



JTA

MAMPU: Empowering Indonesian Women for Poverty Reduction

Annual Workplan July 2014 to June 2015

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ACRONYMS

ACCESS	Australian Community Development and Civil Society Strengthening Scheme Project
AIPD	Australia-Indonesia Partnership for Decentralisation
ARU	Analytics and Research Unit
AAP	DFAT Program
BaKTI	Yayasan BaKTI – Bursa Pengetahuan Kawasan Timur <i>Indonesia</i> / Eastern Indonesian Knowledge Exchange Foundation
BAPPENAS	National Development Planning Board
CB	Capacity Building
CS	Communication Strategy
DPD RI	Indonesian House of Regional Representatives
DPRD	Indonesian Provincial House of Representatives
DPR RI	Indonesian House of Representatives
GOA	Government of Australia
GOI	Government of Indonesia
ILO	International Labour Organisation
Komnas Perempuan	National Commission on Anti-Violence Against Women
KP	Kapal Perempuan/Circle of Women's Alternative Education
KPI	Koalisi Perempuan Indonesia untuk Keadilan dan Demokrasi/Indonesian Women's Coalition for Justice and Democracy
KPP-DPD	Indonesian Women Regional Representatives Caucus
KPPRI	Indonesian Women's Parliamentary Caucus
M&E	Monitoring and Evaluation
MAMPU	Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan/Empowering Indonesian Women for Poverty Reduction
MC	Managing Contractor
NGO	Non-Governmental Organisation
NTT	Nusa Tenggara Timur
OCPAT	Organisational Capacity and Performance Assessment Tool
PEKKA	Pemberdayaan Kepala Keluarga Perempuan
PF	Partners' Forum
PNPM	National Program for Community Empowerment
SAC	Strategic Advisory Committee
SC	Steering Committee
SOP	Standard Operating Procedures
TA	Technical Assistance
TNP2K	Tim Nasional Percepatan Penanggulangan Kemiskinan/ National Team for Accelerating Poverty Reduction
TOC	Theory of Change

TWG	Thematic Working Group
WIL	DFAT Women in Leadership Unit

1. INTRODUCTION

This document presents the 12-month workplan for the Empowering Indonesian Women for Poverty Reduction Program, also known as *Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan (MAMPU)* for the period of July 2014 to June 2015.

This workplan outlines progress achieved over the previous six-month reporting period, and identifies forward looking priorities for the period of July 2014 to June 2015. Priorities for the next 12-months aim to build on progress achieved over the previous six month period, with a view to being flexible and responsive to evolving Partner needs. As such, only indicative activities are presented for the time being. The 6-monthly progress report in November 2014 will provide an update on forward planning.

2. PROGRAM DESCRIPTION

The MAMPU Program aims to improve the welfare of poor women in Indonesia by strengthening women's and gender interested organisations and parliamentarians in order to influence government policies and services. The Program will support a selection of national and sub-national women and gender-interested organisations and their local Partners to forge coalitions with others within the public and private sectors. Working through multi-stakeholder processes, the organisations will analyse constraints, identify and test solutions, work with the media, and use an evidence base to advocate for change.

The MAMPU Program focuses on five thematic areas:

1. Improving women's access to government social protection Programs;
2. Increasing women's access to jobs and removing workplace discrimination;
3. Improving conditions for women's overseas labour migration;
4. Strengthening women's leadership for better maternal and reproductive health;
5. Strengthening women's leadership to reduce violence against women.

The Program is comprised of two components:

1. Support to Partners to contribute to policy, regulatory, or service delivery reform at the national and local levels within MAMPU's five thematic areas; and,
2. Support Partners to work with the national and local women's parliamentary caucuses, and gender advocate male parliamentarians as a way to mobilise parliamentarians to advocate for reform.

The objective for the first three years of Program implementation is that the concerns of poor women, in the five thematic areas, are effectively voiced by strengthened partner organisations and networks.

2.1 Operating Context

During the last six months, the operating context in which the Program has been functioning was influenced and affected by significant socio-economic, political and policy/legislative issues and events. This context, however, has provided fertile ground for MAMPU Partners and the MAMPU Team to advance the interests of Partners, the broader outcomes of the Program, and the women's movement in Indonesia more generally.

Indonesia has recently been experiencing a period of weak economic growth which has resulted in the Government informing line ministries (in May) of the need to reduce their budgets. If the economy does not strengthen there could be implications for fiscal transfers

(DAU, DBH etc.) to the provinces and districts that could potentially impact local service delivery. This is of concern given the declining social development trends Indonesia is experiencing in some areas including: with growing income inequality between and within urban and rural areas, rising youth unemployment, particularly in Java; and persistently poor health indicators in areas such as maternal mortality. Within this context, the Program used the Partners' Forum in March as a venue in which to discuss the newly created National Health Insurance Scheme that was launched in January of this year, among other significant issues. This scheme holds the potential to advance important social protections for impoverished women across the country.

In the political context, parliamentary elections were held in April that created an opportunity for a number of MAMPU Partners to engage in pre-election activities including advocacy and awareness-raising with electoral candidates and voter education campaigns. Of the 6607 candidates registered for election to the DPR 2467 (37%) of them were women. Overall, women's representation in the DPR decreased by 1% from 2009 but their share of the total votes across Indonesia increased by 1%.¹ The results of these elections are important for the MAMPU Program as it initiates its parliamentary activities this year and facilitates the work of Partners to identify creative opportunities to strategically engage with newly (re)elected parliamentarians.

Within this political landscape, a form of 'collective action' emerged in the form of a movement known as Indonesia Beragam (described in more detail in Annex 10). The MAMPU Program has initiated support for this strategic women's movement. Several Partners belong to it and are actively engaged in advocacy and lobbying of parliamentarians around its 10 point political agenda which is aimed at building an Indonesia free from corruption and poverty, free from all forms of violence and fear, to achieve justice for poor women and marginalised groups in Indonesia. Similarly, with the Presidential elections due to take place in July, the organisations that make up this movement are already lobbying one of the two candidates, Joko Widodo to commit to adopting this agenda.

Finally, two important pieces of legislation that were recently passed, the Village Law (Act No. 6/2014) and the Law on Mass Organisations (Act No. 17/2013) both have significant implications for the work of Partners, particularly at the local level. The preparation by Indonesia's Ministry of Home Affairs (MOHA) of implementing regulations for the Village Law has galvanized MAMPU Partners to undertake 'collective action' around the implementation of the Law. This is described in more detail in Annex 10. Both of these laws were discussed at length during sessions at the March Partners' Forum where Partners strategized around how to influence the implementing regulations of these pieces of legislation to ensure that women's rights and interests are reflected and protected in their implementation.

3. PROGRESS AND PRIORITIES

3.1 Progress Towards Readiness and Collective Action

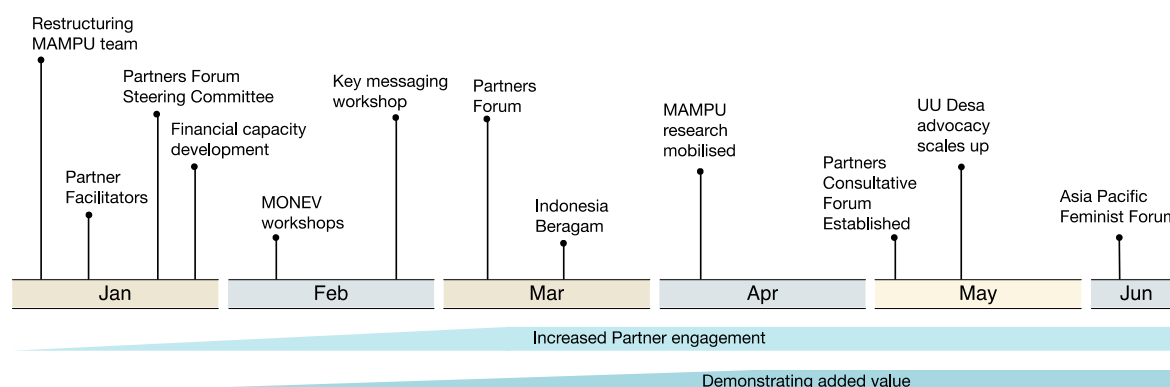
Introduction

Our approach to implementing the MAMPU Program has evolved throughout the past six months. We knew that we needed to develop strong Partner relationships, rebuild our credibility and start delivering on commitments made to Partners and DFAT. Our role as the Managing Contractor for MAMPU is multi-faceted, we are at times a facilitator, a catalyst, a manager, a convener and a fixer. We have needed to allow these different roles to evolve, recognizing when and how to change our approach as the circumstances change. Moreover,

¹ Source: 2014 Indonesia Elections: DPR RI Results and Gender Representation, International Republican Institute.

it was clear that the manner in which we performed our role had the potential to either enhance or hinder the work of Partners and ultimately the success of the Program.

This narrative follows the chronology of the past six months, picking out some notable achievements and linking these to the evolving role of MAMPU. More detailed notes that report on the progress against the workplan can be found in the Annexes.



January

Restructuring the team

The year started with a significant reorganisation of the MAMPU Team, with the objective of forming a structure that would best enable the successful implementation of the Program. This involved an evaluation of all key positions, reviewing performance and clarifying job descriptions. A new Team Leader started on January 13th and significant recruitment has continued throughout this reporting period. As of early June 2014, the MAMPU Program has a full team (see Annex 4 – Updated Organisational Chart).

Our approach to the restructuring – which was disruptive in the short term, and involved tough decisions – embodies the values that we aspire to transmit to our Partners. Effective organisations not only learn from feedback, but they also ensure they are adaptable enough to evolve.

Feedback from Kapal Perempuan: “Our MAMPU Partner Facilitator - Handry - is very open, and his regular visits to the office have led to the development of a close relationship where we feel confident to discuss the challenges we have with the MAMPU Program.”

Partner Facilitators

In order to craft the right approach, we first needed to really understand our MAMPU Partners and the challenges they face in carrying out their work. One approach to achieve this understanding involves MAMPU’s dedicated team of **Partner Facilitators** who were assigned and introduced to their respective Partners in January. To perform effectively as the MAMPU focal point for the Partner, the initial work was in building trusting relationships and making communication between Mampu and the Partners more streamlined and frictionless.

Feedback from Migrant Care: “It takes time to develop a trusting relationship. A significant success is that the Director of Migrant Care has recently invited Damaris, their Partner Facilitator, on a field trip to observe activities implemented under the MAMPU grant.”

Financial Capacity Development Activities

MAMPU has invested significantly in developing Partners' grant management capacities, with some success. With MAMPU support, 5 Partners now have improved financial systems in place. This enables these organisations, for the first time, to integrate financial reporting from sub-Partners (or subsidiary offices in the case of KPI) without requiring duplication of data input, thereby reducing the time required for accurate grant reporting.

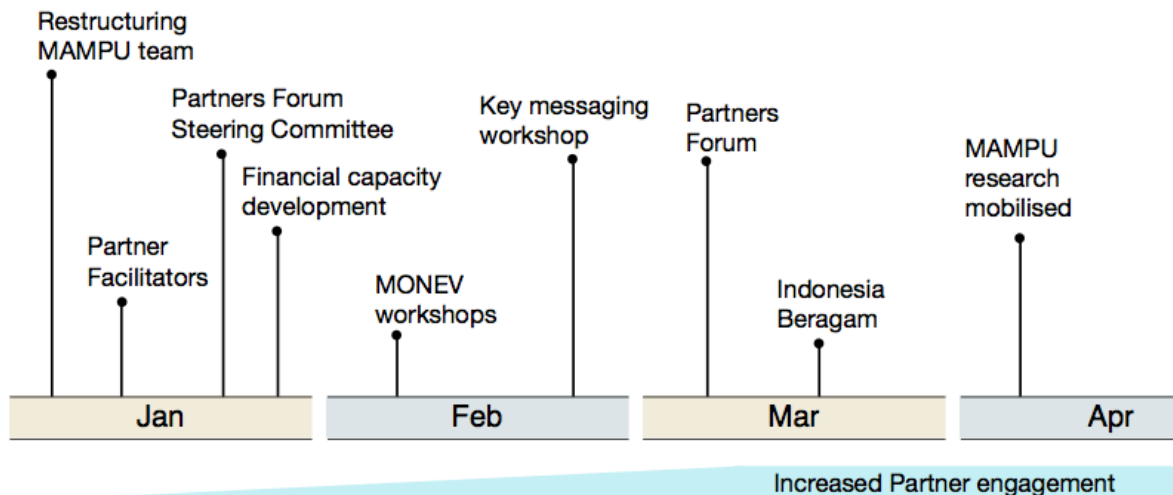
Delivering effective training: Workshop evaluation illustrated that 85% of participants perceived their understanding of grants management mechanisms to have improved, while 90% considered that consensus had been reached on a working mechanism, and 100% agreed that capacity development needs had been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

However, capacity development is a long-term process rather than a milestone, and it is important that MAMPU has appropriate 'signposts' to check along the way. To progress towards improved capacity and readiness, firstly Partners need to have an immediate positive reaction to the MAMPU support (training, workshops, technical assistance etc.). This means that they find the support to be relevant to their work, useful, and that the process of for training was appropriate. Positive results at this level are the first sign that MAMPU is on the right track and that it is more likely that participants learn and apply this learning in their work. More details regarding this part of MAMPU's capacity development monitoring approach can be found in Annex 5 (Capacity Development and Training Model).

Partners Forum Steering Committee

In order to ensure the 3rd Partners Forum was a success, the MAMPU team encouraged the Steering Committee (comprising selected representatives from Partners) to discuss and agree the theme and objectives of the Forum. This participatory approach to event design resulted in significant Partner ownership and commitment to the aims of the Forum. The agreed agenda was a balance between knowledge building and sharing, group work, advocacy action-planning and demonstrating practical M&E tools for Partners to select for follow-up training. We agreed with the Steering Committee that it was important to have significant representation of sub-Partners or sub-national members of Partners attending the forum.

Without meaningful local ownership, the Partners may feel alienated from MAMPU. It is a truism that we cannot succeed in activities if Partners don't want them. Therefore, it is not surprising that activities not conducted during the last 6 months were those that Partners regarded as no longer priorities and those that we included in the workplan without Partner consultation.



February

Monitoring & Evaluation (MONEV) workshops

MONEV workshops were conducted with seven (7) Partners over the period of November to February. These were an important opportunity to have close engagement with Partners. The MAMPU team facilitated and supported the workshops to develop clear logic models for outlining intended outcomes from project designs, and reviewing how to plan and monitor activities. Finally, Partners identified which specific activities they felt merited MAMPU's support to implement. One principle of our approach is to use the tools and systems our Partners already possess, while discussing how they can be used within MAMPU, so as to enhance the Partners' sense of ownership.

Feedback on MONEV workshop from CSD Bone: *"The process is very interesting and participatory, we are all part of the process and the results are agreed by all of us".*

Key Messaging Workshop

Development of the Communication and Knowledge Management Strategy has been a significant activity throughout this reporting period. Representatives of all Partners, except Kapal Perempuan, attended a **key messaging workshop** that was facilitated by Fortune PR, a communication service provider that was identified and provided by MAMPU.

The objective was to facilitate a participatory process to develop a consistent key message for the MAMPU Program and similarly a key message for each MAMPU Partner. The process is designed to be utilised by Partners for other projects.

Feedback from Aisiyah: *"The workshop was really beneficial for me. I become aware that Communication strategy is really important. This workshop pushed us to re-think our program and discuss it with other participants. Furthermore, we now better understand our own program."*

Feedback from Aisiyah: *"The most interesting part was when we developed key messages. We learnt that developing a message should be based on the target audience's perspective and their interest, not only our own interest. This means the message should be developed by asking a question about what benefit will be achieved by the audience by knowing our message. This was a very important lesson from the workshop and we will use this lesson in developing our future communication materials".*

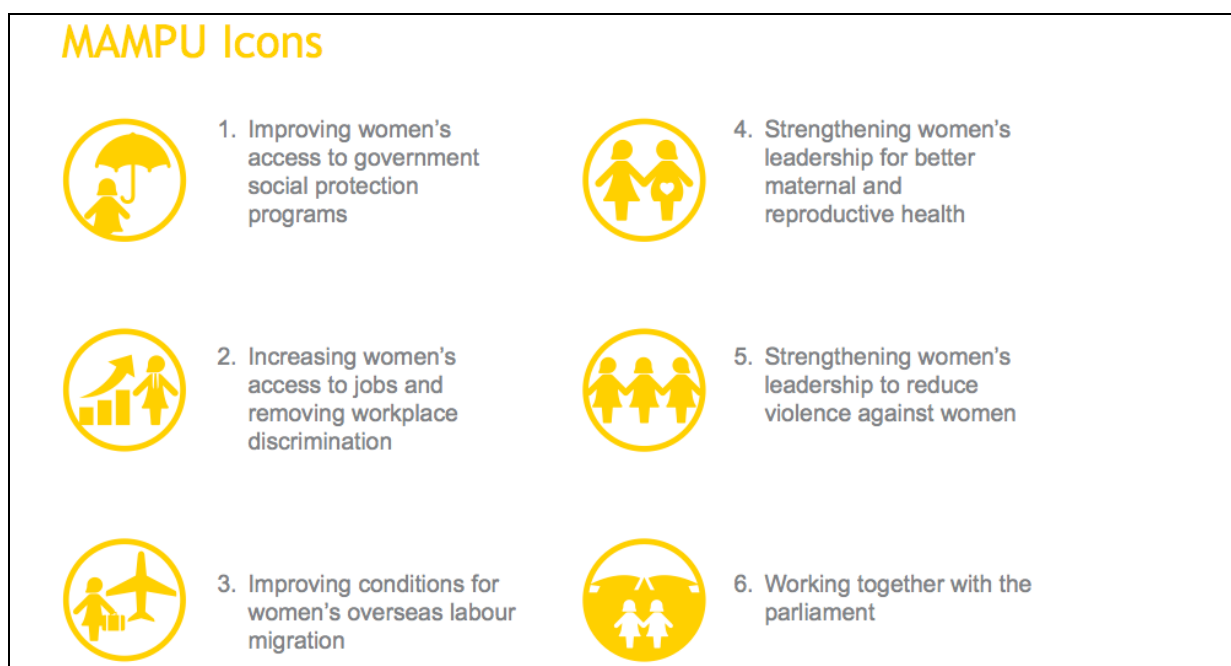


Figure 3-1: MAMPU Icons were developed with Partners to visually represent MAMPU's main themes

March

Partners Forum (*Networking and Learning*)

The 3rd MAMPU Partners Forum, held in March, was successful in bringing the MAMPU Partners together around thematic areas and issues of common interest. The participants enjoyed substantive sessions on matters such as policy context (relevant policies to MAMPU Partners, e.g. UU Desa, UU Ormas, JKN), and how to position and strategize policy advocacy options. New initiatives such as the MAMPU Village Law Advocacy Group and the collective support for Indonesia Beragam emerged out of this Forum, and other opportunities to engage in networking and learning were also identified in areas such as social protection, health, and monitoring and evaluation.

A successful Partners Forum was considered an important progress marker in demonstrating our professionalism to Partners, DFAT and other Program stakeholders. One of our goals in this period was to re-establish the credibility of the MAMPU team and to be seen by Partners to be actively adding value to their work. It was, therefore, notable that Partners were willing to state publicly at this forum that the MAMPU management had 'turned the Program around'. This is not just comforting from a professional point of view. Having credibility is an essential precondition to working effectively with Partners over the longer term.

83% of participants stated that the Partners Forum was successful in choosing an advocacy agenda and building knowledge so Partners can respond to a changing context.

The preparation of strategies and concrete measures for strengthening the women's movement also received a very positive response with all participants who responded stating this was achieved at the Partners Forum.

We have come to recognize that being more Partner-focused and partner-directed is not merely a strategic decision, it is a process that unfolds over time as our Partners grow in confidence and see their trust in MAMPU reciprocated with meaningful support and action.

Indonesia Beragam

In advance of the national election, Indonesia Beragam is a joint movement with the main activity being the drafting of a consolidated women's political agenda, consisting of 10 points aimed at building an Indonesia free from corruption and poverty, free from all forms of violence and fear, and to achieve justice for the poor women and marginalised groups in Indonesia. A number of MAMPU Partners were involved in the Indonesia Beragam core organising team and brought the initiative to our attention.

To ensure wider participation we took steps to socialise the initiative at the Partners Forum. The initiative was well received and led to active engagement from all MAMPU Partners. MAMPU issued a grant to support many Indonesia Beragam campaigning activities implemented by both MAMPU and non-MAMPU Partners.

April

Mobilising Research

Immediately following the Partners Forum, MAMPU's Strategic Advisory Committee was asked to identify strategic research activities for the Program to commence whilst acknowledging that a longer, consultative process with Partners and other SHs will take place to develop MAMPU's more comprehensive research agenda. These activities include:

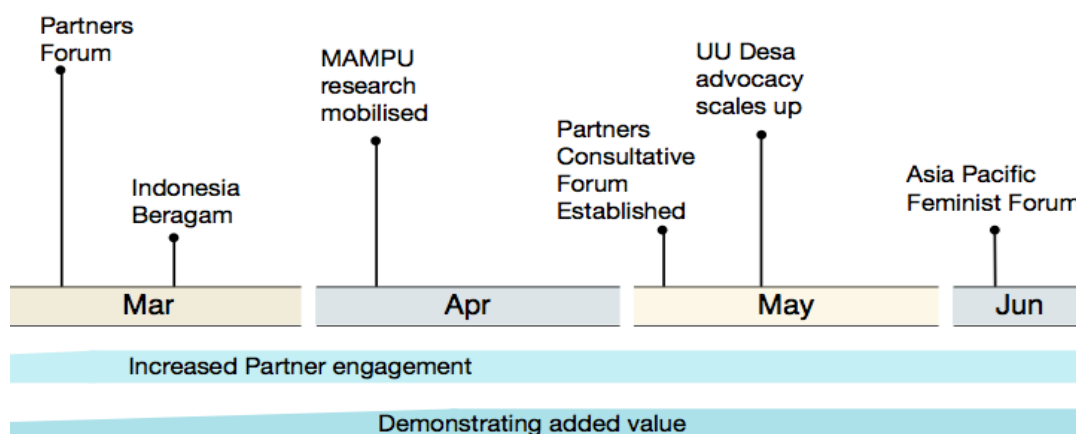
- (i) a longitudinal research study of village level socioeconomic change among poor women and their families;
- (ii) a study of the policy-related factors that have contributed to an apparent stagnation in Indonesia's MMR over the past 10 years; and
- (iii) an update of key gender statistics and indicators for Indonesia.

The first two research briefs have been discussed with appropriate research institutions whose formal engagement to further design and implement the research studies will be finalized by the end of May.

Case Study: *Koalisi Perempuan Indonesia (KPI) deploys research to strengthen service delivery in rural Java*

MAMPU Principle: *Using evidence and applying a multi-stakeholder approach*

With MAMPU's support, KPI commissioned research on social protection programs in three villages in East Java. KPI coordinated village women groups and health cadres in targeted villages to conduct research on the effectiveness of social protection programs, in particular Raskin (rice for the poor) and Jamkesmas (Community Health Insurance). KPI used the findings to advocate for better implementation of the programs. A workshop at district level opened by senior local officials was held in March 2013 to present the findings to government agencies involved in the implementation of both programs, as well as village heads and doctors. This workshop strengthened understanding among stakeholders on how the programs could be better managed, securing a commitment by local agencies to align their approach with the technical and best practice guidelines provided by national government.



May

MAMPU Partners Consultative Forum (MPCF)

To facilitate Partner leadership, MAMPU instigated the creation of a MAMPU Partners Consultative Forum, on 7 May 2014. The Forum will aim to:

- Build shared agendas and advocacy arenas (e.g. for new government legislation, bill KKG, post 2015 UN – OWG, Beijing +20, etc.);
- Enable Partner communication and information-sharing at all levels;
- Facilitate collective decision-making related to collective action; and
- Manage shared knowledge emerging from the Program.

The MAMPU Partners Consultative Forum will comprise one representative per Partner. The representative must have decision-making authority. Forum meetings will be held at least three times per year. This already is having an impact in the way MAMPU interacts with Partners. For instance, at the meeting to establish the MPCF, Partners decided that MAMPU should only hold one Partners Forum per year to enable sufficient time for follow up of advocacy agendas and other action plans to be implemented.

Case study: *Institut Kapal Perempuan (IKP) shows leadership on women's inclusion in Lombok*

MAMPU Principle: *Building on Partner's strengths*

MAMPU identified IKP's strength as showing leadership and convening power with local organisations. In Partnership with a local CSO, LPSDM, IKP provided leadership training for women in Lombok to increase the capacity of women to advocate for gender-responsive development by the district government. In addition, LPSDM succeeded in securing budget from a government department (BPPKB) to hold a development planning discussion for women only. This discussion was attended by 124 participants including female villagers, village women organisation members (PKK), gender-focused CSOs, legislative and executive members. The key tangible results from this meeting were special education programs for women who could not continue their formal education, a safe house for domestic violence victims, and capital investment for marginalized women who wish to start a business.

UU Desa Workshop (Collective Action)

Activities and communication related to the Village Law (UU Desa) have been ongoing throughout the reporting period.

MAMPU Partners established a **MAMPU Village Law Advocacy Working Group** at the Partners Forum, with representation from MAMPU Principal Partners and sub-Partners. The group, led by Nani Zulminarni (Director PEKKA), presented their advocacy and action plan post-Partner's Forum. This included frequent email exchange between the Working Group and Pak Yando Zakaria (a member of MOHA's expert team formulating the government regulation for the Village Law) in addition to KPI engaging the Ministry of Women's Empowerment to raise women's concerns as discussed at the Partner's Forum.

The result of this advocacy was the appointment of Nani as the **only female member of the Government's Advisory Committee** empowered to provide formal comments on the draft law.

MAMPU supported a subsequent workshop and discussion in May, focusing on the draft regulation, with representation from 46 organisations from the Women's Movement across Indonesia. The outputs of that workshop were:

- Critical inputs to the Village Law draft regulation and implementation process.
- Identified a strategic agenda to address opportunities and challenges related to implementation of the Village law, with particular regard to the interests of women's participation.

'When spider webs unite, they can tie up a lion.' (Ethiopian proverb)

Over the coming year MAMPU will continue to support the implementation of the strategic agenda outlined by the participants and facilitate improved coordination across other interrelated sectors. (A detailed record of MAMPU's Collective Action is in Annex 10).

June

Asia Pacific Feminist Forum (Networking and Learning)

A MAMPU delegation will be attending the *Asia Pacific Forum on Women, Law and Development (APWLD)* from May 30-June 1st in Thailand. The Forum consists of 183 members, representing groups of diverse women from 25 countries in the region, with a goal to deepen feminist knowledge and analysis, strengthen sisterhood, solidarity and collaboration and reaffirm resolve to advance women's rights in the Asia Pacific region. The Forum is used as a mechanism to celebrate collective achievements and reflect on challenges.

MAMPU Partners were asked to nominate two participants from their organisations (one senior and one young leader) to attend. The MAMPU Team will present the advocacy progress and action plan for UU Desa, in addition to disseminating various educational materials on MAMPU to share with the broader regional audience. One objective of MAMPU supporting the event is to increase the networking and learning experiences of young leaders within MAMPU's Partners. Participants will be tasked with agreeing on a group initiative to share with the wider MAMPU network upon their return, in addition to setting individual professional development objectives for the participants that the MAMPU team can support upon their return.

Conclusion

We have come to recognize that being more Partner-focused and partner-directed is not merely a strategic decision, it is a **process** that unfolds over time as our Partners grow in confidence and see their trust in MAMPU reciprocated with meaningful support and action.

We started this 6 month period aware that building trust with Partners arose from how we **delivered on our promises**, not merely how we communicated our intentions. This means being diligent in following up on commitments made at workshops, addressing needs as they arise, and allocating appropriate technical assistance as required.

Our Partners' priorities are always changing, so we need good lines of communication, conducted with openness and honesty, to ensure that our activities are relevant and valuable.

For this reason, Partner priorities listed in this workplan are still broadly defined. As we work with Partners and understand their current needs, we will narrow the focus. This process of Partner priority verification will be conducted with each Partner as they approach the signing of their next MAMPU grant agreement in July to November. Indicative activities with each Partner are presented in Annex 2 of this document.

The next stage in our approach will be to allow the relationship with our Partners to mature. To be successful we need to identify opportunities and constraints that Partners may not yet have recognized as priorities to address. We will work with our Partners to **deepen the process whereby priorities are formed**, rather than assuming that stated priorities are by definition correct. Using advice and insight from the Strategic Advisory Committee and other experts we must be bold and raise difficult issues (in an appropriate way) to facilitate positive change. This is a more subtle form of active Partnership. It is the difference between being led by our Partners, and **helping our Partners to lead**.

This next stage in our approach with Partners will only be possible because of the solid foundation we have begun to build, whereby good communication, responsiveness and honesty have enabled us to become genuine Partners rather than merely service providers.

3.2 Engaging Parliamentarians

During the past six-month period, following extensive consultations with MAMPU Program Partners, DFAT and SAC members, the design phase of Component 2 was completed with the production and approval of a comprehensive Implementation Strategy titled *"Engaging Parliamentarians"*. The design was led by the MAMPU Parliamentary Adviser, with assistance from a contracted Design Facilitator and additional technical assistance (Capacity Development Consultant). A final design workshop was conducted in March with participation from various stakeholders including Partners, Puskapol, and a DPR candidate. Input into the strategy was also sought from a former Parliamentarian, Ibu Nursyabarni.

Also during this period, a competitive procurement process was undertaken to select a firm to undertake the analysis of policy-making in Indonesian district parliaments. The selected firm "Strategic Asia" will commence work on the study in May and a final report is expected July.

MAMPU Program Partners including BaKTI and KPI were heavily involved in apolitical voters' education activities with parliamentary candidates in the lead up to parliamentary

elections in April 2014. They were also involved in socialising the MAMPU Program with parliamentary candidates.

To support the implementation of the parliamentary activities of the MAMPU Program and ensure the effective integration of these activities into the work of MAMPU Partners and the broader Program, a full-time Parliamentary Coordinator will begin working as a member of the MAMPU Program Team in June. The Parliamentary Coordinator will work closely with the DFAT WIL Unit to initiate parliamentary activities in line with the detailed Workplan for the 'implementation strategy'. Significant focus and attention will be given in the first few months of the 2014/2015 Workplan to preparations for the first National Parliamentarians' Conference which will be held over two days in November. A conference organiser will be recruited to assist in the organisation of this high-level event.

Further work will be undertaken by the MAMPU Program Facilitators to 'socialise' the implementation strategy for parliamentary activities with existing MAMPU Program Partners, and with newly elected parliamentary candidates in selected locations. Efforts will be undertaken to identify additional Partners who could support the implementation of the strategy for 'Engaging Parliamentarians'. Information obtained in the 'Stocktaking Research' undertaken by the CSO Kemitraan into the various initiatives of development organisations working with parliamentarians in Indonesia will be used to assist in the identification of potential Partners.

Please see the activity schedule (Annex 2) for a list of key activities to be implemented over the next 12-month period.

3.3 Monitoring and Evaluation

Eight key monitoring and evaluation activities were scheduled for the reporting period. By May 2014, five of the eight activities are completed or on track to be completed by the end of June 2014. However, two activities (baseline of partner organisational capacity and baseline of networks and coalitions) will not be started by the end of the financial year, and have been redesigned for the 2014-2015 financial year. These activities were postponed due to the Partner 'assessment fatigue' from the previous capacity assessments undertaken, in addition to the lack of Partner policy focus which was deemed a prerequisite for an in-depth network baseline study. See Annex 5 for an expanded snapshot of M&E progress and priorities.

As mentioned in Section 3.1, developing monitoring arrangements with each partner was a major focus of the MAMPU M&E team between November 2013 and March 2014. During this period, seven monitoring workshops were facilitated by the MAMPU M&E Team and Partner Facilitators, involving 82 staff members from 7 national Partners and their sub-Partner organisations.² Each workshop resulted in two key products: (i) a 'logic model' showing the key long-, medium-, and short-term outcomes as well as the key groups who need to be 'reached' by project activities (see Annex 9 for Partner logic models); and (ii) a draft monitoring framework based on this logic model, addressing the 5 Core Monitoring Questions outlined in the MAMPU M&E Plan.

² ILO and Permampu were not included at this stage. Permampu commenced their pre-design research in November 2013 and will complete their design in October 2014. ILO have engaged an experienced M&E consultant to develop a comprehensive M&E Plan. This however, will be revised further following major changes to their design in February 2014.

Participatory Monitoring Methods

A set of participatory monitoring methods for MAMPU has now been identified and introduced to partner organisations. In January, MAMPU's short-term Participatory Methods Specialist identified seven monitoring tools and methods that are participatory, adaptable, and consistent with the principles of transformative and feminist evaluation. Partners have now prioritized the monitoring tools that they perceive as most relevant to their projects. The six tools were introduced to Partners by the MAMPU M&E Team during 'learning-by-doing' group exercises at the Partner's Forum in March 2014. This approach enabled Partners to first test the tools in a practical way, discuss them, and rank them in order of interest. Developing partner capacity in the use of the tools they have prioritized will be a major focus for the MAMPU M&E Team in the 2014-2015 financial year. Training modules and associated manuals for the Most Significant Change monitoring technique will be developed. This is expected to be completed by early July, after which delivery of training of Partners and sub-Partners will commence (see activity schedule in Annex 2). A structured Program of capacity support in the use of six monitoring tools will be a major focus of M&E activity over the next year.

Operational Guidelines

Draft Monitoring and Evaluation Operational Guidelines have been developed in April 2014 and are expected to be finalized and communicated with MAMPU Partners before June 30. The Operational Guidelines are aimed at MAMPU Partners, a key user group of the M&E system. They contain explanations of key concepts (such as logic models) and how these translate to operational tools introduced in the monitoring workshops (monitoring framework, and quarterly reporting).

Baseline Assessments

Given the expressed Partner fatigue in 'capacity assessments' in the early stages of the Program, the M&E Team decided to defer the first round of baseline capacity assessments (renamed 'capacity reflection') until Q1 of the 2014-2015 Financial Year. This will be a significant activity for the MAMPU team during the first quarter of the 2014-2015 financial year (see workplan for 2014-2015). As 6 of MAMPU's 9 Partners will finalise their second year annual workplans at this time, there is an opportunity for the Program to identify capacity priorities prior to grant signing and implementation. The process will also enable the MAMPU team to help Partners assess different options to address the priorities identified, and select any service providers or technical advisors.

The M&E Specialist conducted an initial rapid assessment of the policy focus of partner designs in October 2013. This determined that there was very limited policy focus in the project designs. In April 2014, the M&E Specialist assessed that there remained insufficient focus to proceed with the network study. The design and use of a lighter, more adaptable approach to monitoring changes in networks among Partners and other stakeholders will be a focus of the M&E team in the 2014-2015 Financial Year (see Activity Schedule in Annex 2).

Management Information Systems (MIS)

The development of a comprehensive Management Information System (MIS) for MAMPU is on track to be completed before June 30 in line with the Workplan. The MIS will significantly enhance the capability of the MAMPU team to store and manage information from a wide variety of sources. Data in the 'Partner Profile' module will provide descriptive information on each grant including date of commencement, sub-Partners, commencement date and total

grant amount (see Partner MIS Profiles in Annex 8). This also includes a mapping capability that enables key information on each partner to be displayed spatially.

While the monitoring system at the partner level has been established, 2014-2015 will see the focus of the M&E Team shift towards upgrading the quality of the progress information. This will involve a range of activities including monitoring workshops for sub-Partners, introducing revised reporting and follow-up processes to Partners, and supporting Partners to manage key data with simple information management tools. The combined effect of this work should be a significant improvement in the quality and availability of information on activity implementation, reach among key target groups, and short-term outcomes.

Overall, M&E activities over the next 12 months will focus on 3 key outputs:

1. Data to address Key Evaluation Question 1 collected and analysed;
2. Capacity development in participatory monitoring tools delivered in accordance with priorities at 2014 Partners Forum;
3. Key Program monitoring and reflection processes are in place.

3.4 Research

The M&E Specialist developed a draft Concept Note for the Analytics and Research Unit (ARU) in August 2013 outlining key principles governing research and proposing a role for a 'Research Coordinator'. The Concept Note has been reviewed by the DFAT WIL Unit and the SAC. Comments confirmed the importance of the research function and the principles put forward. A full-time Research Coordinator has been appointed and will commence work in July 2014 in line with the suggestion of the Concept Note.

MAMPU research activity will gain significant momentum over 2014-2015. Significant effort will be directed at pursuing the 3 strategic research activities, as mentioned in Section 3.1. Work on at least 2 of the 3 research ideas are expected to have commenced before the end of June 2014.

At the same time, the second phase of the ongoing research activity, 'Empowering Indonesian Migrant Workers to Access Quality Overseas Placement Services', is expected to commence in 2014-15, involving the setup of a Randomised Control Trial. This research, co-funded by MAMPU and J-PAL South East Asia, aims to set up and rigorously evaluate an information-sharing service on the quality of migrant placement agencies. Phase I of the two-phased research project is on track to be completed before the end of June 2014.

In the next twelve months, MAMPU will prioritize the identification of research ideas derived directly from partner interests and projects. This will involve consultation between the MAMPU Team and Partners to solicit ideas for a 'long-list' of ideas that can be prioritized with Partners at the next Partners Forum. A further area of work will be the development of internal MAMPU research management processes. This will include the finalization of peer review processes for proposals and quality assurance of deliverables.

Significant effort will also be placed on the identification of research to be conducted under the 'Engaging Parliamentarians' component of the Program. Examples of possible research topics are presented in the implementation strategy for the component.

It is significant to note that appropriate panel arrangements will be established with various research organisations and consultants over the coming year in order to facilitate the undertaking of various assignments.

3.5 Communications and Knowledge Management

As mentioned in Section 3.1, significant progress was achieved over the previous six month period in the area of communication and knowledge management (C/KM). The majority of the focus centred upon the formulation of a Program-level Communication and Knowledge Management Strategy, inclusive of MAMPU branding guidelines. Additionally, a Knowledge Management System (KMS) to facilitate internal knowledge sharing among Partners and MAMPU was developed. The MAMPU team worked in partnership with Fortune PR in the development of these initiatives, and alongside PT. Osyu International, in the development of MAMPU's website. The MAMPU C/KM team further supported Partners in the identification of C/KM priorities, needs, and plans, and provided support and engagement in various partner activities in this area.

Given the level of Partner engagement in the development of these products, the finalization of the communication and knowledge management strategy took longer than expected. Each Partner's C/KM focal point participated in the design process, in addition to undertaking an assessment and questionnaire phase for one month. Additionally, challenges were experienced with the service provider, causing the service provider to restructure its team, commit to a new timeline, and agree to closer supervision on the part of the MAMPU team.

Other communication material developed over the reporting period included a MAMPU info kit, graphic book, x-banner, and backdrop.

Priorities for the coming year will focus on strengthening Partners' C/KM systems and continuing to grow MAMPU's profile in order to stimulate increased awareness and engagement from a wide range of stakeholders. Examples of indicative C/KM activities include establishing a media monitoring service; facilitating social media training for advocacy (in Sulawesi and Lombok); and, developing a MAMPU video campaign. Indicative C/KM activities are presented in Annex 2.

3.6 Innovation Fund

Whilst the whole MAMPU Program is designed to promote innovation, the Innovation Fund is a specific mechanism to contribute to the goal of MAMPU through the design and implementation of creative, original and experimental activities that go beyond the work undertaken by national and local Program Partners. Based on wide consultation (MAMPU Partners, members of the SAC, members of the Women's Movement, DFAT) it was decided to partition the Fund into two components: one part targeting, and accessible to, small grass-roots organisations, focusing primarily on local level innovative solutions, and one part aimed at much larger grants to attract the private sector and larger institutions.

1) Grass-Roots Component

- Strategy designed to identify entry points to women's empowerment and poverty reduction that are receiving limited attention from other Programs;
- Categories could include: Arts, Media, Culture, Conflict, Young Female Entrepreneurs, making LSMs sustainable;
- Estimated budget: AUD 300,000 for an intermediary to design and manage multiple small grants in this category;
- Timeframe: 1.5 years with all results fully reported on by Dec 2015.

2) Large-Scale Component

- Broad spectrum with emphasis on using emerging or green technology, utilizing social media, UU Desa, UU Ormas, finding ways to expand existing community

links to remote and underserved communities, activities to encourage increased dialogue between government executive stakeholders, legislative (DPRD) representatives, and civil society;

- Budget: AUD 50,000 – 500,000;
- Timeframe: 1.5 years with all results fully reported on by Dec 2015.

4. SYNERGIES WITH OTHER DONORS AND PROGRAMS

Several opportunities for networking and sharing knowledge amongst other DFAT Programs have been seized over the past months. Examples of interactions with various Programs include:

PNPM Support Facility (PSF): The MAMPU Team, DFAT and seven Partners presented the MAMPU Program to the PSF Team, followed by a long question and answer session.

Australia Indonesia Partnership for Justice (AIPJ): The MAMPU Team attended an AIPJ workshop in Bandung. Both MAMPU and AIPJ provide support to PEKKA, so the workshop provided an important opportunity to ensure awareness of respective activities and to identify potential areas for collaboration. Both Programs shared experiences relating to PEKKA's grant management and fund dispersal, and engaged in discussion on lessons for reducing risk (given the challenges with PEKKA's slow disbursement). A meeting was also convened with AIPJ to discuss the LBH APIK fraud find and share experiences and risk mitigation strategies.

Knowledge Sector Initiative (KSI): The MAMPU M&E Specialist held a meeting with the KSI Senior Adviser to explore how MAMPU's M&E could learn from KSI's focus on policy. Several potential linkages and areas for collaboration were identified, leading to the holding of a brown bag lunch session to share knowledge. The MAMPU Team Leader also attended a KSI workshop targeting research institutes relevant to MAMPU, which further identified the potential synergies between the two Programs. Efforts will continue over the next year to identify opportunities for Partnership.

The Program will prioritize the maximization of synergies between other relevant Programs over the next year, as several opportunities for potential collaboration exist. For example, MAMPU will continue to engage with the DFAT Frontline Services team, specifically in the areas of reproductive health, violence against women, and migrant care. The Program will also seek to enhance ties to the DFAT-funded Australian Indonesia Partnership for Decentralization (AIPD) Program, among others.

5. PROGRAM MANAGEMENT

5.1 Program Governance

Substantial progress has been achieved in the development and consolidation of MAMPU's Program governance arrangements. Significant stakeholder engagement between the MAMPU Team Leader with DFAT, Partners, SAC, GOI, and others facilitated the refinement of these structures. Particular highlights to note include:

- A period of transition at the DFAT WIL Unit, as the implications of the AusAID integration into DFAT become better understood;
- Approval of the Subsidiary Agreement, which has enabled the commencement of discussions with GOI on the Steering Committee for MAMPU;
- The establishment of a MAMPU Strategic Partners Consultative Forum;

- Clarification of the role of the SAC and appointment of a Chair for the SAC;
- Clarification of the way in which research will be integrated into the Program;
- Completion of the Component Two design, articulating how Component Two will be integrated into the overall Program Governance arrangements
- Decision to reduce the number of Thematic Working Groups from five to two;
- A restructure of the MAMPU team and successful recruitment of high quality candidates into all leadership roles;
- The appointment of a new Program Director by Cowater, who will be the Cowater representative on the Program.

Subsidiary Agreement

The MAMPU Subsidiary Agreement was formally executed at the end of January 2014, providing the proper institutional framework for formal establishment of MAMPU's governance structure. MAMPU governance bodies are described in detail in the Program's implementation strategy. The following section will describe key updates that have emerged over the reporting period.

Steering Committee

Meetings were held between DFAT and BAPPENAS to discuss MAMPU's governance structure, including determination of Steering Committee representation. The Surat Keterangan (SK) is required to formalize the Steering Committee and must be signed by the Government of Indonesia at the Ministerial level. Ibu Vivi, the BAPPENAS representative, provided a draft SK letter which both DFAT and MAMPU fed into, including the important changes that have evolved over the course of implementation (including a reduction from five thematic working groups to two and the identified Ministries for participation, etc.). This letter has been submitted to BAPPENAS' legal bureau.

Thematic Working Groups

Consultation with MAMPU Partners identified a desire to combine some Thematic Working Groups (TWGs) to better reflect the synergies between them. A meeting was held during the March 2014 Partners' Forum with all Directors from MAMPU's Partners, Ibu Vivi (BAPPENAS), DFAT and Cowater to discuss and agree how to proceed. It was decided that MAMPU would have two TWGs - one that combined Access to Employment and Migrant Workers and a second that combined Social Protection, Reproductive Health and Domestic Violence. This decision was included in the MAMPU SK that is being revised with input from DFAT, Cowater and BAPPENAS.

Strategic Advisory Committee

Significant discussion on the role and function of the Strategic Advisory Committee (SAC) has taken place over the reporting period. SAC input to-date has not been optimal, triggering a meeting between SAC members, MAMPU, and DFAT to clarify their role. The SAC submitted a draft Terms of Reference which has undergone significant review and refinement over the past few months. An SAC Chair has been introduced into the TOR, represented by Ibu Nana. The priority for the coming period will be to focus on recruitment of additional members.

MAMPU Partners Consultative Forum (MPCF)

As mentioned in Section 3.1, a key initiative that has taken place during this reporting period to facilitate partner leadership is the creation of a MAMPU Partners Consultative Forum. The Forum will aim to build shared agendas and advocacy arenas (ie. new government legislation, bill KKG, post 2015 UN – OWG, Beijing +20, etc.); enable Partner communication and information-sharing at all levels; facilitate collective decision-making related to collective action; and manage shared knowledge emerging from the Program. Forum meetings will be held at least three times per year.

Partners' Forum

The MAMPU Partners' Consultative Forum decided that one Partner's Forum a year (instead of two) was significant enough to generate follow-on action and engagement. In terms of the next Partners' Forum, MAMPU will engage with Partners and other stakeholders on the development of the agenda and planning of logistics. It is proposed that the Forum integrate field visits to 'beneficiary' villages, as a method of enrichment and reflection. As such, the number of days for the Forum would increase (to potentially five days), in order to allow for participatory engagement with villages, integrating the utilization of monitoring and evaluation tools. Planning discussions will remain ongoing in the coming months.

5.2 Human Resources

As noted in section 3.1, the Program underwent a significant organisational restructure over the previous reporting period, beginning with a new MAMPU Team Leader assuming her post as of January 13, 2014. Additional posts that were created and filled include:

- Finance and Operations Director
- Human Resource and Administration Manager
- Technical Program Manager
- Contracts and Procurement Officer
- Finance Officer

A full-time Research Coordinator will be joining the team as of July, and recruitment remains ongoing for a Parliamentary Coordinator to lead MAMPU's Component Two activities. With the recruitment of key senior management positions, most notably the Finance and Operations Director and Technical Program Manager, the MAMPU Team is in a much better position to respond to the growing needs of an expanding Program.

In terms of the human resource function of the Program, an HRM Unit, headed by the HR & Admin Manager, has been established and will be responsible for managing all human resource activities, including coordinating recruitment, managing performance outputs, supporting performance assessments, ensuring adherence to labour laws and market standards, and establishing prequalified panels of local and international technical assistance.

In terms of additional resources, recruitment is planned for an additional grants officer and an additional partner facilitator in order to accommodate the growing needs of the Program. An updated organisational chart is found at Annex 4.

5.3 Finance and Operations

In February 2014, a Management, Finance, Operations and HR Systems review was conducted in-country by the Cowater Accounting Manager, Cowater Program Manager, and

Abt JTA Financial Analyst, under the oversight of the MAMPU Team Leader. The review allowed for the identification of solutions to enable greater operational efficiency. A major outcome of the review was the identification of the need for simplified financial procedures and templates and greater clarity on roles and responsibilities with respect to finance and procurement oversight. As a result of the review findings, a decision was taken to transfer all finance responsibility from Abt JTA to Cowater, effective March 1, 2014.

A Cowater HQ mission was undertaken from April 28-May 9 to follow-up with the finance team on the transfer, in addition to facilitating the orientation of the new Finance and Operations Director who joined the Program May 1, 2014.

Priorities for the coming fiscal year include drafting and staff socialization of a revised Operations Manual, including development of simplified finance, HR, and procurement templates and procedures. Additionally, the MAMPU Program office will be expanded and redesigned to enable a better working environment and networking facility for Partners. In terms of operations, a significant focus will be placed on procurement – namely the establishment of MAMPU Panels for Services in multiple categories.

Financial Progress Update

Financial forecasting to June 2014 indicates spending is on track to meet program budget allocations with only a minor underspend (less than \$10,000) – based on the FY13/14 forecast of \$13,453,080.84. This is a greatly improved situation from earlier in 2014 where program spending was severely under-budget. Three new research proposals totalling \$737,000 are in the late stages of development and the first payments should be made in early June 2014. Additionally, the ILO grant is being expanded by \$646,000 to include a national labour survey. While only a minor underspend is predicted, this is contingent upon the research programs and ILO contract payments being made by June 2014.

While most head contract expenditure is on track with work-plan targets, the financial report at Annex 3 does show internal MAMPU over/underspends. For example, grant spending is estimated to be 105% (overspent) while technical assistance costs are only 82% (underspent). This will need to be addressed in the next financial period. There may be opportunity to reallocate some personnel, technical assistance and operational costs across to grants within the head contract, providing discussion and agreement with DFAT. Cowater will advise on possible reallocations in the December 2014 workplan progress update.

Grant payments for the current period are showing solid (average 82%) payment rates for all MAMPU Partners. This is in line with grant agreement expectations. Additionally, grant acquittals from Partners are all over 75% acquitted as at April 2014 with the exception of Aisiyah (60%) and Koalisi Perempuan (67%). Both these organisations have been slower to progress activities compared with other MAMPU Partners. MAMPU staff will target these organisations with follow-up support in June 2014.

Internal Audit and pending Fraud Investigation

Fraud was detected in the program during the progress reporting period. To date this amounts to approximately AUD \$ 17,000. MAMPU has commissioned a forensic audit to cover three BAKTI sub-Partners and this is on-going at the date of writing this report. MAMPU will take the following steps to ensure internal audit is strengthened across all sub-Partners to mitigate further risk of fraud:

- Document a protocol for dealing with cases on fraud on MAMPU
- Protocol socialised to Partners and sub-Partners

- Internal recruitment of internal auditors to be embedded in Partners under existing grant agreements
- MAMPU team to prepare audit training to standardise and socialise MAMPU's approach to audit and fraud
- Partner agreements to ensure Partners conduct annual participatory audits for each sub-partner which will include a socialisation element of fraud rules/procedures
- MAMPU to continue to conduct more formal 'external/forensic' audits on a random basis

5.4 Grants

To date, progress is on-track and Partners have indicated a high level of support for MAMPU's support in the area of grants management. A needs assessment workshop was conducted with seven Partners in December resulting in the identification of various priorities to address in the coming year. To date, three activities have commenced including the set-up of accounting software for six Partners; internal control/audit training for seven Partners; and technical assistance to six sub-Partners of Migrant Care through the support of a financial consultant. MAMPU also supported the fiduciary assessment of 6 Komnas Perempuan affiliate organisations ('hosts'). Based on the results of these fiduciary assessments, weaknesses were identified and are currently being resolved with the support of MAMPU funded grant consultants.

The main priorities for the MAMPU grants team in the next year will be to assist Partners in the effective management of grants and ensuring quality oversight to sub-Partners. Improving Partners' capacities to manage financial compliance, risk and fraud are also top priorities. In particular, support in the areas of organisational strengthening; action, analysis advocacy; and networking and learning will be provided. Examples of indicative activities include:

- Support Partners to improve financial and operational capacity through increased organisational systems and processes;
- Embed 7 Grant Consultants within Partners;
- Revise SOPs, undertake systematic grant monitoring and ensure quality fiduciary assessments, support implementation of financial guidelines for sub-Partners;
- Set up Database HR, Assets and Filing;
- Continue support for Migrant Care and Hosts in financial management and accounting software;
- Identify specific training needs for sub-Partners through a sub-partner needs assessment conducted by Partners;
- Provide training on tax and Indonesian Financial Standard for NGOs;
- Conduct 'Finance Shared Learning' Workshop with MAMPU and Partners;
- Provide training for fund raising and business planning;
- Manage expectations of existing Partners about their intention to expand geographic locations and increasing sub-Partners; this includes managing all aspects of risk and tailoring expectations associated with taking on new sub-Partners in new locations;
- Identify at least two new Partners to join the Program: MAMPU would like to engage one Partner in Kalimantan to follow the PERMAMPU model using a consortium approach, and another Partner (region to be determined) that will work directly with Parliamentarians at the national level.

Additional priorities include supporting Partners in the development of 2nd year workplan budgets for generation of their 2nd year grant agreements; conducting capacity needs assessments for new Partners; managing any non-Partner grants (including two the three

identified research organisations); and undertaking the procurement process and conducting all relevant steps in the launching and managing of the innovation fund.

5.5 Risk Management

The 'change' and 'reform' processes that the MAMPU Program is facilitating are not linear, and are largely determined by the work of CSO partner organisations, their sub-Partners, and the windows of opportunity to influence reform that may open and close in the evolving political context. This exposes the program to various potential 'external risks'. Additionally, the pace of Program implementation, with such a large number of Partners, sub-Partners and stakeholders is necessitating fundamental shifts in the ways partner organisations and individuals conduct their work. Within this 'fluid' operational context, a number of risks can eventuate. The program must therefore develop a high tolerance to risks and setbacks, with sufficient flexibility and mechanisms to incorporate lessons learned into ongoing program implementation. Key program risks after one year of program implementation are outlined in detail in the updated Risk Management Matrix (Annex 9). Three risks in particular are worthy of attention in this report: 1) fiduciary risk; 2) Program coherence; and 3) sustainability.

Fiduciary Risk

Fiduciary risk remains a critical concern for the Program given the significant amount of grant funding of partner and sub-partner activities. The serious nature of the recent LBH Apik NTB fraud, which occurred within the first few months of receipt of their MAMPU sub-grant, highlights this issue. To address this risk, the MAMPU Program is putting in place robust strategies to prevent fraud at all levels going forward.

The existing role of the Finance and Grants Manager has become too large for a single FTE, therefore it has been recommended that this role be split in two, with the Grants Manager position assuming responsibility as the key interlocutor on financial issues with MAMPU Partners. The role will involve overseeing both the MAMPU grants officer team and providing support to Partner finance teams. In addition, within the first quarter of the this twelve-month Workplan the Program will be recruiting 7 consultants to work onsite with Partner organisations as interim grants officers for a six-month period to coach and support MAMPU Partners in the management of their grants.

The MAMPU Team will work to ensure Partners understand the seriousness of fraud, the consequences of committing fraud, and of not having systems in place to detect fraud. Creating sufficient disincentives such as termination of staff who are implicated, grant cancellation, repayment of funds, barring, reporting to and sharing lessons with stakeholders, and the threat of police reporting, will be important in preventing fraud within the MAMPU Program.

Program Coherence

The current reporting period has been marked by significant restructuring of the MAMPU Team and scaling up to meet Program requirements. It has been a period of intense activity. There is a risk that intense activity results in multiple actions in different parts of the Program, but does not coalesce to ensure that the combined result of this activity is actually advancing the objectives of the Program. In the next twelve months, it will be critical to take a strategic overview of the program and ensure the achievement of coherence between the Components, and with the Partner's plans and bringing these together to demonstrate progress towards Program outcomes.

Sustainability

The Program will need to retain a clear focus on building long-term institutional capacity, relationships and coalitions that will assist in the sustainability of the Program beyond 2020. The issue of sustainability needs to be factored in early in planning of all initiatives by MAMPU and its Partners. The very nature of democratic government means that MPs and political platforms change over time. Focusing attention and allocating resources in a manner that effectively engages local communities and poor women to give them voice and agency will enhance the likelihood of sustainability.

There is a further related risk that the connection between MAMPU and the livelihoods of poor women will be perceived to be too remote. In part, this is due to the limited influence a donor program can have on the complex interaction between CSOs, independent parliamentary processes, communities and government. MAMPU will need to mitigate these risks by both investing in activities that support pro-poor gender outcomes, and leveraging relationships with civil society and the media to promote increased accountability by government. The Program will also work with Partners on raising the awareness and pro-activity of MPs and women's caucuses so they are better positioned to advance in parliament the issues and interests of poor women, and their access to rights and services.