location to align mentoring activities with timelines for these women to run for positions. This activity will leverage both the demand side networks, expertise and experience of PEKKA and SEKNAS Fitra at the community level, and KOMPAK subnational team expertise in supply side strengthening and strong government networks.

GESI Focused Activity 2: Local womens' coalitions for change

Continuing engagement with PEKKA and SEKNAS Fitra, this Activity will have 2 areas of focus: 1) increasing the number of female BPD representatives initially focused in KOMPAK locations (aspects of this activity link to PEKKA's mentoring with graduates); and 2) Building coalitions of female BPD members within districts for support networks and advocacy. Specific activities within this initiative will likely include: women's advocacy on local regulations for female representation in village councils; strengthening the skills and knowledge of female village council members to fulfil their roles effectively within village development; and building coalitions of female village council members at the district level for greater influence.

KOMPAK will focus on gender and disability inclusive local development

The Law No.6 of 2014 (Village Law) provides a legal basis for villages to direct and manage their own development and predictable funding to communities for set priorities. However, research has shown the relative dominance of the village head and that processes are not as consultative as intended.¹⁰ Women, persons with disabilities, and marginalised groups have limited participation in decision making in relation to village development. Recognising this, Ministry of Villages issued a letter in July 2018 to local governments across Indonesia mandating a more inclusive and representative planning process involving poor women, persons with disabilities and 15 other marginalised groups.

The Presidential Instruction (*Inpres*) No.9/2000 on Gender Mainstreaming and BAPPENAS' 2012 Gender Mainstreaming National Strategy provide a framework for inclusive budgeting at all levels of government. In addition, in 2015 BAPPENAS put in place guidelines for disabilities responsive planning and budgeting for all levels of government. Further, in 2014 MoHA issued an Instruction for Preparation of local revenue and expenditure budget for subnational governments to take note of BAPPENAS' national strategy, however implementation of gender responsive budgeting has been less than optimal.

GESI Focused Activity 3: Affirmative action for women and persons with disabilities in local planning

There are two parts to this Activity: 1) support for implementation and replication of Musyawarah Rencana Aksi Perempuan (Musrena) initiated in Aceh; and 2) support for BPD to conduct women and disabilities specific community consultations (musdes). Building on investments to date, KOMPAK will continue to provide technical support government in Aceh to refine Musrena in West Aceh, to replicate in other districts in Aceh, and to identify other areas for replication and adaption of this model leveraging village or district funds. The Musrena model allocates special autonomy funds to finance women's projects through a women-led consultative forum. In early 2018, following KOMPAK-facilitated knowledge exchange between Aceh and East Java, district governments of Trenggalek and Pacitan requested support to adapt this model. Aside from the Musrena model, through PEKKA's Paradigta Akademi work and SEKNAS Fitra's BPD strengthening these partners intend to work together to explore models for affirmative action through BPD facilitated musdes processes. The aim will be to allocate consultation space and financing for poor women and persons with disabilities.

GESI Focused Activity 4: Gender and Disabilities Budget Statements

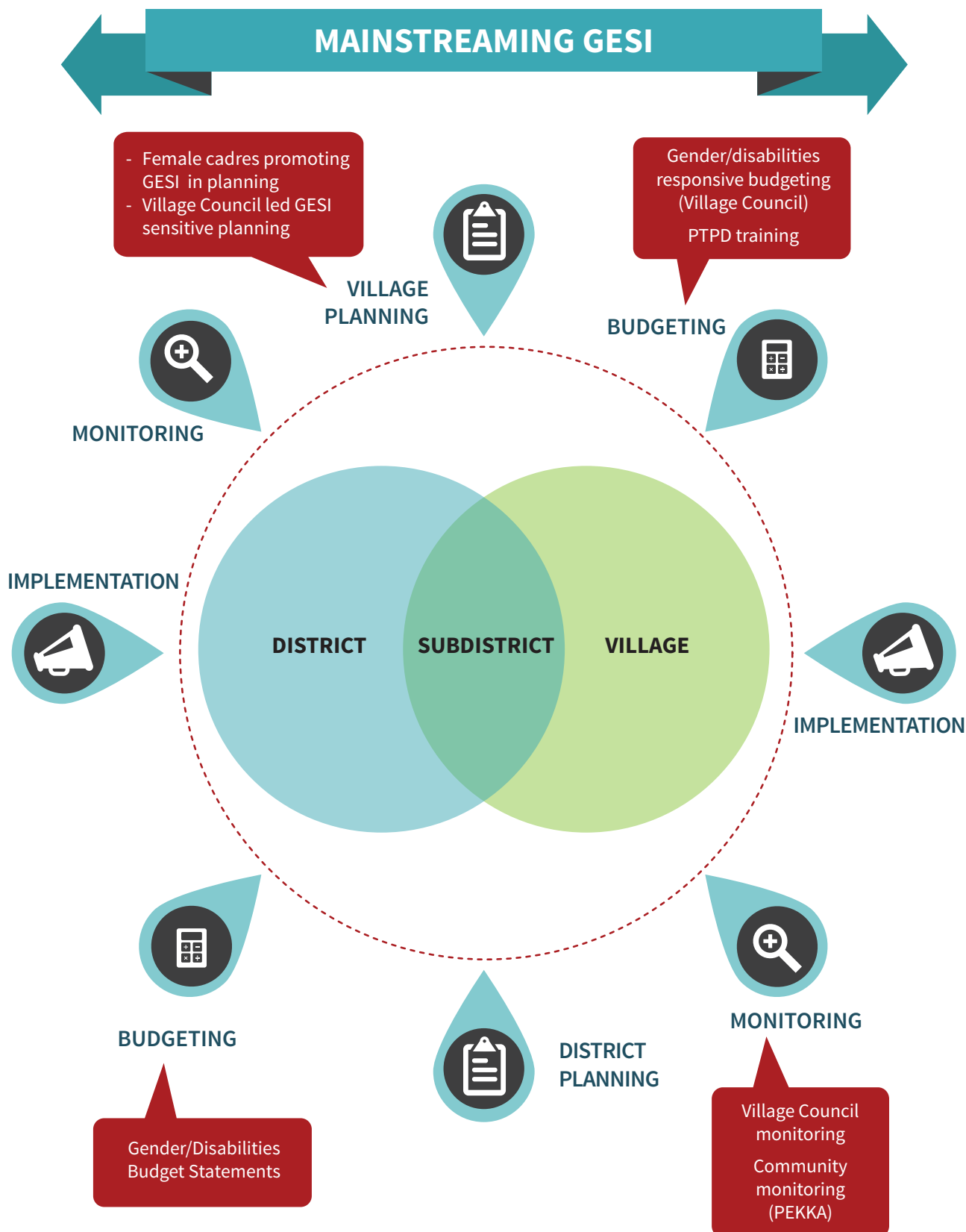
This Activity will provide support to local governments in target locations to develop District level Gender and Disabilities Budget Statements building on initial support from KOMPAK teams in 2017 and 2018. This Activity will also look to build on the PTPD platform supporting local governments in funds administration and management drawing on the tools from BAPPENAS and SEKNAS Fitra's work in gender responsive budgeting. Here, SEKNAS Fitra will leverage KOMPAK subnational teams' networks and current engagement with district, subdistrict and village level officials.

KOMPAK will build on a number of discrete GESI activities underway within the planning and budgeting cycle linking up both demand and supply side interventions. This will also help to connect GESI activities underway between KOMPAK Partners (CSOs) and KOMPAK sub-national teams. These include, for example: inclusion of sex and disability disaggregated data in SID and SAIK; female cadre support for community monitoring through PEKKA's Paradigta Akademi; and budget transparency training for village councils. These will be connected within the local planning and development cycle and geographically located in the same regions aimed at contributing to foundations for

¹⁰ Salim, A. Wahidah, R. Bulan U. Laksono, I. Brock, K. (October 2017) *Indonesia's Village Law: enabler or constraint for more accountable governance?* Institute of Development Studies and Pattiro: Jakarta

inclusive local development. In addition to the community monitoring and oversight role of Paradigta Akademi cadres in local planning (captured in GESI Focused Activity 1), specific activities are outlined below and connection between them are shown pictorially in Figure 2. Draft indicators for these activities are included in Section 4.2.

FIGURE 2: INTEGRATION OF GESI SPECIFIC INTERVENTIONS IN LOCAL PLANNING AND BUDGETING PROCESSES



A Focus on Civil Registration and Vital Statistics (CRVS) for Poor Women and Persons with Disabilities

Birth registration is the first step in securing a child's legal identity, safeguarding his or her individual rights and facilitating his or her access to justice and social services. Indonesia has made good progress towards its SDG target of legal identity for all, including birth registration by 2030. A total of 73 percent of children under 5 years of age were reported to have a birth certificate in 2015. However, there are significant disparities in coverage. Poorest households are 26 percent lower than those within the wealthiest quartile. There are no gender differences in birth certificate coverage, but regional disparities are clear and rural areas are 15 percent lower than urban areas (65 per cent compared to 80 percent). Provincial rates for birth certificates among children range from a low of 34 percent in NTT to a high of 93 percent in DI Yogyakarta.¹¹

Further, the Australia Indonesia Partnership for Justice (AIPJ) Baseline Study of Legal Identity¹² found that children with parents or guardians that have no apparent physical disability are five times more likely to have a birth certificate, when compared to children with parents or guardians who have apparent physical disabilities. Associations were found between not having a birth certificate and early marriage of girls, and between having a birth certificate and education attainment and access to health services.

GESI Focused Activity 5: CRVS for women and people with disabilities

Within KOMPAK's CRVS work, a number of activities specifically reach women and people with disabilities to support their access to legal identity. First, the outreach model aims to directly target, as far as possible, people with disabilities or children with parents with disabilities who are supported by village registrars to process identity documentation. Second, strengthening data and information systems at the village level aim to better capture data on women and persons with disabilities to support village authorities in better identifying and targeting people without legal identity. Third, through engagement with village level health services, this activity targets pregnant mothers and mothers who have just given birth to support registration of their newborn babies. Finally, monitoring and analysis across the CRVS work more broadly will help to better understand the specific barriers for poor women and persons with disabilities to accessing civil registration services. This learning and understanding will inform adaptation of Activities throughout implementation.

A Note on Innovation

Innovation and shifting gender roles are each catalytic processes that drive change.¹³ KOMPAK will explore opportunities through local problem identification for innovative and smart solutions for gender equality and social inclusion.

KOMPAK's work with female entrepreneurs has a specific focus on human centred design and in addition to this, there are 2 main points in 2018 where opportunities for innovation will be explored. The first is the provincial roadmap development process where teams will identify priority problems together with local government and plan activities to test solutions. The second will be the KOMPAK supported Hackathon in late 2018 which will present a number of GESI-focused problems for hackers to design solutions around.

¹¹ BAPPENAS (2017), SDG Baseline Report on Children in Indonesia. Joint publication with UNICEF Jakarta.

¹² Sumner C, Kusmaningrum S (2014) Indonesia's Missing Millions: AIPJ Baseline Study on Legal Identity. DFAT (Australian Aid, PEKKA and PUSKAPA UI

¹³ Malhotra, A. Schulte, J. Patel, P. Petesch, P. (2009) Innovation for Women's Empowerment and Gender Equality. International Centre for Research on Women.

3.3 GESI Action Plans

GESI Action Plans guide each team in analysis, planning and implementation in all locations

The primary document that will guide individual teams in operationalising activities (see Section 3.3 above) is the district and the national GESI Action Plans. Each provincial team and the national team will receive technical support from KOMPAK's GESI team to prepare a GESI Action Plan. These plans are embedded within the team's Action Plans (annual workplan).

The GESI Action Plan is not a separate document, but rather a series of "tagged" activities within the district level or national level work plan. These will be developed during KOMPAK's work planning process, as outlined in the PMF. Section 4.2 of this strategy outlines how these activities will be tracked and performance measured.

How do the GESI Action Plans link to strategy and implementation documents?

4 Sector Strategies will operationalise KOMPAK's governance work – one each for health, education, civil registration and vital statistics (CRVS) and local economic development. These will outline the specific problem/s KOMPAK will focus on, the outcomes to be achieved and broad areas of governance approaches KOMPAK will draw on. These governance approaches build on KOMPAK's work to date specifically: 1) subdistrict and village strengthening; 2) public finance management; 3) sector governance; 4) community empowerment and social accountability; and 5) special autonomy (otsus) improvement.

Link: GESI analysis of the selected problem/s will be included in the Sector Strategies.

7 Provincial Roadmaps will outline the specific focus in each KOMPAK target province as well as the desired results and changes up to 2022. Roadmaps will identify the specific focus problem/s based on local priorities and context, drawing down from the guidelines and focus outlined in Sector Strategies. Roadmaps will include a District Action Plan which will outline the specific problem and annual activities to be carried out in each KOMPAK district.

Link: District Action Plans will include GESI activities that together make up a GESI Action Plan to guide implementation.

3.4 Partnerships

KOMPAK Partners are key in the delivery of the GESI Strategy

To deliver activities KOMPAK partners with organisations, programs and government. KOMPAK's main civil society partners and how KOMPAK engages these partners are outlined below in Table 2. New partners may be added throughout implementation between 2019 and 2022 based on strategic needs of the program. In early 2018 KOMPAK carried out a Strategic Partner Review (report finalised March 2018). Recommendations were made to strengthen collaboration, communication and cohesion across KOMPAK's portfolio. Going forward, KOMPAK Partners (grant recipients) will have their planning, implementation, monitoring and review processes embedded within the broader program structure to promote 'One KOMPAK'. Details of KOMPAK's performance framework, including monitoring and learning cycle, which Partners will be part of, is outlined in Section 4.

TABLE 2: KOMPAK PARTNER ORGANISATIONS

KOMPAK Partners and Collaboration description

Pemberdayaan Perempuan Kepala Keluarga Female Heads of Households (PEKKA)

KOMPAK supports PEKKA's *Paradigta Akademi* training program that strengthens the capacity of female cadres to engage more effectively with government and communities to support inclusive and evidence-based village planning and development. In 2017 and 2018 2,574 female cadres graduated across 7 provinces. Going forward this partnership will replicate the model in KOMPAK locations and invest in alumni and a program of local level women's leadership engaging both female cadres and BPD female representatives.

As PEKKA is also a MAMPU partner, KOMPAK's collaboration with MAMPU and with PEKKA will aim to ensure complementarity and synergies. Whereas MAMPU's work focuses on grassroots mobilization of women's groups through CSO partnerships and economic development in the case of PEKKA, KOMPAK aims to build female cadres for leadership within the village. KOMPAK will work with MAMPU and PEKKA to avoid overlap in this partnership.

Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran (SEKNAS FITRA)

KOMPAK supports SEKNAS FITRA to strengthen the Village Council (BPD) for budget transparency in village planning and budgeting. Going forward, the partnership will continue to expand this to KOMPAK locations and collaborate with PEKKA on building female leadership and coalitions of women for pro poor inclusive development.

Pusat Kajian Perlindungan Anak (PUSKAPA UI) and Lembaga Perlindungan Anak Nusa Tenggara Barat (LPA NTB)

KOMPAK supports PUSKAPA UI and LPA NTB to improve Indonesia's CRVS within the context of decentralization and locally available basic services (mainly health, education, and social assistance). The program design lays out a five-year comprehensive approach, that focuses on bringing civil registration services closer to the community and will tailor approaches to reach poor women and the most vulnerable, including persons with disabilities, facilitating civil registration processes through frontline services of health, education, and social assistance.

The Bursa Pengetahuan Kawasan Timur Foundation (BAKTI)

KOMPAK supports BAKTI to implement LANDASAN Phase II in Papua and West Papua aiming to increase access and coverage of frontline services for approximately 12 Papuan tribes in 24 indigenous villages. At the core of this work are specific activities targeting indigenous women, female leaders and indigenous communities. Specific GESI interventions are under design for the continued phase.

Leveraging DFAT Investments

KOMPAK leverages and identified synergies with other DFAT investments

KOMPAK works collaboratively with a number of other DFAT investments to exploit synergies and to increase DFAT's overall impact in gender equality and inclusion in Indonesia. Cross-collaboration is outcomes-focused and practical, and priority areas for collaboration with DFAT investments are outlined in Table 3.

TABLE 3: DFAT PARTNER PROGRAMS

DFAT Program and Collaboration description
MAMPU KOMPAK engages MAMPU partners to learn from good practice and leverage existing networks and results. In 2019 KOMPAK plans to engage MAMPU partners to share learning on village level women's empowerment and leadership (engaging with both PEKKA and SEKNAS FITRA). On local economic development, KOMPAK also plans to collaborate with MAMPU partners working in the same districts to increase the capacity of women's livelihoods groups to access local government and village programs on economy.
PEDULI In 2017 2018 KOMPAK leveraged Peduli networks and learning for its social accountability work to test tools and approaches that promote access for women and the most marginalised to basic services and to support engagement with local government and service delivery units on delivery of these services. Going forward, KOMPAK is particularly interested to learn from approaches to disabilities inclusion with Disabled Peoples' Organisations (DPOs) and work with ethnic minorities and to leverage and complement KOMPAK's work.
MAHKOTA In 2017, KOMPAK collaborated with MAHKOTA designing BANGGA Papua, a social protection program for indigenous Papuan children up to 4 years. This collaboration will continue with KOMPAK focusing on the governance aspects with MAHKOTA taking the lead on the social protection aspects.
INOVASI Through the roadmap and planning process KOMPAK will aim to identify areas for collaboration with Inovasi, particularly in NTB and East Java provinces, where both programs have a presence, related to early childhood development.
KSI Related to KOMPAK's learning agenda and potential mini studies (see Section 4.1) to address GESI related evaluation questions, KOMPAK will identify opportunities to leverage KSI partners to support this work.
PRISMA Following initial engagement on local economic development work, KOMPAK will outline areas for synergies based on common objectives related to linking women entrepreneurs to markets. Synergies between the two programs will be identified during the Sector Strategy and provincial roadmap process.

As KOMPAK's program in sectoral interventions are in place, KOMPAK will pro-actively identify opportunities for further collaboration and engagement with other DFAT programs, particularly in innovation, where relevant. In the case of policy advocacy KOMPAK will aim to identify ways to collaborate with MAMPU and Peduli in particular given their strengths and focused mandate on these issues. In addition to partnership with DFAT funded programs, KOMPAK will engage both nationally and locally with other donor funded initiatives where synergies exist and there is clear mutual benefit. Programs relevant to the GESI Strategy KOMPAK will continue to engage with include UNICEF, World Bank, and JALIN (USAID funded). These synergies will be identified as part of the Sector Strategy and Provincial Roadmap development process.

4 | PERFORMANCE

GESI performance will be monitored and assessed at the activity and KOMPAK levels

Performance monitoring and assessment of GESI activities will be managed as outlined in KOMPAK's Performance Management Framework (PMF). This section below outlines the general framing and approach to performance of GESI work at the Activity and KOMPAK levels.

4.1 Monitoring and Evaluation

Activity-level Performance Monitoring

Teams will regularly monitor and manage performance against what was committed in the GESI Action Plans using the four general questions in Table 4 below. These questions are modifications of the general monitoring questions applied to all KOMPAK Activities as outlined in the PMF, tailored below to be GESI-specific.

The answers to these questions will be provided through data and supporting evidence compiled by implementation teams and validated collaboratively with the KOMPAK Performance team. The data and supporting evidence will be used on a quarterly basis to prepare snapshots of implementation progress against annual plans through a traffic light system (managed within the MIS). This traffic light system enables teams to check whether individual sub-activities are on-track, delayed, or have been discontinued..

TABLE 4: ACTIVITY MONITORING QUESTIONS FOR QUARTERLY REVIEW OF GESI PROGRESS

Activity Question	GESI focused investments	GESI mainstreamed within broader Activities
AQ 1 Delivery	Did we deliver the GESI Activity (and sub-activities) that we said we would, including in a timely manner (as outlined in the GESI Action Plan)?	Did we deliver the Activity (and GESI sub-activities) that we said we would, including in a timely manner (as outlined in the GESI Action Plan)?
AQ2 Quality	Were the Outputs / Direct Results of the GESI Activity in line with our expectations of quality?	Were the Outputs / Direct Results of the Activity (and GESI sub-activity) in line with our expectations of quality?
AQ3 Effectiveness	Is the GESI Activity contributing to progress toward more distant Outcomes (and contribution to the GESI Strategy)?	Is the Activity contributing to progress toward more distant Outcomes (and contribution to the GESI Strategy)?

Activity Question	GESI focused investments	GESI mainstreamed within broader Activities
AQ4 Adaptation	How have we adapted to improve the delivery, quality, and/or effectiveness of the GESI Activity? What lessons have we learned?	How have we adapted to improve the delivery, quality, and/or effectiveness of the Activity based on GESI dimensions? What lessons have we learned?

Activity level performance assessment

In addition to monitoring progress against GESI Action Plans, teams are required to reflect on and assess the performance of Activities in relation to the monitoring information they have compiled (outlined directly above). The performance assessment is then validated through a review of supporting evidence facilitated by the Performance team.

Activity level performance assessment is facilitated through Activity review. Details of this process and the tools are outlined in the PMF and described briefly below. In summary, this review focuses on three basic questions, that are applied more broadly to the Activity review process:

- **What happened?** Checking progress against GESI Action Plans and expectations
- **So what?** Providing space for internal and reflexive questioning about what's working and what isn't
- **What's next?** Identify and agree the required changes to plans going forward (this may include revisions to team GESI Action Plans)

Review and refinement of GESI to improve performance will be managed and tracked on a three-monthly basis as detailed in the PMF. The two types of reviews are:

- **Bi-Annual Reflection and assessments:** This is structured around Activity reviews held at two key points in KOMPAK's annual performance cycle: an interim review after six months, and a final review at the end of the year; and
- **Three and Nine Month Check-ins:** Depending on the size and nature of the Activity, additional check-in points can be held at after three and nine months.

Within the reviews specific time will be allocated to reflect on and learn from GESI experiences against individual GESI Action Plans. It is expected that these discussions may initially be facilitated by a GESI team member, but over time as team capacity develops to program GESI, GESI team members will step back to provide quality assurance and oversight to the process

Activity level evaluation

A final component of performance management at the Activity level is the possibility to undertake additional evaluation studies where there is a clear benefit to doing so. A small number of evaluation studies will be conducted each year and priority studies will be agreed between the Performance team and the KOMPAK Senior Management Team. Where strategic and relevant, specific GESI focused studies may be undertaken based on consultation with GOI and DFAT.

KOMPAK level evaluation of GESI

KOMPAK's GESI performance will also be evaluated at the KOMPAK level as outlined in the PMF. The specific GESI focused evaluation question in the PMF is:

- **KQ5** Is KOMPAK maintaining an appropriate focus on women's empowerment, gender equality and social inclusion.

Indicative sub-evaluation questions that will be answered are:

- KQ5.1** Are GESI specific interventions effectively addressing identified barriers and conditions for poor women and persons with disabilities.
- KQ5.3** Is KOMPAK generating evidence, learning and communicating this with government and relevant stakeholders on how to effectively reach poor women and persons with disabilities to improve their access to basic services.

These questions may be refined as part of the development of the full M&E Plan to be submitted in September 2018.

4.2 Indicators

GESI mainstreamed and specific activities will be ‘tagged’ in each District Action Plan (and linked to the MIS) enabling KOMPAK to extract, aggregate and analyse the details, data and progress of each GESI related activity across the program. This tagging mechanism enables analysis and comparison across the provinces and districts of GESI progress and results (both specific and mainstreamed).

In answering the monitoring questions above, KOMPAK will collect data and report on a limited number of “progress markers” and facility-level “snapshot indicators”. Where appropriate KOMPAK will also conduct specific studies in particular districts or related to particular Activities.

Indicative Indicators

For GESI focused activities, these may include questions such as:

- to what extent are female cadres taking on leadership roles in the village?
- to what extent are female coalitions actively engaging in village or district level development processes?

Indicative indicators to capture information to support answering these questions are:

- number of women trained for leadership
- amount and % of total local budget secured for women/persons with disabilities priorities.
- number of women taking on positions of local leadership (village and district)
- percentage and estimated number of information systems in KOMPAK locations/outside KOMPAK locations capturing gender disaggregated data
- percentage and estimated number of information systems in KOMPAK locations/outside KOMPAK locations capturing disability data

Indicative facility level snapshot indicator for GESI activities (included in the PMF) is:

- Number of women/men/persons with disabilities reached through KOMPAK capacity building efforts
- Estimated number of women/persons with disabilities who obtain legal identity documents with direct/indirect support from KOMPAK
- Number of significant improvements to national or local policy supported by KOMPAK
- Percentage of KOMPAK Activity Budget Allocated to:
 - GESI focused activities
 - GESI mainstreamed activities

Relevant GESI **progress markers** per district will be outlined in each District Action Plan as part of the GESI Action Plan. the specific GESI Activities and GESI mainstreamed Activities will be monitored and assessed using the same tools and approaches adopted across the program as outlined in the PMF. GESI specific indicators, including snapshot indicators, will be developed based on district plans and included in the full PMF in September.

4.3 Learning and Adaptation

KOMPAK will use learning for adaptation and improvement

KOMPAK actively learns and adapts for GESI improvement as outlined below. Being responsive and able to scale and build on what works, similarly to adapt, drop or scale down what is not working, is a key feature of KOMPAK as a Learning Organisation. As noted in the LDD, there are three purposes of KOMPAK's learning agenda:

- At the **Activity level**, to enable continuous iteration and to improve implementation performance;
- At the **subnational level**, for program revision, adjustment, replication and scale-up/Gol institutionalisation; and
- At the **national level**, for national scale-up, assessing progress towards EOFO outcomes and KOMPAK's goal.

KOMPAK Activity reviews (see 4.1) are structured processes to monitor progress against GESI Activities and to identify modifications required for improvement. These reviews facilitate ongoing learning and adaptation in a structured and facilitated way. In addition, KOMPAK promotes peer learning and sharing as well as use of this learning for policy dialogue and influence as outlined directly below.

Peer Learning and Sharing: GESI budget is allocated for peer learning, communication of results, and knowledge management. The GESI Manager will play a role in building a body of evidence and helping KOMPAK to tell its GESI story both internally and with government and stakeholders. Greater focus will be placed on knowledge management and peer learning on GESI smart practice across KOMPAK teams (such as provincial exchanges). This will be facilitated formally through the review cycle outlined above and integrated in to KOMPAK activity engagement and events with national and local government. This will be facilitated informally by leveraging GESI budget allocations to develop human interest stories and profile smart GESI practice prepared by the GESI Manager together with KOMPAK's Knowledge Management Manager. For example, KOMPAK shares stories on results and practice related to programming GESI every two weeks. These are drafted by national and provincial team members and intended to build a culture within KOMPAK of cross-learning and sharing.

Sharing learning with government for dialogue and influence: KOMPAK will share learning and good practice with government partners at national and local levels through KOMPAK's governance mechanisms as well as through relevant events and reviews. The communications team will provide support to the GESI team to prepare and socialise products and papers that evidence KOMPAK's results in programming GESI. KOMPAK will also integrate GESI learning and key advocacy points into thematic activities (eg public finance management, community empowerment and social accountability). KOMPAK recognises the importance of being opportunistic to leverage existing planned dialogue and networks at the national and local levels, rather than conducting separate engagements on GESI issues that can result in GESI being regarded as a 'side issue'. As outlined in Section 3.5, where relevant policy engagement on specific GESI issues may involve collaboration with programs leading on these issues, such as MAMPU and Peduli. This is particularly the case with disabilities issues where Peduli has the networks, expertise and capabilities to lead on this issue.

Detail on roles and responsibilities for technical support, monitoring and reporting are outlined in Section 4.4 below.

4.4 Roles and Responsibilities

GESI is the responsibility of all KOMPAK staff

Implementation of GESI across the program is a joint responsibility across KOMPAK as outlined below in Table 6.

Acting on lessons learned

Between 2015-2018 KOMPAK allocated one full time, and one part time staff member to support GESI implementation. With the volume, geographic spread of activities and diverse technical needs, GESI staffing was insufficient to ensure strategic focus, technical support and communications of results. Based on learning, KOMPAK:

- has elevated the Deputy Director (GESI and Performance) to be part of the Executive Team
- has recruited an additional full time GESI Specialist
- is establishing a TA Expert Panel of GESI experts to provide short term inputs to teams on specific GESI issues/areas of work
- has resourced communications and knowledge management of GESI work to build awareness, commitment and communities of practice within KOMPAK and stakeholders
- has increased budget available for GESI activities

KOMPAK also budgets GESI at 2 levels:

1. National and subnational implementation teams allocate a budget for GESI specific and mainstreaming activities.
2. The GESI team (cross-cutting portfolio) have a separate budget to provide technical support to KOMPAK teams and partners, support monitoring, facilitate peer learning and knowledge management both within KOMPAK and externally.

TABLE 6: ROLES AND RESPONSIBILITIES IN PROGRAMMING GESI IN KOMPAK

Role	Responsibility
Executive Team (Team Leader, Directors, and Deputy Directors)	• At the highest level, provides leadership and quality assurance for delivery of GESI Strategy
Senior Management Team (Executive Team, Leads and Provincial Managers)	• Responsible for quality of GESI implementation within their respective teams • Contributes to analysis of GESI progress in Progress Reports and Annual Workplans • Engages with government on GESI results and learning for government program and policies
Performance Portfolio – GESI (Deputy Director GESI and Performance, GESI Specialist, GESI Manager)	• Accountable for strategic direction of GESI within the program and overall QA of GESI implementation • Provides technical support and mentoring to teams for GESI • Engages with government on GESI results and learning for government program and policies • Sources qualified TA support to deliver against GESI Action Plans and support QA processes • Monitors and reviews progress towards GESI Action Plans • Identifies and coordinates mini-evaluation for GESI related work together with MEL

Role	Responsibility
Provincial and National Implementation Teams	• Develops GESI Action Plans within District Action Plans • Undertakes Activity level monitoring and review of GESI activities • Conducts data collection on GESI indicators • Integrates assessment of GESI results in to Progress Reports • Engages GESI experts to support delivery of the GESI Action Plans (this may include individuals locally, staff from local CSOs, academics from local institutions and so on)
Performance Portfolio – Monitoring Evaluation and Learning Team	• Supports and mentors teams in data collection on GESI indicators. • Conducts data analysis of tools that including GESI indicators • Supports development of Progress and Achievement Reports • Supports identification of mini-evaluations that consider GESI aspects
Performance Portfolio – Quality Assurance Team	• Oversees implementation of the PMF including for GESI aspects • Ensures periodic reviews include GESI perspective, data and analysis • Collects and collate information from district and sector reviews including GESI related work.
Performance Portfolio – Communications	• Prepares communication and knowledge products to share good practice • Supports knowledge sharing and learning events.
DFAT	• Strategic oversight to GESI implementation • Participation in joint supervision missions including to review GESI progress • Performance feedback on GESI through the PPA process
Independent Strategic Advisory Team (ISAT)	• Provide periodic review and recommendations on facility strategy and overall direction including GESI implementation
Technical Advisors (short term from the TA Expert Panel or locally sourced on a needs basis)	• Provision of technical support for specific activities across the program that may require specific technical expertise outside the skill set of the KOMPAK GESI team • Supports monitoring against GESI Action Plans • Supports reporting and analysis (including for mini-evaluations)

4.5 Reporting Requirements

Aligned with program reporting requirements, progress against the GESI Strategy will be analysed and reported in the following ways:

- **Annual Workplan** is prepared and reviewed mid-year and will include GESI specific and mainstreamed activities.
- **Progress Reports** every March will focus on reporting GESI progress against AQ1-4. Progress Reports every August will focus on reporting GESI progress against OQ1-4.
- **Reporting to the Steering Committee** will include progress updates and analysis against GESI objectives.
- **Annual Participatory Performance Appraisals (PPA)** provide performance feedback to KOMPAK and one category relates to programming gender equality and social inclusion.
- **Performance Assessment Framework (PAF) indicators.** KOMPAK will report to DFAT on the relevant PAF indicators that are GESI sensitive to help report on results, as part of KOMPAK's broader PAF reporting to DFAT.

4.6 KOMPAK Culture and Institutional Processes

KOMPAK institutional processes can encourage and reinforce attention to GESI

KOMPAK recognises that institutional processes, including the staffing profile, can encourage and reinforce attention to GESI. KOMPAK recruitment processes maintains a gender balance, with equal representation of women and men at the executive and senior management levels, and there are slightly more female employees than males overall (see Table 7). KOMPAK will continue to seek to increase staff diversity and representativeness, particularly for persons with disabilities and other minority groups.

TABLE 7: KOMPAK STAFFING PROFILE BY GENDER

Team	Male	Female
Senior Management Team	13	11
Staff	40	52
Total	53	63

Aside from the implementation of GESI in program activities, KOMPAK integrates GESI within internal systems and procedures as follows:

Human resources

- Promotes employment of people from various backgrounds (gender, ethnic, race, religion, age, persons with disability) and equal opportunities for recruitment and promotion.
- Ensures staff are aware of their roles and responsibilities in relation to this GESI strategy and provide necessary skills development and support to ensure these roles and responsibilities are fulfilled. All new staff and consultants receive a GESI induction as part of their orientation.
- Establishes GESI focal points across program implementation, corporate operations and strategy, performance and innovation teams.
- Promotes gender sensitive and inclusive attitudes and facilities.
- Ensures meaningful participation and involvement of persons with disabilities by ensuring accessible venues and necessary support, such as sign language interpreters or personal assistants.

Communications

- Promotes GESI activities and lessons through the KOMPAK website and publications.
- Ensures materials and publications positively depict and promote the diversity of the Indonesian population in terms of their age, gender, disability, and ethnicity.
- Acknowledges that sometimes it is better to work behind the scenes rather than brand activities as GESI activities.
- Provides staff business cards printed with braille.

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ANNEX 1. INDONESIA'S POLICY COMMITMENTS RELEVANT TO GENDER EQUALITY AND SOCIAL INCLUSION

Document	Provisions
1945 Constitution of the Republic of Indonesia	Article 27: (1) All citizens shall be equal before the law (...) (2) Every citizen shall have the right to work and to earn a humane livelihood. Article 28H: (1) Every person shall have the right to live in physical and spiritual prosperity, to have a home and to enjoy a good and healthy environment, and shall have the right to obtain medical care. (2) Every person shall have the right to receive facilitation and special treatment to have the same opportunity and benefit in order to achieve equality and fairness. (3) Every person shall have the right to social security in order to develop oneself fully as a dignified human being. Article 28I: (2) Every person shall have the right to be free from discriminative treatment based upon any grounds whatsoever and shall have the right to protection from such discriminative treatment. Article 34: (2) The state shall develop a system of social security for all of the people and shall empower the inadequate and underprivileged in society in accordance with human dignity.
Convention on the Discrimination of All Forms of Discrimination Against Women (CEDAW) Signed by Indonesia: 29 Jul 1980 Ratified by Indonesia with Law 7/1984: Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), 13 Sep 1984	Article 14: (2) States Parties shall take all appropriate measures to eliminate discrimination against women in rural areas in order to ensure, on a basis of equality of men and women, that they participate in and benefit from rural development and, in particular, shall ensure to such women the right: (a) To participate in the elaboration and implementation of development planning at all levels; (b) To have access to adequate health care facilities, including information, counselling and services in family planning; (c) To benefit directly from social security programmes; (d) To obtain all types of training and education, formal and non-formal, including that relating to functional literacy, as well as, inter alia, the benefit of all community and extension services, in order to increase their technical proficiency; (e) To organize self-help groups and co-operatives in order to obtain equal access to economic opportunities through employment or self-employment; (f) To participate in all community activities; (g) To have access to agricultural credit and loans, marketing facilities, appropriate technology and equal treatment in land and agrarian reform as well as in land resettlement schemes; (h) To enjoy adequate living conditions, particularly in relation to housing, sanitation, electricity and water supply, transport and communications.
Presidential Instruction No.9/2000: Gender Mainstreaming in National Development	This instruction requires the mainstreaming of gender issues in state agencies and their programs at all steps of development: i.e. planning, implementing, monitoring and evaluating.
Law no. 23/2004 on Domestic Violence	Defines domestic violence as inclusive of physical violence, psychological violence, sexual abuse, and abandonment of family, and criminalises marital rape. Sexual harassment is criminalised and the rights of the survivors of violence are explicitly acknowledged.

Document	Provisions
Law No.40/2008 on the elimination of discrimination against race and ethnic	All citizens are equal before the law and are entitled to protection against any form of racial and ethnic discrimination.
MoHA Regulation No. 67/2011	Gender Mainstreaming in Local Development
Law No. 19/2011 on Indonesia's ratification of UNCPRD	The ratification of United Nation Convention on the Rights of Persons with Disabilities ratification is the momentum to change the paradigm in addressing disabilities issues from medical and charitable approach to human rights perspective.
Collaboration circulation letter 2012: National strategy for gender mainstreaming acceleration through gender responsive planning and budgeting	This national strategy formulated and circulated by 4 ministries in different letter number as follows: 1. Ministry of National Development Planning: 270/M.PPN/11/2012 2. Ministry of Finance: SE-33/MK.02/2012 3. Ministry of Home Affairs: 050/4379A/SJ 4. Ministry of Women Empowerment and Child Protection: SE 46/MPP-PA/11/2012
Government Regulation (PP) No.43 Tahun 2014	Article 1, Paragraph 1: the implementation activities in village development is decided based on gender equality consideration.
Law No.6/2014 on Village	Chapter 2 on Village Head, article 26: democracy and gender equality as one of village head obligation Paragraph (4); article 63, paragraph b: gender equality on Village Representative Council Explanation section no.7 on non-discrimination against ethnic, religion and believe, race, community group and gender in the Village Regulation.
RPJMN 2015-2019	Indonesia's National Medium Term Development Plan provides a direction on inclusive development including for women, people with disabilities, ethnic minority and other vulnerable groups.
Presidential Regulation No 75/2015 and Presidential Instruction No.10/2015 on National Action Plan for Human Rights	Within this national action plan there are some vulnerable groups including: women, people with disabilities, and ethnic minority groups as main beneficiaries for human rights advancement in all development aspects such as: civil, politic, economic, social and culture. This document provides a clear action plan for line ministry at central and sectoral agencies at local level in implementing that national human rights agenda.
Disability responsive planning and budgeting guideline, 2015	This guideline developed by the Ministry of National Development Planning that provide direction for ministries and government institution in integrating disabilities issues within their program/activities planning and budgeting.
Cooperatives & MSME Regulation No.7/2015	Strategic Plan on Development Cooperatives and MSME
Law No.8/2016 on disability	Based on the ratification process, the Government of Indonesia then stipulated the new law on disability that consists of 22 rights of people with disabilities and 4 additional rights of women with disabilities. This is a multi-sectoral law coordinated by the Ministry of Social Affairs and put in place each line ministries as a leading sector in their working areas.

KOMPAK

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