

MAMPU: Empowering Indonesian Women for Poverty Reduction

Implementation Strategy

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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	Australian Aid Program
BaKTI	Yayasan BaKTI – Bursa Pengetahuan Kawasan Timur <i>Indonesia</i> / Eastern Indonesian Knowledge Exchange Foundation
BAPPENAS	National Development Planning Board
C&KM	Communication and Knowledge Management
CB	Capacity Building
CS	Communication Strategy
DFAT	Department of Foreign Affairs and Trade
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
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	Australian Aid Women in Leadership Unit

1. INTRODUCTION

This document presents the Implementation Strategy for the Empowering Indonesian Women for Poverty Reduction Program, also known as Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan (MAMPU). Consistent with the Agreement (66844), the Implementation Strategy is presented in four parts:

1. Overall Program Implementation Strategy
2. A Communication and Knowledge Management Strategy (initial framework)
3. Approach to Due Diligence, Anti-Corruption and Fiduciary Risk
4. Approach to Partner Capacity Building

The revised strategy also accounts for DFAT comments on the earlier version of the strategy.

Part 1 – includes a Program description, governance arrangements and roles of stakeholders, implementation strategy and the overall Program management.

Part 2 – provides a framework for the Communications Strategy, which will be fully developed and submitted to DFAT by May 2014.

Part 3 – outlines the Managing Contractor's approach to due diligence, anti-corruption and fiduciary risk.

Part 4- details the approach to Partner capacity building.

The current Contract term extends to 30 June 2016. This Implementation Strategy is developed to map out how to achieve the short term outcomes of building partner capacity and readiness for collective action, and supportive parliamentarians who are change actors.

1.1 Background to MAMPU

The MAMPU Program was well underway before the Managing Contractor (MC) was appointed. As a result, the Inception Phase has required both developing an understanding of the status of the Program and developing a shared understanding of the role of the MAMPU Team within pre-existing relationships between DFAT Women in Leadership team (WIL) and Partners. A brief summary of MAMPU evolution prior to the appointment of the MC follows.

In late 2011, DFAT undertook a selection process which identified seven national organisations and one international organisation working in at least one of the five thematic areas, which had a significant member base and/or local partner reach to target poor women. Phase 1 partners include: PEKKA, Koalisi Perempuan Indonesia, Kapal Perempuan, Komnas Perempuan, Migrant Care, Aisiyah, BaKTI and the International Labour Organisation (ILO). In mid-2012, DFAT granted each partner up to AUD100,000, with the exception of Komnas Perempuan, which received a grant of approximately AUD350,000 and ILO, which received a grant of approximately AUD500,000 to undertake activities in preparation for developing a longer term program of work. The grant covered two areas: initial organisational strengthening for the selected national organisations and their local partners; and analysis, consultations and research to inform the design of their longer term initiatives (July 2013 - June 2016).

DFAT worked closely with partners to develop preliminary work plans for the period of these grants (12 months beginning in July 2012). YAPPIKA, an Indonesian not-for-profit grants management organisation, was selected to manage the distribution of grants to six out of the eight partners over the 12-month period. The remaining two grants (Komnas Perempuan and ILO) were managed directly by DFAT.

DFAT also established an informal Partners Forum consisting of the eight program partners, DFAT and representatives from the GoI. DFAT has hosted regular meetings with partners to discuss the program concept and design and the development of work plans. These forums have also enabled networking amongst the selected partners. Capacity assessments of the six national non-government Partner organisations (including fiduciary) were also conducted throughout the period August 2012 - December 2012. DFAT also engaged (through to June 2013), a number of technical specialists to support the partner organisations, DFAT and the GoI with the development of work plans, to collect and analyse data and to undertake situational analysis for the program. Several of these specialists have also been identified to form part of the program's Strategic Advisory Committee (SAC) and Analytics and Research Unit (ARU) going forward. Preparatory activities included: a) research and analysis by Partners on their respective thematic focus, including stakeholder consultations to identify priorities, needs and benchmarks against which to measure progress; b) organisational capacity assessments - conducted by YAPPIKA, an Indonesian CSO, and STATT, a private consulting firm – using the OCPAT tool and *pendalaman* (or deepening) capacity assessment process; and c) provision of technical support in the development of longer term program designs (between 5 and 8 years), shorter term designs (between 1 and 3 years), and in the development of 3-month capacity development plans.

The capacity assessments conducted by STATT led to the preparation of 3-year capacity development recommendations, focusing on the following areas:

- Knowledge Management and Information Systems
- Monitoring and Evaluation
- Resource Mobilization
- Leadership and Regeneration
- Integrated Financial Reporting in Compliance with Non-Profit Financial Reporting Standards (PSAK 45)
- Sustained networks and coalitions.

STATT's final capacity development report and Customer (Partner) Satisfaction Survey revealed several key lessons to be integrated into the Program's overall implementation approach. These include recognizing the importance of:

- Engaging in participatory processes with partners, rather than top-down or prescriptive initiatives;
- Recognizing the Program's 'transformative' agenda within the broader context of a social movement, rather than focusing on individual Partner initiatives;
- Cultivating the development of relationships, trust, and open communication, while maintaining a strong understanding of the organisation and its context. This includes an understanding of when to push and when to hold back on recommendations or on speed of implementation;
- Supporting partners through the use of Partner Facilitators who will have a direct and intensive relationship with Partners, and who are able to also identify outside resources for providing capacity development training, coaching, systems, etc. These individuals will play a mentoring role to partners, and accompany them alongside

their workplan implementation. These facilitators will be expected to develop an understanding of the internal politics and personalities within the Partner organisations, in order to work and communicate effectively;

- Establishing individual relationships with members of staff and organisational leadership in order to understand and tailor approaches to maximize alignment of interests;
- Using outside capacity development service providers to allow for more flexible follow-up arrangements;
- Implementing an approach that emphasizes partnership and mutual learning.

1.2 Operating Context

Indonesia continues to post significant economic growth. The country's gross national income per capita has steadily risen from \$2,200 in the year 2000 to \$3,563 in 2012.

Indonesia has formulated a long-term development plan which spans from 2005 to 2025. It is segmented into 5-year medium-term plans, each with different development priorities. The current medium-term development plan covering 2009-2014 is the second phase and focuses on:

- promoting quality of human resources;
- development of science and technology;
- strengthening economic competitiveness.

Economic growth, however, has not reduced inequalities in all areas and many Indonesians remain vulnerable. Out of a population of 234 million, more than 32 million Indonesians currently live below the poverty line and approximately half of all households remain clustered around the national poverty line set at 200,262 rupiahs per month (\$22). Indonesia is doing poorly in a number of health and infrastructure related indicators, and as a result, may fail to reach some Millennium Development Goals (MDG) targets. Maternal mortality remains high, and may be an MDG target that will not be met.

Women are disproportionately vulnerable and poor, as revealed in Indonesia's 2010 Gender Development Index performance ranking of 108 out of 166 countries. This ranking reflects a combination of a lower literacy rate for women and fewer years of schooling, a smaller share of earned income, one of the highest maternal mortality rates in the region, and political under-representation.

Indonesia is now strongly committed to reducing the number of people living in poverty and has moved poverty reduction to the centre of its development agenda. To demonstrate the Government's commitment to poverty reduction, the coordination and oversight of the national poverty reduction strategy has been elevated to the Office of the Vice-President.

Women leaders, gender-interested community service organisations and coalitions have historically been at the forefront of efforts to define gender issues and gender equality strategies in Indonesia. There is a growing body of international evidence that empowering women as political and social actors can influence government policies and services and lead to redistribution of public goods to disadvantaged groups.

The MAMPU Design cites that international research has highlighted the power of coalitions in achieving change, and describes coalitions as 'groups and organisations that come together to achieve social, political or economic goals that they would not be able to achieve

on their own'. The contribution of collective action is central to the design's conceptualisation of change and coalitions are regarded as a key mechanism through which change can occur.

The design recognises, however, that politics alone is not sufficient for equitable development and that it is accompanied by technical dimensions such as rights-based legislation or institutional reform. The program's support for national partners to work within their coalitions and networks on reform-based initiatives highlights this two-pronged approach.

1.3 How Will MAMPU Operate?

The MAMPU Program, inclusive of the MAMPU Team, is a resource to the Partners to strengthen their capacity and build collective action in the five thematic areas of the Program. The international literature suggests a number of ways that a Program such as MAMPU can support multi-stakeholder processes. These include:

1. Improving actor relationships

The effectiveness of collective action is increased by enhancing the quality and relevance of relationships between actors at different levels.

2. Changing the dynamics and working practices between hierarchical levels

MAMPU can play a constructive role in supporting better communication and collaboration between national and local levels.

3. Flexible Capacity Development for Multiple Stakeholders

Working within multi-stakeholder processes involves working with partners of differing capacities. International lessons show that MAMPU will need to work on two capacity development outcomes. This includes supporting both the capacity needs of each individual stakeholder, as well as supporting the engagement between various actors. MAMPU also needs to allow for partners of differing capacities and to provide support that is highly flexible and responsive to partner needs.

4. Strengthening Organisational Management and Planning

A core, practical objective of this program is to support the partner organisations focus on longer-term strategies to improve their effectiveness. This program will also strengthen core managerial and fiduciary capacities among the participating CSOs.

The MAMPU Team and the resources of the Program will aim to facilitate Partner aspirations, support Partners with building evidence and "broker" productive engagement amongst actors, to achieve Program outcomes.

2. PART 1 - IMPLEMENTATION STRATEGY

2.1 MAMPU Program Description

2.1.1 MAMPU Goal and Purpose

Over an 8-year implementation period (2012 – 2020) the MAMPU program aims to achieve its goal of improved access and livelihoods for poor women in Indonesia in selected geographic areas within the targeted themes.

The purpose of the program is to build broad-based networks and inclusive coalitions led by strengthened women's and gender-interested organisations, and parliamentarians, in order to influence government policies, regulations and services, and in selected private sector arenas, to improve the access of poor women to critical services.

MAMPU will build on existing strengths and opportunities in Indonesia for improving the welfare of poor women. Key among these is a supportive political environment for addressing gender issues, a decentralized government structure, and the existence of a number of large established women and gender-interested organisations with significant experience in addressing women's rights and achieving government reform. MAMPU will support a selection of these national and sub-national organisations and their local partners to forge coalitions with others in the public and private sectors, including parliamentarians, in order to fulfil their agendas to achieve change for women. 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 and achieve reform in government policies, regulations and services.

2.1.2 Thematic Areas

MAMPU focuses on five Thematic Areas that are priorities for both the GoI and GoA. Consultations and analysis in the design phase revealed these to be areas where significant opportunities for change and possible entry points exist and where reforms may increase over time. The five thematic areas are:

- 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.

2.1.3 Civil Society Organisations: Program Partners

The central strategy of MAMPU is to provide long-term capacity building, financial and other enabling support to a selection of women's and gender-interested civil society organisations and their local partners. These are organisations that work at the national and local levels with significant outreach, track records of achievement relating to specific themes and who have the potential for increased effectiveness. The support provided to them, which includes

capacity development, grant funding of initiatives, technical expertise and a small amount of core funding provided to help retain key staff and provide organisational stability by not having to react to donors priorities, is a means to the ultimate end. Program success will be judged on the extent to which these strengthened organisations and their networks and collaborative actions will lead to changes in government policies, regulations and services that will directly benefit millions of poor women in Indonesia.

As a partner-led program, all program initiatives are grounded in partner experience and aspirations and are undertaken and assessed in consultation with partners. Partners are able to influence program directions in semi-annual Partner Forums (section 2.2.5) and as members of Thematic Working Groups (section 2.2.6). The MAMPU Program currently works with nine (9) Program Partners. This number could increase to a maximum of sixteen (16) by the end of the Program. Table 1 below shows the current MAMPU Partners, and their selected thematic areas, and Table 2 shows the current status of Partner grants.

Table 1: MAMPU Partners, and their selected thematic areas

Component One	<i>Support to Partners to contribute to policy, regulatory, or service delivery reform at the national and local levels within MAMPU's five thematic areas</i>	Improving women's access to government social protection programs	PEKKA, Kapal Perempuan, Koalisi Perempuan Indonesia (KPI)
		Increasing women's access to jobs and removing workplace discrimination	ILO
		Improving conditions for women's overseas <u>labour</u> migration	Migrant Care
		Strengthening women's leadership for better maternal and reproductive health	Aisyyiah, PERMAMPU
		Strengthening women's leadership to reduce violence against women	Komnas Perempuan
Component Two	<i>Support partners to work with the national and local women's parliamentary caucuses, and gender advocate male parliamentarians as a way to <u>mobilise</u> parliamentarians to advocate for reform</i>		BaKTI

Table 2: Current Status of Partner Grants

Partner	Thematic Area	TOTAL - AUD	Start Date
PEKKA	Access to Social Protection and Poverty Reduction Programs	\$ 1,447,178	Sept 2, 2013
BAKTI	Increasing women's access to jobs and removing workplace discrimination	\$ 1,137,248	Sept 12, 2013
Migrant Care	Improving conditions for women's overseas labour migration	\$ 500,088	Sept 18, 2013
Institut Kapal Perempuan	Access to Social Protection and Poverty Reduction Programs	\$ 563,098	Sept 25, 2013
Aisyiyah (pimpinan pusat)	Strengthening women's leadership for better maternal and reproductive health	\$ 600,000	Oct 24, 2013
Koalisi Perempuan	Access to Social Protection and Poverty Reduction Programs	\$ 833,876	Oct 24, 2013
Permampu	Strengthening women's leadership for better maternal and reproductive health	\$ 125,705	Nov 1, 2013
Komnas Perempuan	Violence against women thematic area		2014
ILO	Increasing women's access to jobs and removing workplace discrimination thematic area	\$ 2,059,485	Feb 24, 2014

2.1.4 Outcomes: MAMPU Theory of Change

MAMPU outcomes are based on a “Theory of Change” on how civil society organisations such as MAMPU partners can influence government policy for the betterment of poor women. The theory indicates three somewhat chronological levels to be achieved by organisations in order to affect significant change: capacity and readiness for collective action, voice and influence, and access and livelihood. The theory also recognizes a number of enabling and inhibiting factors that can influence change at each level, and that Partners and MAMPU staff can take into account when developing capacity development and thematic initiative plans.

The expected outcomes of MAMPU, therefore, are described and perceived as a process of three levels of change that will take place in the short, medium and long term.

- **Short term Outcomes**

The Short-term outcomes to be achieved in the first 2-3 years are:

- 1) Partner capacity and readiness for collective action, and
- 2) Supportive parliamentarians who are change actors

To achieve these short-term outcomes, partner organisations will be strengthened, active thematic networks will be formed, public education will be underway through partner engagement with the media and parliamentarians, and partners will be making decisions and taking actions based on evidence generated through action research.

- **Medium term outcomes**

The medium term outcomes to be achieved within 3-5 years will be:

- 1) Strengthened voice and increased influence for Partners, their networks and parliamentarians; and,
- 2) Increased collective engagement and participation, including with other stakeholders, in bringing about change for Partners, their networks and parliamentarians.

Evidence of these medium term outcomes will include demonstrated changes in the government programs, schemes and policies in the 5 thematic areas, and opinions and practices of targeted private sector decision-makers modified to better address the needs of women in the workforce.

- **Long term outcomes**

The long-term outcomes to be achieved over 5-8 years will be:

- 1) Increased access by poor women to improved services and livelihoods.

These outcomes will be achieved as a result of policy reforms and enactment that protect women's rights and promote gender equality as well as the implementation of services with improved benefit and delivery for poor women.

The MAMPU Monitoring and Evaluation Plan outlines the strategy for tracking and measuring progress towards these outcomes.

2.2 Program Governance

The governance arrangements for the Program have been in transition, and the roles and responsibilities of the various governance mechanisms are still in discussion with DFAT and Partners. This is a complex Program with multiple interest groups and stakeholders and the governance arrangement is likely to require continual reflection and recalibration. Based on current understandings, the governance arrangements are described below, but will inevitably evolve over time. Key to the governance arrangements is that MAMPU is a partner-led program and all program initiatives are grounded in partner experience and aspirations and are undertaken and assessed in consultation with partners.

2.2.1 Government of Indonesia (GoI)

The GoI will be represented by BAPPENAS and other GoI agencies whose mandates are relevant to MAMPU goals. In its capacity as a host agency, BAPPENAS will monitor and oversee GoI agencies' responses to advocacy and action by Partners. Where possible, BAPPENAS will also seek opportunities to inform relevant government agencies of thematic analysis and Program results. With the signing of the Subsidiary Agreement between GOA and GOI, discussions with GOI have commenced regarding the formal role of GOI on MAMPU.

2.2.2 Australian Department of Foreign Affairs and Trade (DFAT)

In the overall MAMPU Program, The DFAT Women in Leadership Unit (WIL) forms an integral part of the leadership of the MAMPU Program. The WIL will be responsible for leading the engagement with GoI, will Co-Chair the Steering Committee with BAPPENAS; and will actively engage with Partners.

The WIL Team hold existing relationships with the Partners and have a deep knowledge of the Partners and MAMPU thematic areas. The WIL Team will work closely in partnership with the MAMPU Team at a strategic level, and will participate in discussions with Partners, participate in the Thematic Working Groups (as a venue for collective policy change), and actively engage in the development and implementation of Components One and Two of MAMPU.

DFAT WIL and the MAMPU Team have already established strong collaboration, and this will be strengthened through the development of a common approach to Partners. Through weekly meetings, joint Partner meetings, Brown Bag lunches on technical and strategic issues, seamless team work will be reinforced between the MAMPU Team and the DFAT WIL Team, with open communication working towards a shared vision for MAMPU.

At a contractual level, DFAT will work closely with the MC to oversee program implementation. This will include providing technical assessments on Partner initiatives, approving partner workplans and budgets, and providing technical inputs or advice towards the development of partner-specific capacity development plans, monitoring and evaluation plans and communication/knowledge management plans. The WIL unit will also work with the MAMPU Team to implement the ARU research program, assist in the planning for the operationalization of Component Two, and work with the MAMPU Team to establish the selection criteria and processes for the MAMPU innovation fund. To fulfil and maintain mutually agreed upon work arrangements, the WIL Unit and the MAMPU Team Leader will meet on a weekly basis to ensure that at a strategic level, the Program is on track.

2.2.2 Steering Committee

The MAMPU Steering Committee (SC) is intended to be the highest governing body for the MAMPU Program. The SC establishment was delayed due to delays in the signing of the Subsidiary Agreement between Indonesia and Australia. However, now that the Agreement has been signed, discussions have commenced with the GOI on the formation of the Steering Committee. Membership of this group is still being finalised; however, it will likely consist of BAPPENAS, the Government of Australia, the Indonesian Ministry of Finance and one other stakeholder. BAPPENAS and DFAT will jointly chair the SC, which will meet two times per year. The SC role and mandate are still to be determined and discussions on this subject remain ongoing. To date, it is envisioned that the SC will approve overall program direction and play a role in disseminating program results to relevant agencies. The SC will monitor and oversee government responses to advocacy and action by partner organisations. More recently, there have been discussions about setting up an inter-ministerial Technical Committee within the SC (which will likely include bodies such as the Ministry of Health, Ministry of Social Welfare, TNP2K, etc.), in addition to the formation of a Technical Working Group within this Committee. Discussions remain ongoing with both DFAT and Partners.

2.2.3 Strategic Advisory Committee (SAC)

The Strategic Advisory Committee is partially formed, and discussions on its future role and function remain ongoing. Currently, there are three SAC advisers (contracted through MAMPU) and tasked by DFAT who provide strategic advice to DFAT and Partners. Given the recent discussions regarding the role and composition of the Steering Committee and related Technical Committee, the exact purpose and necessity of the Strategic Advisory Committee is being re-assessed. It is important to identify the type of strategic input these members could provide prior to solidifying the committee's terms of reference. Members are scheduled to meet to review the current governance structure and propose options.

To date, the following thoughts have been shared:

SAC members will report to and receive direction from DFAT in consultation with BAPPENAS. Members may be replaced or added to reflect Program needs. The draft terms of reference for the SAC are to:

- 1) Provide strategic directions and priorities of MAMPU;
- 2) Monitor progress and performance of MAMPU;
- 3) Review any technical standards, protocols and guidelines developed by MAMPU;
- 4) Review and endorse the proposed research agenda for MAMPU;
- 5) Review the MAMPU Annual Report and recommend appropriate responses;
- 6) Provide strategic advice and technical assistance to DFAT , Government of Indonesia, and the MAMPU program Team Leader and partners as a whole; Share international and national lessons and best practice.
- 7) Endorse partners' concept notes and longer term designs prior to approval by DFAT and endorsement by the Steering Committee. Following the receipt of the Annual Report, the Chair of the SAC will provide DFAT with a brief written account of the program's overall direction and how the program is tracking towards its goal and purpose. The account should also include a list of recommendations to improve the performance of the program. This may include partner activities, partner capacity, research gaps, and significant changes in policy and program risk."

Individual members of the SAC, may also be called upon to provide the following, at the request of DFAT SAC Coordinator:

1. Advise on the domestic and international regulatory environment specifically in relation to MAMPU's thematic focus areas;
2. Monitor, analyse and comment on the findings of thematic analysis / partner research of thematic focus areas and if necessary on specific partner interventions;
3. Contribute to the development of thematic area work plans/ priority areas; and provide DFAT with comments and recommendations on the focus areas chosen within thematic areas; and where time permits engage directly with the TWGs;
4. Promote knowledge and learning exchange across MAMPU partner organisations, development programs and partners more broadly and with countries (within the region) on related issues; Propose appropriate interventions to address limitations in MAMPU Partner institutional capacity.

5. Contribute to the development of partner work plans (this is to be demand driven unless specific requests by DFAT / GoI or the Managing Contractor).
6. Review specific MAMPU reports and documents at the request of DFAT
7. Review Contractor deliverables and provide advice to DFAT on their quality;
8. Propose appropriate interventions to strengthen the MAMPU Partner program.

The SAC will comprise up to 10 members, each representing a skill set of a knowledge base of strategic importance to MAMPU. The SAC will meet on a formal basis at least twice a year, prior to the Partners Forum and to review the Annual Report.

One member of the SAC will be designated as the Chair of the SAC, and will take on additional responsibilities including: (i) Chairing SAC meetings, (ii) liaison with DFAT SAC Coordinator and MAMPU Team Leader and Partners on SAC agenda and strategic issues; and (ii) consolidation of SAC reports.

The MAMPU Jakarta Office will be responsible for all administration and logistics linked to the SAC and SAC meetings including field trips.

The DFAT SAC Coordinator will review all requests SAC assistance and if approved will raise a Task Order to MAMPU outlining the scope of work and duration. MAMPU will issue a Tasking Note to the SAC member and arrange logistics, and accommodation as required. On completion of the assignment DFAT to advise MAMPU of satisfactory completion so that payment may be made.

2.2.4 Partners' Forum

A Partners' Forum will be convened bi-annually for the purpose of program management and knowledge-sharing. Program Partners will determine the theme for each event with the facilitation and support of the MAMPU Team and DFAT. The Program Partners will use this forum to exercise their voice in influencing the direction of the Program based on learning from the field, best practices, innovative ideas and an evidence-based advocacy agenda for collective actions. The forum will also involve other stakeholders including SAC members, ARU and external resources as required. The outcomes of the forum are expected to inform program learning and achievement, and may be shared in the Steering Committee meeting, where Partners will be invited to present.

The MAMPU Team and WIL Unit will work with Partners to lead in the organisation of this forum, inviting all Partner representatives to sit on the organising committee, set the agenda and actively participate in the facilitation of the process and outcomes. One of the objectives of the Partners' Forum is for Partners to learn from each other, specifically, over the types of local initiatives that have worked and how such learning could be used to build a common platform and agenda for joint policy advocacy work. Another objective is to use this forum to bridge the gaps and differences in approaches and strategies, and find commonalities to forge a strong alliance and partnership as networks/coalitions of women's and gender-interested organisations that could have a strong influence on policy directions for national and local level development.

The next Partners' Forum will be held in early 2014. An organising committee of Partners and DFAT WIL and MAMPU will be convened in January by WIL to commence intensive planning for the event.

2.2.5 Thematic Working Groups

Recent thinking surrounding the composition of Thematic Working Groups has evolved. While the original intention was to establish five distinct groups (one for each theme), there has been a growing recognition that a smaller number of groups may make more sense for the Program, to dissuade Partners from working in silos. Additionally, many Partners engage in more than one thematic area, making it difficult to segregate into five separate groups. It therefore may make more sense to create two broader groups covering multiple crosscutting themes, in order to foster collaboration among Partners working on similar issues. The TWGs aim to minimise duplication amongst partners working on similar thematic areas, identifying areas for collaboration, and also ensuring related information and lessons are shared with all partners working on similar themes. The TWGs will also be responsible for undertaking analysis and/or tasking analytical pieces of work relevant for that thematic area. Each TWG will be supported by at least one technical specialist appointed by MAMPU; more may be engaged on a needs basis. Discussions in this regard remain ongoing.

In addition to specific research themes, TWGs may consider commissioning a political economy research that would suggest a roadmap for change by theme through the identification of potential entry points, success stories to be scaled up, champions, decision-makers, risks, stakeholders, and information needed in each of the five MAMPU thematic areas. These thematic roadmaps might be useful in guiding the collective efforts of TWGs. This idea will be discussed with each Thematic Working Group, and eventual TORS will be developed collaboratively.

2.2.6 Managing Contractor

As Managing Contractor (MC), Cowater International Inc. is responsible for the day-to-day management and implementation of the Program in partnership with DFAT's Women in Leadership (WIL) Unit and Program Partners. The MC is responsible for providing support to Program stakeholders - Steering Committee, DFAT WIL Unit, Program Partners, the SAC, the ARU, and the long- and short-term advisers – in the implementation of the Program. Support will include: 1) Technical and Strategic Support, and 2) Program Management and Facilitation.

The overall management of MAMPU will be the responsibility of the Jakarta based Program Team Leader. She will be supported by a Program Director, based in Ottawa. Abt JTA, under sub-contract to Cowater are responsible for oversight of grants and the Innovation Fund.

Technical and Strategic Support

Under the leadership of the Program Team Leader, the Jakarta based Technical Team, will be led by a Technical Program Manager. The Technical Program Manager will oversee activities under Components One and Two and the cross cutting technical areas of capacity building, monitoring and evaluation, research and communications and knowledge management, to ensure coherence of MAMPU support. The Technical Team will be supported by the Senior Technical Adviser.

The Technical Team, together with technical advisers sourced through the Unspecified Technical Assistance Fund, will:

1. Work closely with Partners, to establish a relationship of trust, openness, and transparency in the spirit of genuine partnership; and provide prompt and flexible support to Partners that is responsive to their capacity needs;
2. Assist Partners in the development and implementation of grant initiatives within their thematic focus, including the identification or provision of capacity development support, procurement services, and administrative support as required;
3. Assist Partners in strengthening their M&E capacity, including developing a functional M&E system to be able to monitor and evaluate their grant initiatives and use M&E findings for program learning to contribute to MAMPU goals;
4. Work closely with Partners to provide solutions, present ideas and possibilities as programs progress and change is needed.
5. Track progress of Partner programs and provide technical assistance, and advise when a change to the program is required (in consultation with partners).

Program Management and Facilitation

The MC will provide high quality Program management and facilitation including:

1. Financial management;
2. Grants and innovation fund management;
3. Human resources management;
4. Logistics support, IT, procurement and contracting;
5. Reporting;
6. Risk management; and
7. Quality assurance.

The details of the approach to implementation of technical and strategic support and Program management are provided in the following section.

2.3 Approach to the Program Strategy

Overall, the Program strategy is one of capacity development, collaborative engagement, demonstration of replicable solutions and evidence-based learning, planning and advocacy. The scope of change envisioned in MAMPU's Theory of Change will require partners to engage with key stakeholders, to influence government at national and local levels and to link tested local level solutions to national level policy dialogue. The Program Operating Principles, articulated in the design are:

Aim for widespread change – Partners will identify innovative solutions to trial, or which have already been successfully trialled which have the potential to benefit many poor woman across Indonesia. This will involve working with government to influence policy development and implementation, and not just working at the local level.

Multi-stakeholder approach – Partners will build coalitions with allies and opponents within the government, private sector and civil society. This could be at the local, regional and national levels. CSOs are encouraged to partner with other organisations to complement their skill base including, for example, to partner with NGOs with advocacy or legal-drafting skills.

Bridging the national to local gap – Partners will work to link local solutions to regional or national-level policy dialogue. National partners will share the benefits and opportunities through the Program equally with their local partners.

Evidence – Partners will collect and use evidence to improve their practices, and to reinforce advocacy efforts.

Sustainability – Partners will aim to establish ways of working that have lasting benefits for their own organisations and the community, for example, by supporting existing community to government forums and local capacity building providers.

Accountability – The program operates with a principle of full transparency and active accountability towards the Indonesian public, e.g. the selected Partners are expected to freely share information with a wide range of stakeholders.

Build on partners' strengths - The program will aim to build on partners' existing strengths, at the national and local levels.

To achieve the level of change envisioned, four closely linked operational approaches will be central to and integrated throughout program implementation: Partner-Led and Partnership, Capacity Development and Cycles of Learning, Multi-Stakeholder Collaboration, and Communication and Knowledge Management.

2.3.1 Partner-Led and Partnership

MAMPU program partners are recognized as the “drivers of change”. As a result, program plans and activities will be largely partner-led and highly participatory, supporting partners individually and collectively to achieve their goals. Partners will be empowered to identify their needs, establish priorities, plan interventions and suggest and choose options. The MAMPU team will add value to partner efforts by responding to needs with timely, flexible and effective support including access to resources, successful models and innovative ways of working, and to opportunities to link with new allies and stakeholders. MAMPU also has a

role to support Partners to consider capacity development needs that are not proposed or identified by partners but are important for Partner development. This will require the establishment of a respectful and trusting relationship between the MAMPU Team and Partners, such that suggestions and options put forward by MAMPU are welcomed by Partners.

Cultivating mutual trust, open communication and common understanding will be key to the relationship between partners and the MAMPU Team. This will be fostered by regular dialogue, mutual agreement on respective accountability and responsibilities, plans truly suited to the priorities of partners, timely identification and addressing of problems in the spirit of partnership, an on-going process of mutual learning, and particularly, by the role of MAMPU Program Facilitators (PF).

The PFs will act as the focal point between the partner organisations and the MAMPU team and will be a key point of support to partners in the implementation of their work plans, in close consultation with MAMPU Technical Advisers. Following identification of capacity building needs, PFs will communicate their needs to the appropriate MAMPU Team member, who will identify the relevant support through a database of capacity building service providers. PFs will facilitate the tracking of learning and networking opportunities within and between partners, and with other DFAT programs. They will also assist partners in integrating new approaches into their own 'learning cycles' and documenting successes. PFs will play an important role in expectation management of Partners, providing clear, careful guidance on issues, such as availability of funding, purpose of funding, and what can and cannot be provided to Partners. Socialisation of Partners to the roles of the MAMPU Team, DFAT WIL, SAC, SC and ARU will be part of the PF role.

2.3.2 Capacity Development and Cycles of Learning

All activities will contribute to enhancing the capacity of national and local partners, individually and collectively, to be able to achieve their own, including MAMPU, outcomes. The MAMPU team will work with partners to respond to these needs with a wide, flexible range of support suited to each organisation. Support activities will be practical and comprehensive in nature and relate to organisational functions, systems, planning, implementation of sectoral initiatives, and collaborative actions. They will emphasize 'learning by doing'.

The MAMPU capacity development approach (Part 4) will enable "cycles of learning" (inter-connected processes of action, reflection and planning). The processes of learning and reflection will be iterative so that partners can assess progress, analyse challenges and lessons learned, and take responsive action on a regular basis. The MAMPU Team will facilitate annual participatory assessments of partner organisational capacity in which partners will review their progress, cross-check their foundational assessments, and identify and rank priorities for the coming 12 months.

Partners and their networks will also be supported to build their collective capabilities in order to influence change. They will be encouraged to share knowledge, learn from each other, and identify and address their common learning needs. The MAMPU Team will facilitate shared learning using appropriate group-determined resources and methodologies as described in the relevant section below. In addition, collective learning will be a key part of Partner Forums, TWGs, and initiatives related to collective capacity development priorities (e.g. women's leadership).

2.3.3 Multi-Stakeholder Collaboration

Partners will be supported to adopt a multi-stakeholder approach in the design and implementation of their initiatives to bring about changes within thematic areas. This approach is based on the premise that national policy and program-level change can seldom be achieved by one organisation alone. It requires a critical mass - the combined strengths, collaborative efforts and united voice of all key actors related to the area of change.

Multi-stakeholder engagement and learning processes will help build the capacity of individuals, groups and organisations in the broader context, which include women's caucuses, government, parliamentarians, and the private sector, thereby contributing to the improvement of overall systems capacity. The different stakeholders will be invited to participate in Forums, in capacity building activities (i.e. study tours, conferences, etc.) and in advocacy strategies. In addition, linkages will be developed between partners and other relevant DFAT and donor projects, that also promote learning, sharing of resources, and collaboration.

Key participants in this multi-stakeholder approach will be district level and national level parliamentarians, specifically women's caucuses, relevant commissions and male advocates. District parliamentarians in particular are seen as important vehicles for policy influence and for being able to relate to and support the evidence of local constraints and solutions to the need for national level reform. Parliamentarians will be involved both as targets of advocacy undertaken by partners and stakeholders as well as advocates themselves. Support will be provided to parliamentarians, particularly women, to strengthen their capacities for leadership and influence, and for effective engagement with civil society organizations and other stakeholders.

2.3.4 Communication and Knowledge Management

In all MAMPU activities, emphasis will be placed on generating, managing, sharing and communicating knowledge. Knowledge management is important to MAMPU's Theory of Change and to foster multi-stakeholder approaches where information needs to be shared and messages communicated to different audiences. Effective knowledge management is also critical to the process of monitoring and evaluating progress and change, particularly in a complex program like MAMPU. Central to knowledge management is the generation of evidence bases to inform learning, planning and advocacy. These will be generated largely from research, documentation and the MAMPU M&E system. The use of participatory M&E tools, as well as participatory research undertaken with the assistance of ARU, will assist Partners in capturing the required evidence to feed into their higher level advocacy work. Various venues such as the TWGs, involving multiple stakeholders as needed, will be used to share and exchange information and consolidate common issues and agendas for collective action. A detailed Communications and Knowledge Management Strategy is in development and will be submitted to DFAT by May 2014. Fortune PR has been contracted to undertake this assignment, and will be submitting the following deliverables in stages: 1) assessment and analysis; 2) development of Communication Strategy and M&E indicators and methodology; 3) Knowledge Management Strategy; 4) branding template and guideline; and, 5) final project report and documentation. A Framework for the Communications and Knowledge Management is presented in Part 2.

2.3.5 Linking With Other DFAT Programs

MAMPU has the potential to bridge constructive links with a number of existing DFAT programs and initiatives. This is especially timely given the current DFAT development of the “Frontline” initiative which intends greater spatial alignment of DFAT’s demand and supply side interventions to more effectively support and evaluate essential service delivery and outcomes for the poor in Indonesia.

DFAT has field presence in high poverty incidence provinces through AIPD, as well as high-level engagement on demand-side financing/social inclusion through TNP2K, and higher level backstopping for analytics and policy dialogue through (MOH, AIPEG, PNPM Roadmap, Knowledge Sector, and JPAL).

MAMPU Team will work with DFAT to explore avenues for participating with the Frontline concept, to explore how MAMPU Partners could align in different geographies with other DFAT programs to more effectively support and evaluate essential service delivery and outcomes for the poor in Indonesia

The MAMPU Team will work with DFAT and WIL to identify relevant programs of DFAT and other donor-funded programs in Indonesia and facilitate linkages and interaction between stakeholders, as well as with other relevant DFAT and Cowater programs with a view to enhancing partner learning, accessing useful resources and improving outcomes. Similarly, linkages will be facilitated with other DFAT programs in Indonesia that support social protection including TNP2K and the PRSF, the Knowledge Sector program and the next phase of the MHH program. An approach that will be discussed with DFAT and Partners will be to host an annual learning forum that brings together DFAT staff, senior managing contractor staff from other programs and their civil society partners to share new ideas and approaches, identify areas for collaboration, and to support networking and exchange across the thematic areas.

Examples of such collaboration could include:

- Program collaboration with the DFAT Knowledge Sector Program to identify research institutions which could develop research tools and conduct independent research for the initiative.
- In relation to the health thematic area, team members from the design and health teams produced a joint health thematic paper identifying entry points for the MAMPU program. The program will also have linkages with PNPM, especially at the community level where national partners and their local organisations are working. The relevant implementing partners for this program will be linked into DFAT’s current maternal health program so that the partner may build on successes of that program in its own work. A representative from the health team will be involved in peer reviewing the health related initiatives developed by the partners.
- In relation to the Migrant Workers theme, the CSO implementing partner for this design will be linked into DFAT’s small pilot, Poverty Reduction through Migrant Workers, which is currently being implemented in selected areas in Java and NTT. The team implementing the pilot will also be involved in peer reviewing the CSO partner activities relating to migrant workers.

2.4 Implementation Strategy

2.4.1 Role of the MAMPU Team

1) **MAMPU Jakarta Team**

Under the leadership of the Program Team Leader, the MAMPU Team in Jakarta is comprised of a Technical Team, made up of a newly proposed role of Technical Program Manager, a Capacity Building Coordinator, a Monitoring and Evaluation Specialist, a Communications and Knowledge Management Specialist, and supported by a Senior Technical Adviser. The Team will also be supplemented by additional technical advisers and services as required through the unspecified technical assistance fund.

One of the primary roles of the Managing Contractor is to ensure overall program coherence. As such, the MAMPU Team will employ an integrated approach to technical and strategic support in the implementation of MAMPU, specifically in the areas of Capacity Development, Communications and Knowledge Management, and Monitoring and Evaluation and Research. An integrated approach will involve establishing linkages among the different systems and technical units of MAMPU, ensuring alignment, mutual reinforcement and consistent coordination.

For instance, the indicators of progress and effectiveness of grant management, C&KM activities and CD activities will all be included in the MAMPU M&E framework and plan. All three areas will be included in the individual workplans of partners and in annual reflection/assessment and planning exercises. This annual process, as well as regular monitoring and reporting processes, Partner Forums and Thematic Working Groups will provide opportunities for Partners and staff to review, support and manage a holistic package of activities that work towards a central goal. This approach acknowledges that all units are contributing, from different angles, to the capacity building of Partners and the achievement of Program outcomes. The Technical Program Manager, M&E, and C&KM Technical Advisers will work closely together, and with the Partner Facilitators, to ensure a high degree of coordination, synergy of activity implementation and synthesis of data at both the Partner and Program levels.

The Program Team leader will play a critical role in ensuring ongoing coordination in the Program's core planning processes, harmonization of expected results and objectives, and activity implementation by instituting weekly Monday morning meetings to discuss the priority and synergies among the different units for the coming week.

2) **Cowater Head Office Team**

Cowater is the Managing Contractor for the Program and is responsible for the overall delivery of services under the Contract. Cowater maintains a team in Ottawa to provide technical and management support to the Jakarta-based MAMPU Team. The Cowater Head Office Team comprises:

- 1) Contractor Representative who is responsible for the following functions: high level client relationships particularly related to Head Contract Management, general oversight/trouble shooting, quality assurance on reports and workplans, strategic thinking/guidance and orientation;

- 2) Program Director who acts as a sounding board for the Team Leader on technical issues; responsible for finalizing the deliverables as per the Head Contract; overall internal monitoring to ensure the implementation of approved workplans;
- 3) Program Coordinator: focal point of all correspondence with the field on administration and contracts management issues; ensure Adviser Performance Assessments are completed by Team Leader in a timely manner; knowledge of the Head Contract clauses to feed into decision-making; coordinate inputs of all team members and HQ staff in production of deliverables; final editing of deliverables; review drafts of financial reports, budgets, and narrative variances prepared by Accounting Department, and submit to DFAT, upon final approval of SDG VP. In coordination with SDG VP, prepare contract amendment documentation and budget reallocations, as required.

3) AbtJTA Head Office Staff

Under sub contract to Cowater, AbtJTA provided mobilisation support and oversight of the development of some inception phase deliverables. On an ongoing basis, Abt JTA will provide oversight to Grants Management and the Innovation Fund grants. On an interim basis, Abt JTA is providing an interim Program Director to support the implementation of some critical staffing and management reforms.

2.4.2 Component One

Component One involves direct support to Partners to enable them to contribute to policy, regulatory, or service reform, at the national and local levels, within the five thematic areas. Support will relate to organisational strengthening, implementation of workplans and initiatives, networking among Partners and with stakeholders, processes to enhance learning, communication and knowledge management, and collective action.

Component One includes three connected but distinct areas of support to partners, grouped under three Focus Areas as defined in the design documents of MAMPU prepared by DFAT. These relate to: 1. Organisational Strengthening; 2. Analysis, Action and Advocacy; and 3. Learning and Networking.

Focus Area One: Organisational Strengthening

Organisational strengthening is a core and ongoing focus area to which the entire MAMPU team and virtually all Program activities will contribute. There will be a particular emphasis on this area during the first 3 years of the Program to achieve the short-term outcome of “Partner capacity and readiness for collective action”.

The MAMPU approach to organisational strengthening is described in detail in the Capacity Development Approach presented as Part Four of this document. The foundation is an on-going process of partner-led and partner-suited capacity needs assessment, response and reflection supported by the MAMPU Team. This will include annual reflective participatory assessment exercises where partners, 1) assess the results of previous skill development activities; 2) make on-going plans to follow-up on systemic issues within their organisations; and, 3) identify new areas of capacity required to achieve their program objectives.

The MAMPU team will be pro-active in introducing Partners to innovative approaches of Capacity Development such as Outcome Mapping or Power Cube methodologies that interested Partners can then choose to apply to their work. In a spirit of partnership, the team will also suggest areas of Capacity Development that may not be identified by Partners but will enhance their effectiveness.

The Capacity Development Matrix in Annex A outlines the capacity development priorities and activities for each individual Partner, as well as collectively, through the first 2-3 years of program implementation. The one-year portion of the matrix focuses on moving forward from preparation of this implementation plan in December 2013 into the first half of 2014, based on the interim phase assessments and additional discussions and planning since July 2013. It also provides indicative activities per Partner and for collective capacity development through Year 3 of the program, along with goals for Years 2/3.

Organisational strengthening activities will be subject to regular monitoring and evaluation as part of MAMPU's M&E process. This participatory process with Partners (section 2.6.1) is also an important part of organisational strengthening.

Focus Area Two: Analysis, Action, and Advocacy

Partner activities in this area form the crux of MAMPU efforts and will determine the realisation of outcomes. It is the design and implementation of initiatives by Partners in each thematic area, including collaboration with stakeholders and parliamentarians that will influence government players and bring about reforms that will improve the lives of poor women.

During the next three years, the MAMPU Team will work closely with Partners to ensure the development of thematic initiatives that are strategic, evidence-based, collaborative and advocacy-focused. Technical support will be provided in a number of areas:

- To design and undertake necessary political economy and baseline research;
- To engage effectively with local sub-partners and stakeholders who can form a collective group of change agents (thematic working group);
- To design and implement initiatives that demonstrate affordable, replicable solutions to local issues faced by poor women;
- To implement a consistent system of M&E, reporting and knowledge sharing/learning;
- To undertake evidence-based advocacy with parliamentarians and other decision-makers.

Partner initiatives in this area will emphasize the collection, analysis and use of evidence and the demonstration of workable, low cost local solutions that can be scaled up, using a multi-stakeholder advocacy approach. Plans will be informed, and adjusted as required, by evidence, both in the initial design stage and throughout the Program as progress is carefully monitored and changes documented. The Partners' initiatives will also provide evidence of the effectiveness of organisational strengthening activities under Focus Area One.

Focus Area Three: Learning and Networking

Learning and networking is an integral part of MAMPU's capacity development and collaborative multi-stakeholder approaches. Effective communication is critical to processes of shared learning, of establishing common ground among diverse Partners and stakeholders, of collaborative actions and of policy advocacy. MAMPU's complex lines of communication and learning will be guided by the MAMPU Communication and Knowledge Management Strategy which will be completed in January 2014. An outline of the Strategy is presented in Part Two. This working document will guide individual and collective C&KM processes relating to the generation, preservation, application and sharing of knowledge. The Strategy will guide Partners to develop their own approach to and strengthen their capacities in C&KM.

2.4.3 Component Two

The Program Design envisioned the long-term objectives of Component 2 to be three-fold:

1. The Program will support capacity improvements to the women's caucuses and relevant commissions, for the most part those in the district parliaments which now have decision making power over decentralized budgets. In the lead up to the 2014 election, the Program will support some initial small-scale initiatives, but the full suite of program activities in this component will not be rolled out until after the election.
2. It will also support networking and dialogue between the caucuses and between national and local levels.
3. It will provide an anchor in local legislatures for the poverty work taking place under Component 1. Consultations during the design process identified that women and gender-interested organisations often have existing networks with male and female Parliamentarians and have used these networks in the past to strategically influence policy, legislative and media debates on gender equality.

Some Key Design Considerations

Importance of targeting both Legislative and Executive arms of Government – short and long routes.

Whilst there is a clear need to ensure that the key issues of the thematic groups are "anchored" in Government policies, regulations and budgets, this is in itself not sufficient to ensure real change in the lives of poor women. Significant changes to the ways of working of Parliaments, making them more responsible and accountable to the needs of communities, especially poor women, will take substantial time, way beyond the timeframe of MAMPU.

Need to Engage with Political Party Leaders/Members to promote gender awareness

Little attention has been paid to ways in which to encourage greater discussion within political parties of issues relating to gender equality¹. This has resulted in lack of

¹ Eka Rahmawati, Samitra Abhaya – KPPD, Strengthening women's participation etc ...-Juli 2013

understanding of the need for greater representation of women in Parliament, and the potential effectiveness of the quota system.

Knowledge Generation and Effective Knowledge Management

The limited stocktake undertaken to inform the design indicates there has been quite substantial donor support for building the capacity of parliamentarians, with some interesting (though limited) lessons learned. It is clear from the apparent lack of availability of evaluation reports that there seems to be very little in the way of systematic learning from different initiatives.

Status of Component Two Design

Component Two aims to support selected women's parliamentary caucuses and female and male gender advocate parliamentarians at the national and district levels to engage with gender-interested organisations to advance gender equality reforms within MAMPU's five targeted themes. The purpose is to enhance effectiveness and accountability of parliaments, MPs and women's caucuses to support the needs and aspirations of poor women and to provide an anchor in local and national legislatures for the poverty reduction work taking place under Component One of the Program. The success of Component Two will be determined by the extent to which MAMPU's key thematic issues are placed on the parliamentary agenda over the life of the Program.

A Design Framework (2013) was drafted by DFAT based on preliminary consultations with various Partners and stakeholders. A full design process, led by MAMPU's Parliamentary Adviser (PA) was undertaken in November/December of 2013, consisting of information gathering and extensive consultation with stakeholders in Jakarta, South Sulawesi, East and West Java. The methodology employed in drafting the implementation strategy consisted of a document review, an in-country design mission, and exploration of lessons learned from MAMPU's on-going pilot initiative with the current Component Two Partner, BaKTI.

The implementation strategy emphasises the links between Components One and Two of the Program and recommends strategic and inclusive approaches to engaging Partners and to providing support to MPs and poor women to improve their understanding of the role and accountability of MPs to constituents, and to strengthen the voice of poor women. The strategy takes an integrated approach, emphasizing the importance of coordination of communication and knowledge management, research, and monitoring and evaluation.

Several key conceptual starting points underpin the implementation strategy for Component Two. These include:

- Success of coalitions in effecting change;
- Women as the focus;
- Parliament as the bridging point between communities and government;
- Women's caucuses as an entry point for policy development;
- Male MPs as gender advocates and mentors.

Component Two will take an issues-based approach, emphasizing capacity building, building on lessons learned and trialling new, innovative approaches.

The draft Component Two implementation strategy presents an overarching framework for further refinement and discussion with key stakeholders. As part of the design process, four indicative outcomes have been identified, which will be validated through a participatory design workshop in February 2014. These include:

1. Capacity of MAMPU C1 partners enhanced in order to work more effectively with parliamentarians;
2. Increased capacity, influence and accountability of female MPs and strengthened individual capacity of women and gender advocate male parliamentarians to represent the needs of poor women;
3. Increased capacity and influence of poor women to engage with parliaments in MAMPU target areas;
4. Effective mechanisms for multi-stakeholder learning and sharing; male and female gender advocate parliamentarians at the national and district level working in coalitions with MAMPU partners towards MAMPU goals, and increased informed debate on issues of importance to poor women.

The draft Component Two Implementation Strategy has been presented to DFAT and comments have been received and are currently being addressed. It is proposed that a design workshop be conducted to validate the goal and purpose statements and outcomes for C2, determine availability and access to baseline data, and select performance indicators for C2. Following this workshop a revised schedule and budget will be agreed and the Implementation Strategy will be amended in the light of workshop results and submitted to DFAT WIL for final approval.

2.5 Innovation Fund

The MAMPU Innovation Fund will fund additional innovative and experimental activities, beyond the work implemented by the national and local partners. This Fund will allow the program flexibility to respond to new opportunities that will help achieve the program objectives, while ensuring that funding is not diverted from the core approach of working through national partners.

The Innovation Fund will consist of two funding streams:

- (i) an annual competitive grants program, and
- (ii) a DFAT directed funding of initiatives.

Objectives

The specific objectives of the Innovation Fund are to fund new and innovative activities, which make a key contribution to achieving the program objectives and where proposals demonstrate value for money and fall within the budget guidelines developed for the fund for that year.

Selection Criteria

1. The Proposal has the potential to advance one or more of the MAMPU's objectives:
 - a. Improving women's access to government social protection programs;

- b. Increasing women's access to jobs and removing workplace discrimination;
 - c. Improving conditions for women's overseas labour migration;
 - d. Strengthening women's leadership for better maternal and reproductive health; and,
 - e. Strengthening women's leadership to reduce violence against women.
2. The Proposal represents value for money;
3. The Proposal has potential to be scalable;
4. The Proposal plan is feasible (realistic selection of locations and time lines etc.);
5. The Proposal will identify and test innovative business models;
6. The Proposal will stimulate productive partnerships between the private sector NGOs, entrepreneurs and academics to MAMPU objectives at scale;
7. The Proposals can be completed within one year of the Proposal's start date;
8. The Proposal can articulate the innovation and why is it needed?;
9. The innovation has potential to scale and to help MAMPU reach its goal of 'improving the lives of poor women across the country';
10. There is a plan for "Lessons learned": What will you learn if the innovation succeeds? What will you learn if the innovation fails? What will you do next?

Types of Innovation

Examples of innovations that the Fund could support include:

- Innovations in mobile technology and media innovations to advance MAMPUS objectives;
- Innovative programs that educate and mobilise the public about women's issues;
- Speaker tours or Women's Activists tours (e.g. A national tour of a defender of women's rights, who has an inspiring story to tell);
- A women's photography project (on one MAMPU theme);
- A Women's Empowerment Program broadcast online;
- Women's issues retreat held for high school students or other community sectors;
- An interactive web-based campaign (on one MAMPU theme);
- An interactive website on Women's issues;
- Setting up a virtual action group around a particular women's rights issue;
- A social media campaign to raise awareness of particular thematic area;
- An innovative PPP to engage the private sector in women's empowerment;
- An activity that advances DFAT Frontline initiative;
- Focus on facilitating linkages with other ongoing GOI initiatives;
- Pilot innovations as an 'output' of a recently conducted ARU research;
- Development of innovative tools – e.g. unit costing instruments for minimum service standards (MSS) in health and education for improved budgeting; MSS-databases in health and education utilizing geospatial mapping to assist in planning processes;
- Activities to encourage increased dialogue between government executive stakeholders, legislative (DPRD) representatives, and civil society;
- Use of mobile phones for data collection and/or dissemination of messaging (advocacy campaigns, etc.);

- Monitoring implementation of local level government policy; cross-comparison of different locations/legislation, etc.;
- Promote inter-project linkages between Partners working in the same thematic area.

Eligibility

Anyone –Individuals, local action groups, NGOs, community groups or networks, academic and research institutions, private companies and all stakeholders in women’s issues in Indonesia at the community, national or regional level are eligible to apply. This includes all NGOs that play a role in communication and awareness on women’s issues and the MAMPU thematic areas (excluding current MAMPU Partners who should include innovations in their grant requests).

Application Process

There will be a two stage process. The first stage will be an open call for Expressions of Interest based on the submission of a concept note. Short listed candidates will then be asked to submit a full application.

An independent assessment panel (including SAC members, DFAT, MAMPU Team Leader and an independent expert) will be established to review the EOIs and make recommendations on those selected to submit a full application.

Full proposals will be reviewed by an independent design expert to provide advice to the assessment panel on issues such as feasibility, scalability and value for money.

The independent assessment panel will then make decisions on the successful proposals and level of funding to be awarded.

Funding decisions are made on a transparent, competitive, deadline-driven basis by an independent assessment panel. Only applications which meet the selection criteria will be funded. All proposals will include a monitoring and evaluation component.

2.6 Monitoring and Evaluation and Research

M&E and research will play a critical role in supporting the MAMPU Program learning. The M&E Plan approved in November 2013 identifies three purposes for M&E on MAMPU. Firstly, information collected through the M&E system will support audiences to learn about what works. This learning is particularly important in a highly flexible program such as MAMPU where progress is likely to be unpredictable and influenced by contextual factors, including the evolving political environment at local and national levels. This learning will also support the advocacy efforts of MAMPU’s partners as they seek to use evidence to influence policy development and implementation in ways that make a positive difference in the lives of poor women.

A second function concerns accountability. M&E will play a key role in enabling the MC, MAMPU’s Partners, DFAT, and BAPPENAS to demonstrate that program resources are deployed on agreed priorities. As implementation progresses, the M&E system will

increasingly support these stakeholders to demonstrate results – not just the appropriate deployment of resources.

Thirdly, and of no less importance, is the transformative role of M&E in MAMPU. The program is explicitly designed to contribute to the empowerment of Indonesian women. This strongly implies a participatory orientation that provides the space for women to decide which change is important and to be actively involved in monitoring, reflecting on, and taking action on the basis of such change.

The MAMPU M&E Plan differentiates between ‘monitoring’ and ‘evaluation’ and sets out distinct, though related, strategies for each area. These are described in brief below. The processes governing research are currently under development by the MAMPU Core Team in consultation with program stakeholders including DFAT, BAPPENAS, and the SAC. The key principles shaping this thinking are presented in the third section of this chapter.

2.6.1 Monitoring Strategy

The MAMPU monitoring strategy focuses on two levels: partners; and program. Partner monitoring is built around a set of five ‘Core Monitoring Questions’ that define the focus of monitoring across all partners. The five questions concentrate monitoring effort on implementation progress (including financial monitoring), project reach², and outcomes. MAMPU has commenced collaborative work with partners to develop monitoring frameworks based on the 5 Core Monitoring Questions. The workshop-based process is designed to draw out existing processes and systems that can be applied or adapted to the five Core Monitoring Questions. This approach aligns with the strengths-based principles emphasized in the MAMPU design. Additional gender-sensitive and participatory monitoring tools will be identified and introduced to partners during the first 4 months of 2014. The incorporation of these tools into partner monitoring is a specific strategy to ensure space for the voices of poor women. In this way the monitoring process will be consistent with the principles underpinning MAMPU.

At the program level, monitoring focuses on firstly the delivery of capacity development and support for partners by the MC. MC delivery is monitored against by actual progress in comparison to 6-monthly workplans along with simple metrics to establish performance against other key indicators including responsiveness to partner requests and the reach of activities among partners. Data on progress on these areas of MC performance are brought together during regular internal meetings and communicated through routine reporting processes (described below).

A second dimension of program level monitoring brings together synthesized data from partner projects at the Partners’ Forum. The MC will facilitate a series of exercises during which partners rank and discuss the factors affecting progress across different MAMPU projects, and develop strategies for common action. Monitoring change at local level, is incorporated into the five Core Monitoring Questions that Partners address and report on. The monitoring tools, which will be introduced to partners at the Forum are part of the strategy to work with partners to monitor change at this level in a participatory way that is consistent with the program's intentions to give voice to the marginalised. This element of

² The focus on monitoring the ‘reach’ of poor women by each MAMPU partner project aligns closely with the ‘Frontline service model’ that will form the organising concept for the Australian Aid Program’s strategy in Indonesia.

the monitoring strategy is specifically designed to ensure that partners are actively involved in analysing and making sense of information on progress and monitor change at the local level.

2.6.2 Evaluation Strategy

The MAMPU Evaluation Strategy is structured around four Key Evaluation Questions (KEQs) outlined in the program design document. A suite of evaluation studies will be commissioned at key points to ensure that the program is able to put forward comprehensive responses to each question at key points in MAMPU's life.

The first KEQ addresses itself to the key short-term outcome of MAMPU: increased capacity and readiness of MAMPU's partners and networks. MAMPU will apply annual participatory exercises with each partner to track changes in organisational capacity and the factors that have contributed to this. In addition, over the life of the program MAMPU will commission three Organisational Network Mapping Studies to trace the evolution of networks among partners. These studies will be undertaken by June 2014 (baseline), in 2016 (mid-term), and between 2018 and 2020 (endline). These studies will focus on the networks that coalesce around specific areas of policy influence that are targeted by MAMPU partners.

The second KEQ focuses on assessing the extent to which improved capacity of partners and networks has been applied to influence policy ('voice and influence'). MAMPU must be in a position to address this question between years 3 and 5 of program implementation, when the design anticipates the program to be able to contribute to change in this area. The MC will draw on the three Organisational Network Mapping Studies to identify instances of policy change. Three case studies of policy change will complement the Organisational Network Mapping Studies by providing a richer in depth account of a specific instance of policy change, including the contribution of various factors, both program and external, to that change. These various products will provide a comprehensive base of information to enable the third KEQ to be addressed at key points in the program life.

The third KEQ assesses MAMPU's contribution to the program's long-term outcome, that is, the positive changes in the livelihoods of poor women and their access to critical services. The program expects to collate appropriate evidence to address this question between years 5 and 7. MAMPU will firstly support partners to undertake baseline studies focused on key outcome indicators in their project designs. However, a necessary precondition of such baseline studies is that partner project designs are sufficiently focused on a limited number of key outcome areas connected by sound program logic. For this reason, MAMPU will continue to work with partners on their project designs with the aim of supporting the roll out of baseline studies in the April to June period of 2014.

The fourth and final KEQ addresses the influence of the evolving context within which MAMPU operates. This question will be addressed by the MC on an ongoing basis. The MC will assess key changes in the social, political, and economic environment as a precursor to the annual planning process. The implications of the political context, including the identification of windows of opportunity for influence, will be an important aspect of this function.

2.6.3 Linking with Research: Analytics and Research Unit (ARU)

In addition to the M&E strategies outlined above, MAMPU will commission a series of research studies over the life of the program. The MAMPU design proposed an Analytics

and Research Unit (ARU) to drive research, monitoring, and evaluation on MAMPU. However, the processes governing the operation and strategic focus of the ARU are currently under review.

Thinking on the ARU has evolved since the program design was completed. Some of this represents a shift in emphasis and nuance rather than wholesale change. Nevertheless, it is important to document and explore the implications of these shifts since they give rise to several important questions that need to be addressed.

Firstly, a full-time Monitoring and Evaluation (M&E) Specialist has been included in the MAMPU core team. This position has been allocated responsibility for several functions attributed to the ARU in the design document, including supporting partners with M&E, and developing program-wide M&E processes. This raises important questions about the respective roles of the ARU and the M&E Specialist in MAMPU, both conceptual and operational. Secondly, since the program design, a variety of ideas have been put forward concerning the nature of the ARU's work. For instance, the need to develop local capacity to conduct gender-related research has been identified by several stakeholders, including members of the MAMPU SAC. Several partners have expressed a strong interest in particular types of research, including Feminist Research, and have suggested that this be an area of focus for capacity development.

There are also diverse perspectives on the research designs and methods that the ARU should employ. A preliminary agenda has been produced by researchers engaged in early 2013 to commence the work of the ARU. The list was developed on the basis of consultations with the partners and includes nine ideas in all five current MAMPU themes. These potential lines of enquiry are particularly suited to experimental and quasi-experimental research designs, including randomized controlled trials. Such designs are capable of generating evidence that could be very valuable for some purposes, for instance in policy discussions where statistically robust claims of cause and effect are a high priority.

Other ideas have emerged from discussions within DFAT Jakarta, and between the WIL Unit and other specialists working in poverty reduction and social policy in Indonesia. These have identified a need for qualitative, participatory, and emancipatory research methods that reflect the emphasis of MAMPU on empowerment of poor women. Such methods are capable of producing rich accounts of, for instance, the 'lived experiences' of poor women and their families as they relate to particular policy issues. Participatory and emancipatory research methods (including Feminist Research) seek to place subjects at the centre of defining the agenda and enable them to frame responses in their own terms, rather than in the terms of external researchers. Such methods offer the promise of a genuinely bottom-up approach to MAMPU's research and advocacy agenda. By being more open-ended, these methods are also well placed to highlight differential impacts (including the gendered impacts) of existing policies and programs on particular social groups.

A set of fundamental principles should govern the way research is identified and carried out on MAMPU, regardless of the diversity of perspectives on the ARU. These principles, described below, are a mix of widely accepted research practice, the key ideas expressed in the design, and more recently expressed sentiments by stakeholders.

Reflect a clear purpose: Research by the ARU can fulfil several different purposes on MAMPU. However, it should be a fundamental principle that this purpose is explicit from the start of the research process. It is proposed that all research undertaken be through two research 'windows' that each align with a different purpose: formative research; and evaluative research.

ARU activities commissioned through the ‘formative research’ window will be open ended and forward looking. Accordingly, the primary purpose of this type of research will be to enrich the strategic options available to partners and other program stakeholders. This may include, for example, situational analyses, reviews of existing research literature or exploratory studies on a possible issue of interest to partners, as part of clarifying an advocacy strategy or designing a communication campaign. This type of research may be particularly suited to situations where there is little pre-existing research or knowledge on an issue.

ARU work that is identified under the ‘Evaluative research’ window will aim to test a highly specific pilot activity or concept. While such research will also inform strategy development, the main purpose will be to assess whether a pilot concept ‘worked’ and, if relevant, why and how it ‘worked’. This type of research may be particularly appropriate to evaluating well-defined interventions that show potential for scale-up.

Question-led, not methods-driven: Clearly, stakeholders in MAMPU have different ideas of the research designs and methods that should be employed. Regardless, a fundamental principle governing research should be that the choice of method is driven first and foremost by the particular research question(s) of interest. The question should, in turn, adequately reflect the explicit purpose of the research. For example, a question for a research activity engaged under the ‘formative’ research window might be: what is the definition and scope (or size) of the issue? On the other hand, an example of a question that relates to ‘evaluative’ research might be: Is (name of pilot) an effective way of addressing (the issue or problem)? In other words: does it work? In the case of the former, qualitative, participatory, or multi-method approaches may be more appropriate while the latter may be particularly well suited to experimental or quasi-experimental methods.

Partner-driven: The program design was the product of a participatory process that emphasized active partner involvement. The design itself underlines the need to build on partners existing practices, strengths, and experiences.³ The MAMPU research agenda should reflect the same principle. It should emerge from the interests and experiences of the partners, not be driven by external parties. For this to occur, partners need to be actively involved in determining the focus of the research. This does not mean that all partners need to be involved in all decisions on all occasions. Rather, partners should be involved in key points, including determining priorities and shaping the research questions. Findings from research activities that partners have identified and selected are much more likely to be used. The majority of (approximately 70 per cent) of MAMPU’s research budget should be allocated to priorities determined by partners.

However, there remains a need for the MAMPU Core Team, DFAT, the SAC, and BAPPENAS to commission specific pieces of research into areas of strategic relevance to the program. For this reason a smaller portion of the research budget (approximately 30 per cent) for MAMPU will be allocated to research priorities directly determined by these stakeholders.

Relevant to the program theory of change: Research commissioned through the ARU should, as a fundamental principle, be directly relevant to understanding the theory of change behind MAMPU. This need not be restricted to the specified short-, medium-, and

³ Building on partner strengths is highlighted as a principle of program implementation in the design document. See DFAT (2011), *MAMPU Indonesia: Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan – Program Design Document Part B*, page 7.

long-term outcomes, but could also be related to the pre-conditions or the contextual factors that influence the program. Regardless of where an ARU activity is focused, a sound argument should always be made to connect the research question to the theory of change.

There is a clear need for the role of the ARU to evolve from the concept anticipated in the program design document. There are now dedicated resources in the core team responsible for M&E arrangements. The balance of focus of the ARU should therefore shift towards a broader role: *strengthening the evidence base for decision-making by partners and program stakeholders*. Table 1 lists the five tasks originally allocated to the ARU in the program design, updated to reflect changes since then.

Table 3: Updated allocation of responsibilities

Element of Role	Responsible
1. Developing an overarching methodology for the monitoring and evaluation of the program.	MC M&E Specialist
2. Supporting partners with the design of quality M&E for their initiatives.	MC M&E Specialist, ARU
3. Monitoring changes in the context, including assessing the thematic areas ongoing relevance to women's poverty, identifying changes in the stakeholder landscape, and identifying possible backlash against the program activities and model.	ARU, MC Core Team
4. Supporting DFAT to compile an annual report for the overall program for distribution to stakeholders.	MC M&E Specialist
5. Conducting relevant analysis and research on thematic areas as directed by Partners, DFAT, BAPPENAS or the Strategic Advisory Committee.	ARU

As Table 3 indicates, the role of an ARU in this new context will encompass two key areas: (i) undertaking commissioned research (point 5 in the Table); and (ii) with the MAMPU core team, monitoring changes in the context. The draft M&E Plan for MAMPU references the role of Special Research Studies carried out by the ARU to establishing the overall 'performance story' of MAMPU Program performance. The exact contribution that these studies will make will depend on the research that is prioritized and commissioned in consultation with partners, the SAC, DFAT, and Bappenas.

Discussions on the structure of the ARU are underway, and there are a variety of views as to whether the ARU should be a structure within MAMPU, be housed at a local academic and research institution, or simply be a series of commissioned research activities based on agreed priorities identified by WIL, SAC and Partners

As it presently stands, it is envisioned that the ARU be composed of small group of experienced researchers (individual or institutional) with a mix of expertise – sectoral/thematic and methodological (research, program/project design, program evaluation) who will be contracted on a long or short-term basis (or on a once off, as needed basis) throughout the life of the Program.

An early priority will be the identification of research needs. While discussions on ARU structure continue, it is proposed that a Research Coordinator be contracted to facilitate and

manage the process to identify, prioritise, and commission research, in addition to playing a quality assurance role. The Research Coordinator would report to the M&E Specialist, and would work closely with SAC and other members of the core team to manage the overall research/learning cycle. The responsibilities of the role would also include facilitating the identification of potential research priorities with partners and working with the researchers to scope and refine research questions.

A preliminary set of research ideas identified with Partners in February 2013 is listed below.

1. Preliminary set of research ideas identified (February 2013)
2. Community mobilization for better quality health care
3. Information interventions for migrants
4. Impact of migration moratoriums on community welfare
5. Savings accounts for migrants
6. Access to justice and violence against women
7. Building the capacity of female politicians
8. A gendered approach to community-driven development
9. Working with the private sector to strengthen the implementation of principles of equality of work
10. Gender targeted maternal health sensitization

As noted above, these research ideas are particularly amenable to experimental and quasi-experimental research designs. Other potential ideas will be identified through further informal consultations with partners during January and February period by the MAMPU M&E Specialist and Partner Facilitators. Prioritisation and scoping of the options for research will be a priority for the first quarter of 2014. This process will be facilitated by MAMPU Core Team members during a special session at the annual Partners Forum.

Research Capacity Development

Although not discussed in depth in the program design, consultations with partners and other stakeholders highlight a demand for capacity development in research. It should be emphasized that capacity development is not an ‘add-on’. A capacity development approach demands careful attention to the way research activities are designed, carried out, and communicated beyond a conventional focus on the rigor of the findings. This can be a complex process. Capacity development in research will be considered with each partner as part of the annual setting of capacity priorities (as described in the Capacity Development Strategy). If research of a particular kind is prioritized, support will be provided through MAMPU Technical Support resources.

Close linkages with the DFAT Knowledge Sector Program (KSP) can and should play an important role in research capacity development on MAMPU. The KSP works on the demand for and supply of evidence for policy formulation. This includes attention to the role of ‘intermediaries’ – organisations that bridge the gap between suppliers of research findings (specialized research institutes and organisations) and the policy-makers who have a need for this information (the ‘demand-side’). Intermediaries might commission research in response to policy issues that align with their interests and package the findings to communicate with a policy audience. This requires a focus on developing particular types of

capacity and skills, including the ability to define the research needs clearly, commission research, ensure the quality of the process and the findings, and to communicate the findings to the targeted policy-makers. Civil society organisations, including many of MAMPU's partners, often play this role. Developing partner capacity to do this will draw on the experience of the KSP, and could involve linking partners with research institutions that work with that program.

Dissemination of Evidence

The dissemination of evidence is critical to supporting MAMPU's advocacy and partner-led agenda. Research findings and analysis will be packaged into advocacy materials in close collaboration with the Partner(s) undertaking advocacy efforts. The range of dissemination strategies to be used will be identified in the MAMPU Communication and Knowledge Management Strategy and will include:

- Synopses of key findings that can present the main ideas in a succinct easily digestible format;
- Use of the print⁴, radio, or social media to disseminate findings of particular importance and interest to the public;
- Use of video or audio files to present findings in novel ways;
- Use of the MAMPU website; and
- Use of innovative ways to reach policy makers (for example, through use of the FOGO5 process).

2.7 Cross-Cutting Issues

Gender Equality

The MAMPU program is entirely designed to increase gender equality in Indonesia by increasing the access of poor women to critical services and livelihood opportunities, thereby reducing poverty, and particularly, women's victimization by poverty. MAMPU's strategic approach to gender equality aims for district and national-level reforms in policies, institutions, programs and services. The Program will address root causes of gender discrimination through the generation of evidence and solutions and through advocacy. MAMPU will result in a strengthened voice and capacity of women and men, including parliamentarians, to further advance women's rights in a more collaborative, diverse, knowledgeable and effective community of organizations.

Child Protection

Cowater is committed to maintaining the highest standard of conduct and ethics and takes a zero-tolerance position on any issue relating to cases of child abuse and child exploitation. All MAMPU personnel including advisers and sub-contractors are required to comply with Cowater's Child Protection Code of Conduct which mirrors DFAT's Child Protection Policy. The Code of Conduct is incorporated into all contracts and must be signed by personnel.

⁴ This process will need to use media appropriate to the audience. Potential examples of media include *Jurnal Perempuan* which publishes research on women, including feminist research.

⁵ Add definition here.

The Code of Conduct provides clear procedures in relation to managing and reducing risks of child abuse by persons engaged in delivering the aid program. In addition prior to engagement, police checks will be carried out for all advisers contracted to the program by the proposed HRM Unit in Jakarta.

Environment

MAMPU does not have a significant component of activities that will impact upon the environment. Within the office, efforts will be taken to adopt, as far as possible, a paperless office approach to operations by encouraging the use of electronic media for communications. Office documentation and reports are stored electronically, reducing the amount of waste and demands on the environment.

2.8 Program Management

2.8.1 Overall Program Management

The MAMPU Program will be under the leadership of the Program Team Leader based in Jakarta. She will be supported by direct and regular consultation with Cowater HQ.

2.8.2 Program Reporting

The MAMPU Program Team Leader, supported by Cowater head office for quality assurance and strategic support, will lead the preparation of all Program reporting under the Contract. As a Partner led program, the MAMPU Team will maintain regular and close liaison with all Program Stakeholders to ensure that their needs are properly understood, and that Partner annual work plans are developed in line with MAMPU program objectives.

The key reporting requirements include:

1. Annual Reports, which are the main reporting documents for the MAMPU Program, will provide analysis of sectoral issues, and report on activities during the reporting period. Reports will be based on the financial year (July – June).
2. Six-Monthly Work Plans, which will provide an analytical review of progress and achievements over the previous six (6) months of Program implementation, consistent with the requirements of the approved M&E Framework.

A Director of Finance and Operations, reporting to the Program Team Leader, will be appointed and will oversee:

1. Financial management;
2. Grants and innovation fund management;
3. Human resources management; and,
4. Logistics support, IT, procurement and contracting.

2.8.3 Financial Management

Financial management processes and systems were set up and operationalised during the mobilisation phase of the program. The installation of accounting software (MYOB) and the provision of training early in the program ensured that the finance team quickly became familiar with the chart of accounts and correct expenditure coding as well as the generation of standard reports from MYOB. The development of the program operation manuals in parallel meant that the finance team were able to contribute to the development and obtain a good understanding of the financial management processes and templates. Monthly financial reports have been produced since the start of the program. These are reviewed and all supporting documentation is checked by Cowater HQ. To date all the financial reports have been accurate, the transaction documentation complete, demonstrating compliance with the approved financial management procedures.

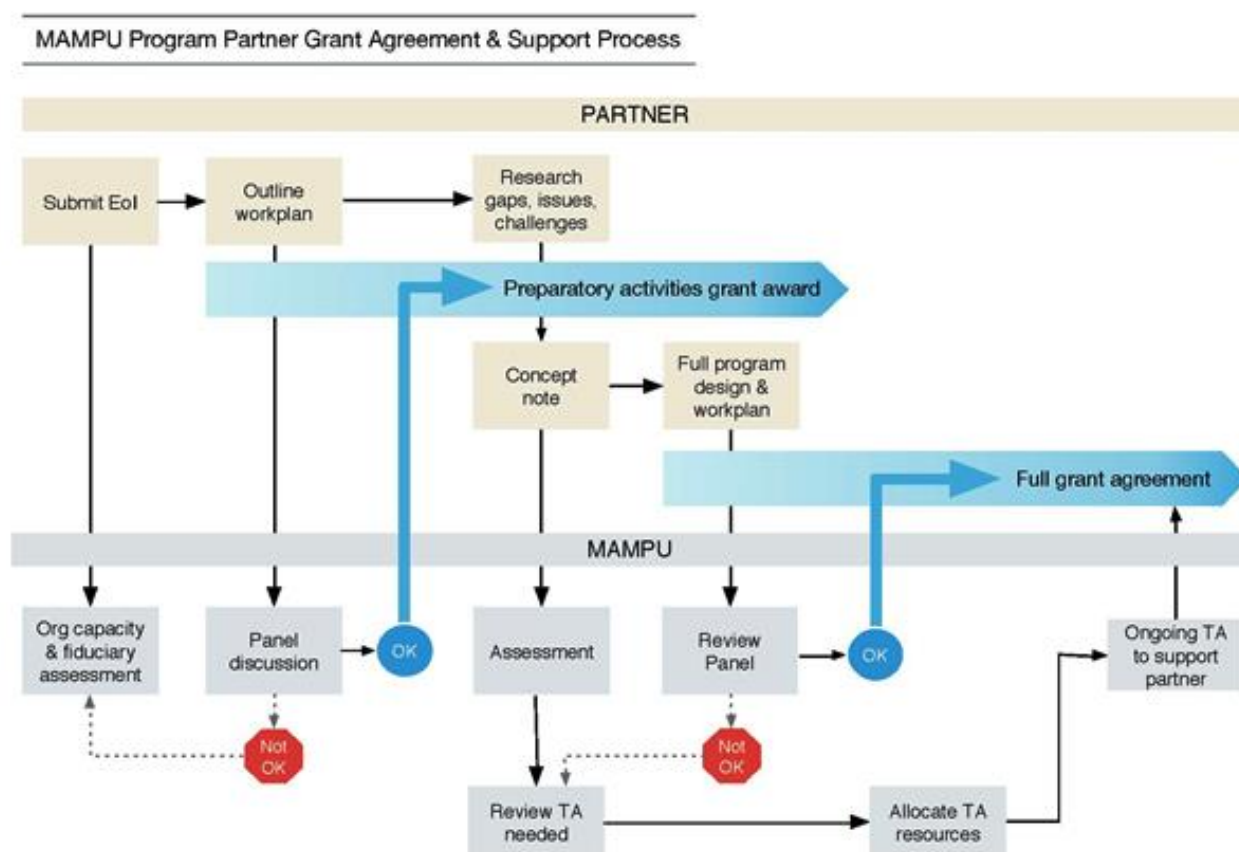
The MAMPU finance team is responsible to:

- 1) monitor the financial management and accounting system, including fraud control and audit procedures that support monthly financial acquittal and reporting, ensure it is documented in the Program Operations Manual, and ensure that staff comply with the Manual, including a program of financial and compliance audits of recipients of MAMPU funding;
- 2) manage, audit and report on the use of program funds;
- 3) provide high-level supervision of the Program annual workplan budget to ensure expenditure is in accordance with the approved six-monthly workplan and is implemented with strong financial, administrative and governance principles;
- 4) oversee all Services related to the tendering, contracting, contract supervision, contract monitoring and financial management of activities identified in the Six Monthly Work Plans;

2.8.4 Grants and Innovation Fund Management

Under sub-contract to Cowater, Abt JTA are responsible for the oversight of the grants and innovation fund management.

A total of AUD 28 million in grants is available to support MAMPU Partners over the course of the Program. Figure 1 below depicts the process is undertaken with each Partner.

Figure 1: MAMPU Program Partner Grant Agreement Process

Grant and Innovation Fund Management responsibilities include:

- 1) monitor the disbursement and management of grants funds for Components One and Two;
- 2) develop selection criteria, selection processes and management of the Innovation Fund;
- 3) arrange for an organisational capacity and fiduciary assessment for new partners and provide support to partner organisations in developing their annual work plan budgets;
- 4) provide high-level supervision to the monitoring and approval of grant disbursements to Partners, including supporting the monitoring of partners' management of program grants;
- 5) identify the capacity building needs of partners in finance and grants management.

2.8.5 Finance and Grants Risks

There remain a number of risks to be monitored and remedied in the Program finance and grants management area. These include:

1. The links between the planning and budgeting and financial monitoring need strengthening. Due to staffing and operational constraints the linkages between the finance team and program implementation have not been developed fully.
2. Although a direct implementation work plan has been prepared, the extent to which it will be implemented is uncertain. Program activities are currently behind schedule and only 13 of 26 program staff are in place. The workplan will be reviewed to ensure activities can be implemented in the timeframe documented and resources adjusted accordingly.
3. DFAT requires accurate forward estimates, and the financial and activity monitoring system needs to ensure that budgets and forecasts are being updated regularly.
4. Risks related to sub-partner grants, which are further elaborated in Part 3.

A project finance team capacity diagnostic was undertaken in early 2014 to ensure the team has the ability to develop integrated plans and budgets. Close management will be needed to ensure that the team are actively diagnosing issues and designing necessary processes and reporting solutions.

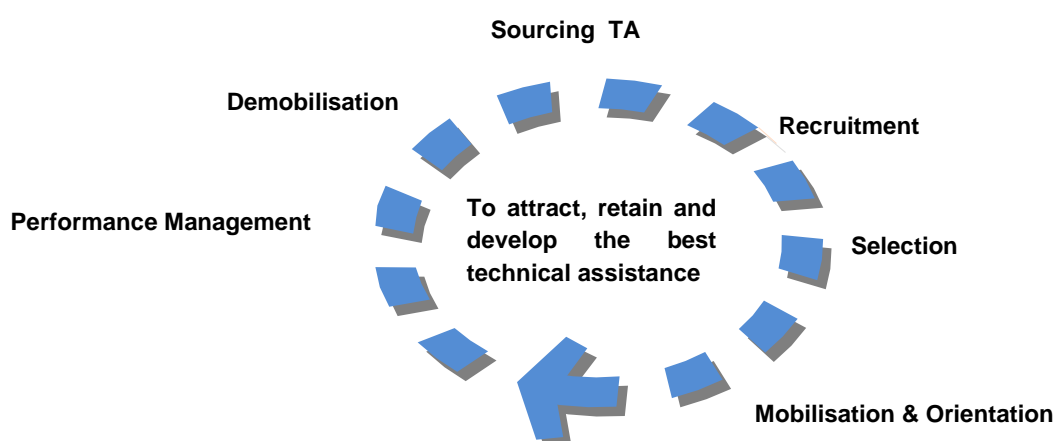
2.8.6 Human Resources Management

There is a large volume of recruitment and human resources management on the Program, especially with the large unspecified TA fund. In the initial management team establishment, this was under resourced and a temporary HR professional had been contracted to assist to establish systems and scale up to manage the large volume of recruitment.

Much of the success of MAMPU will rely on the success of its team and the work of TA. This puts significant responsibility on MAMPU to choose the right people, and provide support and assistance to allow them to do the best possible job. In order to ensure that the TA needed to respond flexibly to Partner requests are available and able to be mobilised rapidly, the proposed MAMPU HRM Unit will establish a prequalified panel of local and international TA, which are able to be rapidly mobilised using a Tasking Note system.

The required HRM function to assure this includes: job design, recruitment, selection, mobilisation, performance management, learning and development and demobilisation. Figure 2 below shows the MAMPU HR processes.

Figure 2: MAMPU HRM Cycle



Sourcing TA

Job design: TA requirements will be identified through Partner planning processes, and by the WIL Unit. MAMPU will utilise a number of methods to identify the appropriate mix of skills and experience for a specific position and our team will work in close conjunction with Partners to best identify needs. This will include the level of experience and qualifications of each category and a series of rate bands, to enable Partners to be fully informed of the costs of each type of TA. In this way, Partners will be aided to make informed choices about the type of capacity building approach or support to address their needs.

Recruitment: Recruitment will include both locally sourced recruitment and expatriate recruitment. The MAMPU procedures are outlined in the MAMPU Operations Manuals which comply with the Commonwealth Procurement Guidelines and use competitive and transparent processes.

Selection: Quality selection involves carefully designing a role and then selecting candidates according to position requirements. While technical experience is important in the role of an adviser, the candidates' capacity to be flexible, understand the Indonesian culture and their interpersonal skills are of crucial importance. In order to identify these characteristics, and to ensure the best fit for the candidate to the role, we will utilize the following tools: comprehensive and accurate terms of reference with relevant selection criteria, as well as formal candidate interviewing and checking referees. Where possible the short-listing and interview process will incorporate the participation of the Partners. Interviewing of TA will normally be undertaken in Indonesia.

TA Orientation: Orientation is critical to the quick and effective adaptation of TA to their new roles. Our orientation process for expatriate TA will include a pre-departure sessions incorporating an introduction to MAMPU and its objectives and structure, an overview of Partners governance structures, organisational relationships and culture as well as a thorough security briefing and provision of Program documentation. This will be followed for all TA by and in-country orientation covering specific to area security briefings, email / Internet set up, establishing bank accounts, introductions at DFAT and introductions to Partners.

Performance Management: Annual adviser performance assessments will be undertaken on all long-term personnel. To build knowledge generation, and to contribute to the evaluation of capacity building in its entirety, TA will be required to submit a written report that sets out key achievements for the year, challenges that have been faced personally, and as result of the context and lessons learnt for the coming year. This will contribute to the evaluation of MAMPU success in capacity building and be part of the continuous cycle of reflection and improvement. Where possible, the performance assessment will involve partners and it will also contribute to strengthening partners' internal HRM processes and capacity.

A MAMPU Jakarta HRM Unit will be established and will:

- 1) Be responsible for adviser and staff performance assessments for all Specified and Unspecified Program Personnel in collaboration with the Senior Technical Adviser, in keeping with DFAT and Cowater performance management guidelines;
- 2) Coordinate the recruitment of technical advisers, ensuring DFAT approval is obtained;
- 3) Proactively manage the performance outputs of all Specified and Unspecified Program Personnel (Long and Short Term Advisors);
- 4) Support the Senior Technical Adviser in conducting annual technical adviser performance assessments;
- 5) Oversee the recruitment and support for suitable long term and short term program management and administrative staff, for the Analytics and Research Unit and the Strategic Advisory Committee members, as instructed by DFAT;

Ensure any nationally (locally) sourced technical assistance required to implement the Contract must be engaged in accordance with Indonesian labour laws and market.

2.8.7 Operations and Logistical Support

An Operations Team has been established in the Program Office to undertake all of the necessary procurement, management, logistics and support services for Program Partners, the MAMPU Steering and Strategic Advisory Committees, the Partners Forum and the ARU. The Program Operations Manual and associated systems and processes are under implementation to ensure that the Commonwealth Procurement Guidelines are adhered to. The Operations Team will:

1. Provide supervision to all administrative and logistical arrangements for high-level meetings and forums;
2. Undertake all necessary procurement, management, logistics and support services for Program Partners to implement their work plans. This will include support for the three (3) focus areas under Component One and Component Two;
3. Provide administrative, secretarial and logistical support as required to the MAMPU Steering and Strategic Advisory Committees and the Partners' Forum;
4. Provide administrative and logistical support for activities tasked under the Analytics and Research Unit;
5. Provide any other necessary logistics support for Program activities – such as arranging venues for seminars or workshops, producing and distributing workshop materials, and arranging logistics for any program counterpart participants, identified by DFAT.

2.8.8 Program Risk Management

MAMPU's approach to implementing the program risk management plan relies on ensuring a deep understanding of the program design and operating context. This includes recognizing the inherent weaknesses in the program design, if any, and adapting and proposing innovative solutions in accordance with the evolving programming context. The following process guides MAMPU's risk management plan:

- 1) Thorough risk identification, assessment and prioritization;
- 2) Development and implementation of effective risk mitigation strategies;
- 3) Ongoing monitoring of risk mitigation and management strategies;
- 4) Timely reporting of ongoing and emerging risks, implemented mitigation strategies and risk management outcomes with DFAT and other stakeholders, both on a regular and on an ad hoc basis;
- 5) Regular review and evaluation of Program risks and mitigation strategies;
- 6) Development and maintenance of effective formal and informal communication channels to support the identification and ongoing management of risks;
- 7) Manage the ongoing assessment of and response to Program and corporate risks, including the regular update of the program risk matrix with input from the Team Leader and DFAT;
- 8) Identify and manage program risk associated with services to support the MAMPU program; including risks relating to the performance of technical advisers and the safeguarding of program funds;

- 9) Proactively monitor and report on program risks and implement mitigation measures and keep DFAT advised of any issues that may affect the satisfactory progress of the Program.

The MAMPU Team intends to work in close collaboration with key stakeholders (particularly DFAT and the GOI) in the management of risks. Open communication in the identification, sharing and management of risks with DFAT and the GOI will be critical to the success of the Program. The Strategic Advisory Committee (SAC) will also have a critical role to play in identifying and assessing higher-level strategic risks.

The MAMPU program will also rely on the maintenance of strong corporate policies to provide a supportive framework to minimize risks. Key policies include:

- Comprehensive financial and grants management systems which ensure transparency and accountability, and minimize potential for fraud and corruption;
- Comprehensive HR systems as outlined in the Program Operations Manual which ensure thorough background checks, and encourage ongoing orientation of staff and advisers towards program policies on managing risk and eliminating fraud and corruption.

The MAMPU Team will continue to closely monitor risks and will keep in close contact with DFAT to highlight any emergent risks as soon as they arise. A Risk Management Matrix is at Annex B.

2.8.9 Quality Assurance

There are three elements of the MAMPU approach to Quality Assurance (QA):

1. *Defining Quality*: Clarification of what is needed to produce quality, standards and expectations;
2. *Monitoring Quality*: Systematic identification of what level of quality the system is producing – collecting and analysing data, problems encountered and opportunities for improvement; and
3. *Improving Quality*: Addressing gaps through management decisions, problem solving, team-based problem solving, process improvement and redesign.

The system will also include documented processes for quality assurance of technical reports. The Cowater Program Director will provide technical quality assurance for all technical reports and will sign them off for submission to DFAT. All TA will be briefed on reporting requirements at orientation and during implementation with additional support provided by a hard and soft copy document management system.

2.9 Conclusion

The MAMPU Implementation Strategy has been developed to ensure the achievement of MAMPU short-term outcomes of Partner capacity and readiness for collective action and supportive parliamentarians who are change actors. The Plan provides clear strategic direction for the Program and how all the elements will work together is well defined. Key elements of the Program Strategy include: Partner-Led and Partnership, Capacity Development and Cycles of Learning, Multi-Stakeholder Collaboration, and Communication and Knowledge Management.

Program partners participation will be characterised by a clear understanding of the MAMPU and DFAT roles; strong grants management capacity; synchronised planning, budgeting and monitoring; a collectively defined research agenda; and cross Partner cooperation, in forums like Thematic working groups, collective action, and advocacy. Public education will be underway through partner engagement with the media and parliamentarians and increasingly partners will be making decisions and taking actions based on evidence generated through action research.

The operationalization of these will be supported by a revitalised and well-functioning MAMPU Jakarta team, with all roles filled, job descriptions clear and management structure defined and operational. The MAMPU Team will be instrumental in brokering trust and better communication. The MAMPU Team will support and promote the use of local data and collection of local evidence that can be used by both levels to support advocacy efforts. The MAMPU Team will be "brokers" to facilitate productive engagement amongst actors.

3. PART 2 - COMMUNICATIONS STRATEGY

The MAMPU Communication and Knowledge Management Strategy will be completed in April 2014. This working document will guide the individual and collective learning and communication process of partners and their local and stakeholder networks. The C&KM Strategy will guide the generation, preservation, application and sharing of knowledge by and among MAMPU partners and stakeholders. It will guide the flows and means of communication among all parties including:

1. The internal communication needs of partners (drop box, website, etc.);
2. Communication among partners, i.e. in TWGs, intra-projects, among women's leaders, on internet forums, through a newsletter, success stories, hub, etc.;
3. Communication with and among multi-stakeholders, to both establish and maintain linkages, including interaction with the media;
4. Communication with government policy makers (e.g. to influence the GOI Mid-Term Plan and to engage with PNPM, RASKIN, JAMKESMAS (health insurance) on social protection issues, with JAMPERSAL (pregnant women), and with BLSm (conditional cash transfer). This level of communication will involve the identification of champions and entry points and the use of evidence from political economy analysis. It will be done through TWGs and other means;
5. Communication for advocacy towards and by parliamentarians, e.g. development of policy briefs;
6. Communication with and among women's leaders (e.g. leadership forums for existing leaders of national women's organisations to reflect on personal and organisational challenges; a separate Emerging (Young) Leaders Forum to support new young women leaders to engage on issues of leadership, build networks and learn new skills).

The Strategy will be adaptable to the evolving context of MAMPU (as partners take on new levels of communication, for instance with private sector stakeholders or government agencies) and to the integration of new and innovative ideas as they emerge. Partners will develop their own C&KM plans based on the Strategy and receive support as required for implementation. In advance of the completion of the C&KM strategy, the following section provides indicative activities that could form part of the MAMPU C&KM strategy.

1. Support processes for Partner learning, communication and knowledge management

- In consultation with partners, develop a program level Communication and Knowledge Management Strategy;
- Provide partners with an orientation to the Strategy and receive and integrate their feedback;
- Based on the C&KM Strategy, develop tools and processes that will assist partners to assess their internal C&KM practices, resources, assets and gaps (including with and among sub-partners) through the Partner Facilitators;
- Support partners to develop strategies/plans to strengthen practices (adapting the C&KM Strategy to their own work plans/initiatives), and identify capacity development needs in this area;

- Support partner C&KM capacity development needs in ways that suit the needs of partners with the facilitation of training, technical assistance, development of tools, access to resources, etc. Support the partners that have identified, in current work plans, their desire to improve documentation and information collection within their own organisations. Other areas of support many include training/exposure in working with both print and social media, technical assistance with the development of effective public education/outreach/advocacy messages;
- Integrate C&KM into monitoring and evaluation frameworks and processes at both partner and program levels.

2. Support processes to develop effective partner networks

- Pro-actively seek opportunities to promote and support shared dialogue and learning platforms for partners and stakeholders through such events as: monthly brown bag lunch sessions on topics of common interest with guest speakers, annual Partner Forums, regular TWGs meetings and special events, including joint campaigns, that focus on common and timely issues such as Women's Leadership, (in advance of 2014 elections);
- Support partners to build and maintain active networks through these events by facilitating the identification of common ground, shared objectives, complementary resources, exchange of best practices and lessons learned, and benefits and planning of collaboration;
- Support the strengthening of networks through the inclusion in forums of shared learning from experts, exposure to innovative models, and collective capacity development;
- Promote and support joint capacity development and initiatives relating to communication and knowledge sharing among (groups of) partners and stakeholders, including as part of Partner Forums and Thematic Working Group events;
- Facilitate dialogue among local level partners and stakeholders working in the same geographic areas to explore and undertake mutually beneficial sharing, learning and joint action;
- Support partners to identify opportunities for collective action within thematic areas, and to agree, plan and implement these actions (as part of individual and joint work plans). In particular, facilitate the planning and integration of participatory action research involving groups of partners and stakeholders to develop a comprehensive evidence base, plan and undertake coordinated and/or collaborative initiatives and incorporate findings and outcomes on collective advocacy;
- Identify relevant programs of other donors in Indonesia (and the region) and facilitate linkages; Host an annual learning forum that brings together DFAT staff, senior managing contract staff from other programs and their civil society partners to share new ideas and approaches, identify areas for collaboration, and to support networking and exchange across the thematic areas.

4. PART 3 - APPROACH TO DUE DILIGENCE, ANTI CORRUPTION AND FIDUCIARY RISK

4.1 Due Diligence

As Managing Contractor, Cowater's approach to due diligence encompasses multiple levels. These include:

- Ensuring that Program Partners have the requisite capacity to deliver approved activities. This involves ensuring that capacity needs of the Program partners are fully appraised and in turn that they receive the necessary technical support to develop their capacity. For existing program partners, Cowater has reviewed the findings from the financial and capacity assessments that were undertaken during the interim phase of the program. This will be further informed by the assessments of the annual work plans which were undertaken by DFAT and the MAMPU Team. Collectively, this information will be used to identify the nature of technical support required by the program partners to bridge the identified capacity gaps.
- Undertaking appropriate due diligence processes for new Program partners. As detailed in the MAMPU Grants Manual, the second step in the selection of new program partners will be the undertaking of organisational and fiduciary assessments. To ensure conformity with existing partners, Cowater is proposing to use the approach that was used in the interim phase of the program. Organisational capacity will be assessed using a participatory tool such as OCPAT and other compatible capacity assessments that Partners feel comfortable in using. Fiduciary assessment will be measured against the following criteria:
 - Financial Accounting and Administration
 - Management Accounting
 - Fund Management
 - Assets Management
 - Human Resource Policy
 - Governance Structure
- Ensuring that checks are undertaken to confirm that any prospective partner is an established entity, is not listed on the World Bank listing of ineligible firms or the Asian Development Bank sanctions list and is not proscribed as a terrorist organisation or an organization that provides support (direct or indirect) to organisations associated with terrorism.
- Sub-program partners will be assessed using the same organisational capacity assessment tool as program partners. Sub-program partner agreements will be issued consistent with the agreements between Cowater/Abt JTA and the program partner including reporting, auditing, fraud and anti-corruption requirements. Where the organisational capacity assessments of the sub-program partner identifies capacity building needs then the MAMPU team will source specific expertise to directly support execution of the sub-grant.

Cowater understands that DFAT is developing a Due Diligence Framework and an Effectiveness Assessment Framework. Together these will provide a consistent approach to assess partner capacity, risk and effectiveness and help to inform partnership and funding decisions. Once available, Cowater will ensure that these new frameworks are applied to

the assessment of new program partners. Recognising that different assessment tools will have been applied across the program, Cowater, in discussion with DFAT, will determine whether it is necessary to reassess existing program partners against the new frameworks.

4.2 Fiduciary Risk and Anti-Corruption

Cowater's overarching approach to anti-corruption and fiduciary risk is articulated in the MAMPU Fraud Risk Assessment and Zero Tolerance Fraud Control Strategy and documented in the financial and procurement procedures in the MAMPU Program Operations Manual. For more details, please refer to these documents.

Identified areas of fiduciary risk for the MAMPU program include financial management, grants management and procurement. During the development of the MAMPU Fraud Risk Assessment and Zero Tolerance Fraud Control Strategy, a risk assessment of each of these areas was undertaken to identify the specific risks pertaining to each, and the risk level and related control strategies to mitigate these risks. As part of its financial oversight role, Cowater HQ will ensure that there is adherence to the strategy and, working with the MAMPU team, will periodically review and reassess the risks.

Cowater recognises that there is a collective responsibility to ensure that the prevention of corruption and management of fiduciary risk is an integral part of day-to-day operations. With this in mind, Cowater will work with the MAMPU team to create an organisational culture which exemplifies a zero tolerance approach to fraud, corruption and financial mismanagement. The starting point for this will begin at recruitment. Personnel will be required to sign an anti-corruption declaration as part of the employment contract. On commencement, all personnel will receive an orientation to the program and its policies and procedures not least the zero tolerance approach to fraud. The orientation will be targeted accordingly such that members of the finance team will receive a detailed briefing on the finance and procurement procedures that are documented in the MAMPU Program Operations Manual.

A regular and close level of scrutiny will be undertaken to ensure that program operational funds are used for program purposes. To support this, all documentation relating to program operational transactions e.g. purchase orders, receipts, quotations will be reviewed on a monthly basis by Cowater HQ. This will ensure that there is compliance with finance and procurement procedures detailed in the MAMPU Program Operations Manual and that expenditure is in line with the approved six monthly work plan. The frequency of review will ensure that any anomalies will quickly be picked up and can be further investigated. The monthly reporting will be supplemented by regular in country audits undertaken by Cowater. This will allow for a more in depth appraisal and review and will provide an opportunity to discuss with the team areas for improvement to ensure that processes remain robust and risks are continually minimised.

It is acknowledged that a large proportion of the MAMPU program funding will be disbursed to program partners in the form of grants. Documented procedures to support the management of grants are detailed in the MAMPU Grants Manual. AbtJTA is responsible for the oversight of grants. AbtJTA will ensure that program partners are aware of their responsibilities in relation to the management of grant funds and has designed a robust grant agreement with clear and defined terms and conditions. To ensure that there is full understanding of the agreement terms and responsibilities, in particular the reporting requirements, the MAMPU grants team will meet with each Program Partner to discuss how

the grants will be managed. Cowater will not disburse any grant funds until the agreement has been signed.

To monitor the use of grant funds, program partners will be required to submit a monthly financial report package to the MAMPU Team. This regularity of reporting will provide the MAMPU Finance and Grants Manager with an early warning of potential problems and allow for timely interventions and/or reporting to DFAT as appropriate. Subsequent grant disbursements will be contingent on the submission and approval of the monthly finance packages. In addition to the regular reporting, all program partners will be required to prepare an annual financial report, acquitting the grant, which has to be independently audited and certified. In addition to adherence to procedures, program partners and sub-partners will also be supported to build their own financial management capacity as a clear risk mitigation measure.

An integral part of the MAMPU program is the disbursement of grant funds by program partners to third parties and that this presents a number of risks. In designing the grant agreement, consideration was paid to this and the agreement clearly sets out that the responsibility for grants issued to third parties rests with the program partner. The monthly reporting package which the program partners submit must include details on the funds disbursed to third parties.

The Table below identifies the action steps upon identification of suspected fraud or corruption.

Table 4: Due Diligence and Anti Corruption Response Table

Potential Risk	Action	Responsible
Identification of fraud or corruption within MAMPU Office	<ul style="list-style-type: none"> • Immediate notification to DFAT • Investigation of allegation • Remedial action 	Director Finance and Operations
Identification of fraud or corruption within a Partner	<ul style="list-style-type: none"> • Immediate notification to DFAT • Investigation of allegation • Remedial action 	Director Finance and Operations
Identification of fraud or corruption in a Sub-Partner	<ul style="list-style-type: none"> • Immediate notification to DFAT • Investigation of allegation • Remedial action 	Director Finance and Operations

5. PART 4 - APPROACH TO CAPACITY BUILDING

5.1 Introduction

Capacity development is a pillar of the integrated MAMPU program strategy. In conducting capacity development, the MAMPU team will be guided by internationally recognized principles to:

- Use a strengths-based approach. Such an approach means acknowledging and building on existing strengths in individuals, organisations or systems, rather than only focusing on problems. It does not mean ignoring problems, but sees internal strengths as one of the assets necessary to addressing them.
- Apply practical and experiential learning and cycles of learning, emphasizing guided learning through doing and reflection, rather than stand-alone trainings without practical follow up.
- Understanding and addressing systemic, underlying issues rather than only providing quick but unsustainable fixes to surface challenges.

The MAMPU team will refer for guidance at all stages to European Centre for Development Policy Management's 5Cs approach that was introduced at the Partners Forum in October 2013 that garnered interest among Partners. This holistic process is internally driven and supported and facilitated by external entities, consistent with MAMPU's partner-led, MAMPU team-facilitated approach. Under the framework, individual, collective and system capacities are addressed in light of context and in order to enhance, improve and unleash capabilities to survive and act, carry out tasks, relate, adapt and self-review, and achieve and maintain coherence.

5.2 Goal, Purpose, and Outcomes

Capacity development in MAMPU is integral to achieving the goals of the program. The overall MAMPU purpose includes building "broad based networks and inclusive coalitions led by strengthened women's and gender-interested organisations." It emphasizes outcomes for the first 2-3 years of partner capacity and readiness for collective action, and supportive parliamentarians who are change actors. To achieve these short-term outcomes, partner organisations will be strengthened, active thematic networks will be formed and partners will be making decisions and taking actions based on evidence generated through action research. Medium term outcomes, to be achieved within 3-5 years, will be partners, their networks and parliamentarians will be undertaking collective action and advocacy that demonstrates their strengthened voice and increased influence, and increased collective engagement and participation, including with other stakeholders, in bringing about change. Long term outcomes, to be achieved over 5-8 years, will be increased access by poor women to improved services and livelihoods.

Day-to-day capacity development work will be targeted towards achievement of those goals, taking a long-term and systemic focus rather than just meeting immediate project requirements, in light of the internationally recognized standards described above. In practice for capacity development, the intentional link between capacity development

activities and the MAMPU program goals will mean emphasizing certain types of focus areas for the capacity development work (e.g. advocacy skills) as well as critically examining the link between other potential focus areas and the overall MAMPU goals (e.g. fundraising). These focus areas and decision making process is described in more detail below.

5.3 Coordination

The entire MAMPU team will contribute to capacity development (CD) efforts, with a Technical Program Manager with capacity building expertise serving as point person internally and for the program's governing entities.. Partner Facilitators are the main liaison between the MAMPU team and partner organisations, and are the facilitators of capacity development assessment, planning, and implementation with each partner. All CD activities will have ongoing support and coordination by the Partner Facilitators with inputs from the full MAMPU team. The role of the Partner Facilitators ensures continuity and sustainability of capacity development efforts as well as an iterative response to emerging needs and priorities.

Partner Facilitators, with support from the Capacity Development Coordinator and with involvement from relevant members of the technical and strategic support team, will help partners set priorities, including providing feedback and on occasion introducing new ideas, supported by evidence, to the Partners about what actions they advise. The Partner Facilitators will help identify appropriate capacity building providers. They will seek out, screen and make available a diverse and flexible range of CD options to suit partner learning needs and produce the best results.

Depending on Partner needs and priorities, provision of specific CD support may involve using existing in-house resources. In particular, M&E, Financial Management and Communications/Knowledge Management will have ongoing direct support from the relevant Long Term Advisers and their teams, who are taking a coaching approach to strengthening systems within Partner organisations. For specific efforts, specialised capacity building resources will be mobilised from the unspecified TA fund and members of the SAC may also take a coaching or knowledge/skills transfer role. Opportunities for inter-partner CD will be identified. At times, CD priorities will require pairing a Partner with or procuring external providers, or identifying outside opportunities for learning such as conferences or courses. Parliamentarians and other stakeholders may also be invited to participate in CD activities, such as workshops and study tours.

5.4 Capacity Development Cycle

Capacity development is guided by the overall learning cycle approach of the program, which follows an annual cycle per partner and at the program level as follows:

1. Planning reflection-based participatory assessment exercises;
2. Reflection based participatory assessment exercises;
3. Development of Annual Work plan;
4. Select methods and tools to address capacity priorities;
5. Act.

Moreover, the MAMPU M&E Team and Partner Facilitators will support partners in an on-going reflection and re-assessment process throughout the year. In assessing and planning,

the following questions will be used to guide decision-making and setting of priorities for action:

1. Is an activity or intervention necessary for the Partner to fulfil compliance with contractual obligations or DFAT policies and regulations?
2. How closely does an activity or intervention align with overall MAMPU program priorities? With the individual Partner program needs?
3. How realistic and achievable is an activity or intervention under Partner time constraints and budget realities?
4. Will the activity or intervention have benefits at other levels (e.g. for the network) or have side benefits for other Partners?

These questions will also be used to guide discussion when the priorities identified by partners differ from those observed by the MAMPU team, or when there are differing views on how to proceed. If the MAMPU team, with the final decision resting with the Program Team Leader, determines that an activity or intervention is necessary for compliance but the Partner does not see it as a priority or take action, then steps will be taken in consultation with DFAT to engage with the Partner on the issue. However, for other priorities, final discretion will sit with the Partner. A function of the Partner Facilitator and relevant members of the technical and strategic support team will be to persistently draw on their relationships with Partners to revisit issues and draw out relevant learning as programming proceeds. There is also room, as noted above, for the MAMPU team to introduce innovative approaches or ideas at collective discussions while offering to follow up with interested partners.

The following subsections operationalize the cycle above for the immediate term.

5.5 Focus Areas

There are a number of key areas that will merit special attention for CD efforts:

1. Overall strategic program priorities including communication between national and local members, branches and partners; building strong networks and coalitions; organizing, advocacy, and campaigning; engagement and alliances with government and the private sector; working with the media; collecting and using evidence in programming and advocacy;
2. Other areas of collective capacity development. Already-identified areas include leadership, grants management for local CSO partners, writing, use of financial data in overall management, writing, and use of social media (see Annex A);
3. Program needs assessments, planning, preparation, management and technical implementation including for support of Component 2 and Component 1 & 2 linkages;
4. Activities under the purview of other pillars on the integrated technical and strategic support structure (M&E, Finance, and Communications/Knowledge Management);
5. Any additional capacities required by partners in order to meet MAMPU management requirements (e.g. financial management, anti-corruption, child protection policy, financial and progress reporting, M&E);
6. Activities prioritized by individual partners based on organisational assessments.

Monitoring and Evaluation of Progress. Organisational strengthening activities will be subject to regular monitoring and evaluation as part of MAMPU's M&E process. This participatory process with partners is also an important part of organisational strengthening. The OCPAT assessment undertaken during the interim phase will be used for determining an initial baseline for the five elements of the 5Cs framework (context, individual competencies, collective capabilities, capacity development and system capacity).

5.6 Methods

Methods will be tailored to different types of MAMPU partners and their program priorities, never implemented in a generic manner. Part of the specific function of the Partner Facilitators is to understand and ensure that activities are tailored to respond to and fit with the specific nature (e.g., mass-based, volunteer staffed, branch or local partner structure of Partner organisations). For example,

- Program implementation at a village level in PEKKA is managed by volunteer cadre and group leaders. Financial planning and management training modules, will be adapted to match their level of education, which on average stopped before finishing SMA;
- Kapal Perempuan is itself a capacity development organisation so has many internal capacities for and knowledge of techniques which means that they may prefer to take direct ownership of many of their CD activities directly;
- KPI makes strategic programmatic decisions at annual membership forums which makes coordinating timing for assessments and planning crucial;
- Kapal Perempuan and Migrant Care are on-granting to partner CSOs and will need targeted support in grants management (a draft manual was developed by STATT that can be further adapted and implemented);

In line with the strengths based approach to capacity development, another key role of the Partner Facilitators is to pay attention to partner strengths and to support their planning and selection of methods in order to maximize and build on those strengths. In all cases, appropriate methodologies and resources to deliver CD services will be planned with partners and activities will be integrated into organisational and program capacity development plans.

- The specific methods to be used reflect the program emphasis on experiential and applied learning. Methods to be implemented by the in-house or external providers will include: in-house technical assistance and training from expert service providers; study tours; pairing of individuals, exchanges and internships with other partners, agencies and practitioners; participation in learning and networking-focused conferences (see text box); and the development and application of tools, guidebooks and manuals. Also in line with the strengths based approach, inter-partner CD will involve sharing tools, methodologies, expertise and other resources or inter-project training. For example: Aisyiyah's strong networks at the local level with government;
- BaKTI's system for dissemination of information to external parties, including government, the media, other nongovernmental organisations, and others;
- PEKKA's participatory action research efforts in partnership with SMERU as well as strength in community mobilization;

- KPI's policy advocacy and networking capacities with government/legislative bodies in particular at the district level;
- Kapal Perempuan's gender sensitive HR policies and regulations;
- Kapal Perempuan's routine referencing of the aims of the women's movement and their own strategic plan in their work planning;
- Migrant Care's successful work with the media;
- Komnas Perempuan's data management skills;
- ILO's Business Development Service Providers and Homenet Trade Union.

Partners can be paired with appropriate ARU experts to design and implement research, learning and strengthening their own capacities through engaging in the research itself. The MAMPU team will also introduce innovative techniques during collective events that can be followed up with individual partners at their request (e.g. powercube methodology, outcome mapping, asset-based community development appreciative enquiry approach). The Team will also facilitate access to the innovative practices of other agencies in Indonesia, in the region and globally.

Annex A identifies the individual and collective needs through Year 1 of the program under the Managing Contractor based on the interim phase assessments and planning and additional discussions from July – December 2013. It also provides indicative activities per partner and for collective capacity development through Year 3 of the program, along with goals for Years 2/3.

Examples of opportunities for pairing, conferences, and courses:

- Pairing between Migrant Care and the Indonesian Women's Association for Justice and Legal Rights as was identified in the design document;
- Partner internship in the organisations such as: Tech to Blow up Social Change, ARROW (lobbies for improved reproductive rights) and Geekettes (Lebanese organisation for young leaders interested in advocacy through social media);
- Partner participation in international conferences organised by End Human Trafficking Now for Migrant Care;
- Partner participation in courses such as the IMA course on Cross Partnerships and Women's Leadership.

In addition to the abovementioned examples, MAMPU will facilitate linkages between MAMPU Partners and other women's organisations and networks globally with an aim to promote solidarity and collaboration between women's movements on a broader stage. In this regard, MAMPU will facilitate: 1) knowledge building; 2) engagement in international advocacy; and 3) regional and international networking, as appropriate. MAMPU will support knowledge building through the collection of lessons learned from other initiatives around the world (ie. through commissioned research, for example), in addition to the assembling of resource material for dissemination through a MAMPU resource database (examples include: ASEAN handbook for women's rights activities; AWID handbook on domestic workers rights across Asia, etc.). MAMPU will proactively identify international opportunities for MAMPU's partners to engage in global campaigns (ie. ending violence against women, etc.) and participate in international advocacy movements, as deemed relevant. Entry points

for advocacy will be explored in relation to regional and international bodies and mechanisms such as the Organisation of Islamic Cooperation, Universal Periodic Review, and different United Nations special mechanisms. MAMPU Partners will be encouraged to engage on a higher level with CEDAW committee members, in addition to other organisations or activists involved in preparing CEDAW shadow reports. Participation in international forums will be encouraged (for example, the Asia Pacific Feminist Forum) and study tours between Indonesia and other countries will be facilitated (ie. Women’s Electoral Lobby in Australia; Sisters in Islam “Musawah” in Malaysia, etc.) Other networks for which linkages will be explored include the Association for Women in Development (AWID), the Asia Pacific Forum on Women, Law and Development (APWLD), and the Asian Migrant Centre. MAMPU will also strive to build the capacity of partners in the area of global fundraising (ie. Global Fund for Women, Commonwealth Foundations for Participatory Governance Grants).

ANNEX A: CAPACITY DEVELOPMENT MATRIX

The following matrix outlines capacity development priorities and activities for each Partner through the first 2-3 years of program implementation. The one-year portion of the matrix below focuses on moving forward from preparation of this implementation plan in December 2013 into the first half of 2014. Long term goals are described in line with plans developed during the interim phase.

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
For all partners: The MAMPU team will provide ongoing support in program planning and implementation, establishment and implementation of systems for M&E, financial and grants management, communication and knowledge management, and appropriate personnel will respond to emerging needs as with involvement of Partner Facilitators and the Capacity Development team in line with the integrated approach of the program. The MAMPU team will also facilitate and encourage collective actions across MAMPU partners in relevant key areas, in particular in social protection given the number of partners working in that area (<i>December to June</i>). Strong systems in these key areas as well as stronger networks (which can be accomplished in part through active collective collaboration) are part of accomplishing the overall capacity development goal of 2-3 years' time of partner capacity and readiness for collective action.			
Aisiyah	<ol style="list-style-type: none"> 1. MAMPU team brings assigned partner facilitator on board and form relationships and socialize to Aisiyah (<i>December to January</i>); 2. Aisiyah leadership with partner facilitator finalizes capacity development 6 month action plan, with collaboration across technical units for the program including integration of follow up from STATT-supported activities during the interim period and integration of collective capacity development activities (see below in this annex; <i>January – March</i>); <ul style="list-style-type: none"> • Partner organisation with support from MAMPU team proceed with follow up on STATT short-term activities (<i>December to TBD with Aisiyah</i>) • Facilitate implementation of project planning and management plans; • Facilitate further adaptation of and implementation of M&E Framework and 	<ul style="list-style-type: none"> • Socialization and training at all levels of the M&E and knowledge and information management plans, including a member survey evaluating the usefulness of related knowledge products produced by Aisiyah and how they are used by members • Development of a comprehensive member database and assessment of internal human resources in line with organisational priorities • Socialization, training and utilization throughout the organisational levels of the integrated financial management system 	<ul style="list-style-type: none"> • Integrated program management and M&E plan, systems and mechanisms at the organisational level with clearly designated and competent staff, understood throughout the organisation, and routine implementation and reporting • Knowledge management systems and mechanisms, including competent staff with clearly assigned roles, that produces products useful to all levels of the organisation and shared with relevant outside entities • Innovative system, mechanisms and materials for caderization and leadership development for high commitment at all levels • Develop and implement critical education for the membership from the village to national levels in a systemic, regular way with measurement of the results in particular in issue areas like reproductive

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<p>associated guidelines;</p> <ul style="list-style-type: none"> • Support installation of Quickbooks software; set up and transition into new system; • Follow up draft KM plan developed during the STATT-supported training. • Support application of using common Indonesian financial reporting standards for nonprofit institutions in management decision making based on STATT supported PSAK 45 training. <p>3. Aisiyiah with support of the MAMPU team enacts capacity development action plan: Based on previous priorities, work plans, and discussions with MAMPU team, Aisiyiah's activities are likely to include:</p> <ul style="list-style-type: none"> • PPA staff to train PPW and PPC on project planning and management tools incorporating M&E system/tools; • Facilitate training and mentoring of PPA on Knowledge-Management; • Facilitate Aisiyiah to identify/prioritize capacities critical to understanding rights based reproductive health policies and services, and provide support in response (e.g. training to relevant personnel and members) • Revisit and implement revised women's leadership modules for "motivators" and female cadres, including training on advocacy <p>4. Aisiyiah with support of M&E Adviser and team and partner facilitator reassess 3-year goals and plan for Year 2.</p>		<p>health</p> <ul style="list-style-type: none"> • Integration and synchronization of financial systems across levels; training on Quickbooks at PPA, PPW, PPD; • Update standard operating procedures on finance; integrate Quickbooks software into SOPs.

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
BaKTI	<ol style="list-style-type: none"> 1. MAMPU team brings assigned partner facilitator on board; socialize to BaKTI; form relationships with key personnel (<i>December to January</i>); 2. BaKTI leadership with partner facilitator finalizes capacity development 6 month action plan, with collaboration across technical units for the program including integration of follow up from STATT-supported activities during the interim period and integration of cross-partner activities (see below; <i>January – March</i>); 3. BaKTI with support from MAMPU team proceed with follow up on STATT short-term activities (<i>December to TBD with BaKTI</i>): <ul style="list-style-type: none"> • Monitor and support BaKTI's efforts to review and strengthen implementation of their AD/ART and SOP. • Support Quickbooks installation, master template software, module development and staff training in BaKTI's satellite and central offices; • Support application of using common Indonesian financial reporting standards for nonprofit institutions in management decision making (follow up to PSAK 45 training for managers). 4. BaKTI with support of the MAMPU team enacts capacity development action plan (<i>March – June</i>). Based on previous priorities, work plans, and discussions with MAMPU team, BaKTI's activities are likely 	<ul style="list-style-type: none"> • Develop and integrate business plan with a focus on fundraising into organisational planning and decision-making • Conduct ongoing gathering and dissemination of lessons learned through work with parliamentarians to other stakeholders including other MAMPU partners • Monitor, troubleshoot and gather lessons learned from implementation of revised organisational statutes and SOPs • Develop and begin implementation of strategy and plan for staff development, regeneration and cadre development 	<ul style="list-style-type: none"> • Organisational statutes in line with applicable law, applicable and comprehensive for the needs of the organisations • SOPs in line with statutes integrative of all management systems including financial management • Clear organisational values system that is the basis for action throughout the organisation; • Integrated financial recording and reporting systems that produces integrated reports for internal and external use; • Competent tax reporting in the central and branch offices; • Human resource development and management plan including clear cadre development and regeneration plan and clear job types, descriptions and qualifications for roles within the organisation; • Integrated M&E approach, modules and tools, including publishing public reports based on results • Integrated Information and Knowledge Management approach, modules and tools, including publishing public reports based on results • Strong business plan including fundraising priorities/strategies.

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<p>to include, for both BaKTI and sub-Partners</p> <ul style="list-style-type: none"> • Training on how to carry out baseline and endline surveys for measuring changes of Women MP's capacity; • Identify and support strategic planning consultant to provide inputs into BaKTI's strategic planning processes and develop a guidebook for other partners; • Support training of BaKTI staff and sub-partners in the core functions of Parliamentarians (legal drafting, budget oversight, electoral regulations); • Provide support in linkages between component 1 and component 2 activities and in carrying out those activities <p>5. BaKTI with support of M&E Adviser and team and partner facilitator reassess 3-year goals and plan for Year 2 (May – June).</p>		
Kapal Perempuan	<ol style="list-style-type: none"> 1. MAMPU team brings assigned partner facilitator on board; socialize to KP; form relationships with key personnel (December to January); 2. KP leadership with partner facilitator finalizes capacity development 6 month action plan, with collaboration across technical units for the program including integration of follow up from STATT-supported activities during the interim period and integration of cross-partner activities (see below; January – March); 	<ul style="list-style-type: none"> • Monitor and support development of an organisational profile; • Assist in utilizing and documenting interactions with various media sources for information dissemination and knowledge sharing; • Assess current strategic planning processes as a basis for developing them further; • Implement strategic planning process; 	<ul style="list-style-type: none"> • Staff capabilities in strategic planning; • Integrated M&E System at the organisational level and strong staff competencies in M&E and organisational learning; • A shared learning forum for KP, its sub-partners and networks; • Usage of various media sources for information dissemination and knowledge sharing; • Staff competencies, technical infrastructure, and written procedures for operationalizing KP's chosen financial

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<p>3. KP with support from MAMPU team proceed with follow up on STATT short-term activities (<i>December to TBD with KP</i>):</p> <ul style="list-style-type: none"> • Monitor and support implementation of the organisation's capacity development plan, with a focus on improving staff retention strategies; • Monitor and support the development of an organisational profile; MAMPU Communication Specialist to facilitate integration with KP's broader communications strategy; • Support KP staff in utilizing the updated ACCPAC financial system; ensure linkages with financial standard operating procedures. • Follow up on rough plan for KM designed during the STATT-supported training; • Support application of using common Indonesian financial reporting standards for nonprofit institutions in management decision making based on STATT-supported PSAK 45 training. <p>4. KP with support of the MAMPU team enacts capacity development action plan (<i>March – June</i>): Based on previous priorities, work plans, and discussions with MAMPU team, KP's activities are likely to include:</p> <ul style="list-style-type: none"> • Facilitate development of a document library and website • Identify and support consultant to work on SOP revisions (possibly same person who worked on BaKTI's prior) 		<p>management software</p> <ul style="list-style-type: none"> • Functional income tax (PPH Badan 25 and 29) management and reporting system.

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<ul style="list-style-type: none"> Follow up and reconfirm that feminist research work will be led by Kapal Perempuan, as part of the follow up from the Partners Forum; identify needs for and provide support as appropriate 5. KP with support of M&E Adviser and team and partner facilitator reassess 3-year goals and plan for Year 2 (<i>May – June</i>). 		
Koalisi Perempuan Indonesia (KPI)	<ol style="list-style-type: none"> MAMPU team brings assigned partner facilitator on board and form relationships and socialize to KPI (<i>December to January</i>); Support recruitment of program officer and finance staff; KPI leadership with partner facilitator finalizes capacity development 6 month action plan, with collaboration across technical units for the program including integration of follow up from STATT-supported activities during the interim period and integration of cross-partner activities (see below; <i>January – March</i>); KPI with support from MAMPU team proceed with follow up on STATT short-term activities (<i>December to TBD with KPI</i>): <ul style="list-style-type: none"> Follow-up on training evaluation that had been planned during the interim phase, that was planned for October 2013; review narrative and financial reports on those activities and explore using unused CD budget for other CD related activities; Monitor and support development of the current software and integrate financial 	<ul style="list-style-type: none"> Support KPI's organisational integration and strengthening of Seknas and Sekwil financial management systems, research capacity, M&E, and HRM Socialization and training at all levels of the M&E and knowledge and information management plans, including a member survey evaluating the usefulness of related knowledge products produced by KPI and how they are used by members Development of a team in charge of critical education throughout the organisation Support development of an organisational profile (fundraising, public accountability reporting), Support establishment of a Public Policy Working Group; define "Transformative & Inclusive Social Protection"; Revisit progress on integration of systems and alignment of systems with organisational character as a mass-based organisation and develop a resource mobilization plan on the basis 	<ul style="list-style-type: none"> Systems and tools for M&E and finance integrated at the organisational level with clearly designated and competent staff, understood throughout the organisation, and routine implementation and reporting Research team in place with personnel at the national to the local level with the capacities to plan and conduct research and a research plan, policies and procedures in place; Knowledge management systems and mechanisms, including competent staff with clearly assigned roles, that produces products useful to all levels of the organisation Adequate ratio of staff for operating the organisation Blue print for resource mobilization and financial planning in line with the mass-based character of KPI, that consider members a primary resource System, mechanisms and structures for cadre and leadership development that ensures regeneration and organisational sustainability including by developing 2nd and 3rd layers of the organisation and by regular critical education

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<p>systems;</p> <ul style="list-style-type: none"> • Monitor and support implementation of recommendations on KPI's financial planning process • Follow up on rough plan for KM designed during the STATT-supported training. • Support application of using common Indonesian financial reporting standards for nonprofit institutions in management decision making based on STATT supported PSAK 45 training for managers. <p>5. KPI with support of the MAMPU team enacts capacity development action plan (March – June). Based on previous priorities, work plans, and discussions with MAMPU team, KPI's activities are likely to include:</p> <ul style="list-style-type: none"> • Contract and support research expert (pre-identified by KPI) to undertake follow on training and implementation of social research and develop a guidebook for other partners • Facilitate and support KPI Seknas to study and analyse social protection policies in Indonesia, enabling KPI to decide its priorities to work in its social protection themes in MAMPU • Provide support in linkages between component 1 and component 2 activities and in carrying out those activities (e.g. KPI voter education, MP training ; <p>6. KPI with support of M&E Adviser and team and partner facilitator reassess 3-year goals and plan for Year 2 (May – June).</p>	<p>of the assessment</p> <ul style="list-style-type: none"> • Assessment of Balai Perempuan capacities and development of a strategy for maximizing its potential contributions to KPI's vision and mission including for the MAMPU program • Re-assess staff levels and functions in line with Year 1 additions <p><i>Note: KPI was particularly enthusiastic about capacity development during the interim phase. However, given the scope of these activities and the issues of short staffing, the MAMPU team will take special care to help KPI prioritize their 2-3 plans in a more targeted fashion.</i></p>	

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
Migrant Care	<ol style="list-style-type: none"> 1. MAMPU team brings assigned partner facilitator on board; socialize to Migrant Care; form relationships with key personnel (<i>December to January</i>); 2. Recruitment or designation of a Program Manager responsible for MAMPU; 3. Migrant Care leadership with partner facilitator finalizes capacity development 6 month action plan, with collaboration across technical units for the program including integration of follow up from STATT-supported activities during the interim period and integration of cross-partner activities (see below; <i>January – March</i>); 4. Migrant Care with support from MAMPU team proceed with follow up on STATT short-term activities (<i>December to TBD with Migrant Care</i>): <ul style="list-style-type: none"> • Build on social media training to develop a broader external communications strategy; • Continue to encourage application of the competencies stressed in the social media training; • Follow-up edits to the grants management toolkit and planned dissemination to Migrant Care field partners; disseminate toolkit and monitor its use; • Follow-up and support the leadership and finance staff in choosing, procuring, installing, and using a new software system. 	<ul style="list-style-type: none"> • Support piloting of initiatives in knowledge management through the development of a Learning Center in ‘DESBUMI’; • Support design and development of a database of migrant workers and link it with the knowledge management plan; • Support training and mentoring on community development and women in leadership roles in targeted areas; • Support awareness raising on the importance of access to information among families of female migrant workers • Plan and implement strategic planning process, the results of which are socialized throughout the organisation • Re-assessment and development of clear decision making procedures and roles throughout the organisation • Grants management system socialized and implemented throughout the organisation’s partners 	<ul style="list-style-type: none"> • Structured strategic planning process serves as a basis for annual planning and for resource mobilization and decision making within the organisation • Strategy and systems in place for regenerations and leadership development within Migrant Care including staff development systems and programming, and policies and mechanisms for staff decision-making within clearly delineated systems, roles and functions within the organisation • M&E and information and knowledge management systems that is participatory with competent and staff with clear responsibilities for implementation, including a knowledge management “road map”; • Communications plan, strategy, systems and tools that optimize internal and external relationships; • Integrated financial management, reporting and monitoring system at the level of the organisation with routine monthly monitoring and competent staff at the national level as well as within local partner organisations; • Consolidated financial reporting in line with PSAK 45; • Local partner grants management in line with Migrant Care and donor policies. <p><i>Note: Unlike for other partners that STATT worked with, Migrant Care never adopted a</i></p>

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<ul style="list-style-type: none"> Follow up on rough plan for KM designed during the STATT-supported training. Support application of using common Indonesian financial reporting standards for nonprofit institutions in management decision making based on STATT supported PSAK training. <p>5. Migrant Care with support of the MAMPU team enacts capacity development action plan (<i>March – June</i>): Based on previous priorities, work plans, and discussions with MAMPU team, Migrant Care's activities are likely to include:</p> <ul style="list-style-type: none"> Identify and support strategic planning consultant to provide inputs strategic planning processes and develop a guidebook for other partners, with opportunities to support the update of SOP for finance; Facilitate development of a document library and website Facilitation of good practices documentation and improving knowledge management Facilitate Migrant Care to prioritize staff development needs, to identify relevant resources and opportunities, and to develop procedures for supporting staff development <p>6. Migrant Care with support of M&E Adviser and team and partner facilitator reassess 3-year goals and plan for Year 2 (<i>May – June</i>).</p>		<p><i>capacity development plan during the interim phase. As such these are recommendations produced by STATT but need clarification between the MAMPU team and Migrant Care.</i></p>

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
PEKKA	<ol style="list-style-type: none"> 1. MAMPU team brings assigned partner facilitator on board; socialize to PEKKA; form relationships with key personnel (<i>December to January</i>); 2. PEKKA leadership with partner facilitator finalizes capacity development 6 month action plan, with collaboration across technical units for the program including integration of follow up from STATT-supported activities during the interim period and integration of cross-partner activities (see below; <i>January – March</i>); 3. PEKKA with support from MAMPU team proceed with follow up on STATT short-term activities (<i>December to TBD with PEKKA</i>): <ul style="list-style-type: none"> • Provide oversight and support to the training team in revising training materials and implementation for the budgeting skills development of village-level <i>kader</i> and group leaders that had been planned for August – September 2013; • Monitor and support implementation of learnings from training on foundation and financial management in decision making and legal formation of the organisation • Monitor and support implementation of the recommendations on Financial Recording and Reporting including PSAK 45 training. • Follow up on rough plan for KM designed during the STATT-supported training. 4. PEKKA with support of the MAMPU team enacts capacity development action plan 	<ul style="list-style-type: none"> • Pilot knowledge management' initiatives through the piloting of a Learning Center; • Develop and socialize statutes, SOPs, and decision-making roles and procedures, collecting and disseminating lessons learned in process; • Increase independence of Sekwil in financial management and other systems • Develop and implement regeneration and cadre development strategy throughout the organisation 	<ul style="list-style-type: none"> • Statutes and SOPs of the organisation aligned with practice (first by reviewing the written documents as well as existing practice); • Integrated financial management system; • Improved financial management systems at the membership level as a way to increase confidence of outside parties; • Clear policies, strategies and frameworks for staff leadership development and regeneration; • Staff competencies, systems and mechanisms through which staff decision-making and leadership is supported; • Knowledge management strategy and plan that is referenced in program implementation; • Experience with information and knowledge management shared to other organisations; • Work with the media by staff with proper training in doing so;

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<p>(March – June). Based on previous priorities, work plans, and discussions with MAMPU team, PEKKA's activities are likely to include:</p> <ul style="list-style-type: none"> • Support PEKKA in developing and implementing "knowledge sector" workshop and training in working with media for national staff. (Arrange for reps of other partners to attend media training; share modules with other partners.); follow up on trainings • Use a bi-annual reflective meeting to begin discussing on leadership and decision making, with a potential recommendation for carrying out a mapping of leadership and decision making, identified by OCPAT processes (facilitated by YAPPIKA) and STATT; • Follow-up discussion on the plan to update SOPs according to PEKKA's statute; <p>5. PEKKA with support of M&E Adviser and team and partner facilitator reassess 3-year goals and plan for Year 2 (May – June).</p>		
Komnas Perempuan	<ul style="list-style-type: none"> • Plan and conduct organisational capacity assessment that combines participatory methods with inputs from a party external to the organisation (e.g. Partner Facilitator), to identify capacity needs including the PMU and members of the Forum Belajar (Jan – Feb); • Support Komnas Perempuan to identify capacity development priorities in line with MAMPU objectives and program plan and 	<p>Komnas Perempuan's 2-3 year capacity development goals and activities will be determined by the end of Year 1</p>	

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<p>reflect this into grant agreement work plan (Feb – Mar);</p> <ul style="list-style-type: none"> • -Support Komnas Perempuan in implementation of CD plan, content TBD based on assessment and planning (Mar – June) • Support development of preparatory work to update the Design Document, including TORs for Komnas to carry out joint Strategic Planning with members of Forum Belajar, identification of specific TA for the Program design document; • Support Komnas to carry out fiduciary assessment of members of Forum Belajar; • Support identification of financial mechanisms; i.e. intermediary mechanism for managing/administering fund channelling for selected members of Forum Belajar. 		
International Labor Organisation (ILO)	<ul style="list-style-type: none"> • Support identification of CD activities that can be linked to the work of MAMPU's Partners; e.g. Business Development Service Providers, Homenet Trade Union, Pilot program to strengthen the conditions of work and social protection of women in micro and small businesses; • Coordinate the development of ILO's Work Plan for year 2, and help identify the linking between ILO's Expected Outcomes by 2015 and the MAMPU Program's outcomes. 	Currently under discussion with ILO and to be developed in Q1 2014.	

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
PERMAMPU	<ul style="list-style-type: none"> Support the preparatory work of PERMAMPU. This includes: (a) facilitating a fiduciary assessment of PESADA (the core Partner) – this will also entail providing support to PESADA in facilitating fiduciary assessments of PERMAMPU members; (b) supporting the development of PERMAMPU's proposal for the 1st year; (c) supporting the preparation of PERMAMPU for preparing a grant agreement for the Program. Support potential engagements between PERMAMPU and other MAMPU's Partners and other relevant programs. 	<p>PERMAMPU's 2-3 year capacity development goals and activities will be determined by the end of Year 1</p>	
Collective Capacity Development:	<ol style="list-style-type: none"> MAMPU and Partners finalizes collective capacity development goals, 2-3 year plan and capacity development 6 month activities with collaboration across technical units for the program. This should be presented to the Partners Forum in February for finalization. <i>January – March</i>; The PTL proceeds with follow up on STATT short-term activities as well as acting on priorities agreed before December including the 2nd 6 month plan (<i>December to early 2015</i>): <ul style="list-style-type: none"> In line with the common need as well as participant training evaluations, provision of advanced training and/or ongoing coaching to the STATT supported KM training would be appropriate as well as support for using existing resources. Follow up STATT supported PSAK 45 training for managers as appropriate. 	<p>The collective capacity development goals and activities for 2-3 years will be developed further and re-revisited during early 2014 Partners Forum. Priorities that have been identified in the interim stage and during the 2013 Partners Forums include the following, in addition to those already being acted on in Year 1:</p> <ul style="list-style-type: none"> Standardized budget development and use of the budget as a planning tool Resource mobilization and diversification of funding sources Sustainable networks and coalitions Sharing and disseminations of good practices and success stories Project rather than organisational level management Dependence on certain individual leaders Lack of systemic regeneration Effective evidence-based advocacy Individual strengths – strengthening of human rights and gender perspectives, access to higher education, financial system management networking, leadership ability, writing ability Organisational strengths – Analysis methods, feminist research, leadership and movement building training, knowledge management, development of information and 	

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<ul style="list-style-type: none"> Emerging Leaders Forum (as per MAMPU design doc) Initiate pilot training on outcome mapping and/or power cube methodologies for interested organisations Provide support in linkages between component 1 and component 2 activities and in carrying out those activities (e.g. KPI voter education, MP training) With M&E advisor, develop concept for integration of participatory action research. Get initial approval and workshop it at the Partners Forum as an approach that can be used to address needs identified for research With M&E Advisor and Communications Adviser, plan sessions and perform initial information gathering in preparation for the August 2014 Partners Forum in scoping the policy landscape and developing increased policy focus for year 2 Conduct regular monthly 'brownbag' lunch at MAMPU office with guest speakers from other relevant programs, sectors or who are simply thought provoking and inspiring presenters. Invitees are partners, sub-partners, donors, government, other programs relevant to MAMPU Provide technical support and resources for joint campaign on Women in Politics commemorating the International Women Day 2014 (8 March) Facilitate the discussion to develop basic principles in building alliance and 	<p>communications, human resources, research and development, M&E</p> <ul style="list-style-type: none"> System strengths: Social analysis ability with gender and feminist perspectives; synergy – regional partners and national partners learning together; cross-cutting themes, knowledge management, data-based service model for reproductive rights 	

Partner	Year 1: December 2013 – June 2014	Year 2-3 Indicative Activities To be revisited at one-year re-assessment	2-3 Year Goals To be revisited at one-year re-assessment
	<p>networking or joint activities in the local level where more than one MAMPU partners work</p> <ul style="list-style-type: none"> • Develop concept for Emerging Leaders Forum (as per MAMPU design doc), get initial approval and consult concept at the Partners Forum, develop TORs and begin implementation • Facilitate Leadership Forum with international speakers, to analyse partners' leadership issues and action plan (5 'leaders' from each organisation) • Follow up actions of individual partners from the Leadership Forum's workshop • Facilitate formation of MAMPU Thematic Working Groups and provide logistical support as required <p>3. MAMPU with partners via Partners Forum reassesses and plans for Year 2 (<i>Given current timing this will take place part-way through Year 2 in the early 2015 Partners Forum</i>).</p>		

ANNEX B: RISK MANAGEMENT MATRIX

P = Probability (5 = almost certain; 4 = likely; 3 = possible; 2 = unlikely; 1 = rare)
 C = Consequence (5 = severe; 4 = major; 3 = moderate; 2 = minor; 1 = negligible)
 R = Risk level; R= P x C [4 = extreme (16-25); 3 = high (11-15); 2 = medium (6-10); 1= low (1-5)]

RISK		POTENTIAL ADVERSE IMPACT	RISK LEVEL			RISK MITIGATION	RESPONSIBILITY
			P	C	R		
1	Financial management and procurement pose key areas of fiduciary risk.	<ul style="list-style-type: none"> • Occurrence of Fraud • Poor value for money • Conflict of interest • Loss of confidence by Australia Aid • Closure of Program • Misuse of funds 	5	5	25	<ul style="list-style-type: none"> • Implementation of the Fraud Risk Assessment and Zero Fraud Control Strategy. • Regular monthly review of program operational transactions • Additional training on financial and program management will be administered as required. 	Cowater HQ and MAMPU
2	Partner grants management and sub-Partner grants management is a high risk due to weak capacity and leads to corruption and fraud.	<ul style="list-style-type: none"> • Occurrence of Fraud • Cancellation of grants • Misuse of funds • Program failure 	5	5	25	<ul style="list-style-type: none"> • Implementation of the Fraud Risk Assessment and Zero Fraud Control Strategy. • Regular reporting to monitor grant funds. • Analysis of the grant acquittals received will provide the MAMPU team with an overview of how the Program Partners are managing the grant funds in particular the disbursement third parties. • Financial assessments of the Partners will be conducted on a regular basis, along with field visits to monitor their activities • Orientation on grant templates and financial processes and expectations. • Additional training on grants management will be administered as required. 	Abt JTA and MAMPU
3	Weak links between the program's components	<ul style="list-style-type: none"> • Capacity-development efforts with partners may be disconnected from the work with government and MPs 	5	5	25	<ul style="list-style-type: none"> • Internal team meetings will ensure on-going coordination between the activities • ARU and the Innovation Fund will both 	MAMPU

RISK		POTENTIAL ADVERSE IMPACT	RISK LEVEL			RISK MITIGATION	RESPONSIBILITY
			P	C	R		
		and impact the program's results				support activities implemented under Component 1 and 2 <ul style="list-style-type: none"> The monitoring framework will link the activities of each components to the program's goal 	
5	Underperformance of MAMPU advisers	<ul style="list-style-type: none"> Poor capacity building results Reduced value for money Reputational harm for DFAT and MC 	5	5	25	<ul style="list-style-type: none"> Robust employment contracts include clear clauses of termination of contract Thorough performance evaluation systems are in place Performance evaluation will be conducted by the Team Leader and Cowater HQ representatives Any underperformance will be reported and discussed with DFAT Proper guidance provided by Cowater HQ to the long term advisors and TL Where needed team changes will be made 	Cowater HQ and MAMPU
6	Challenges in the communication between MAMPU HQ and MAMPU	<ul style="list-style-type: none"> Difficulties in communication between MAMPU HQ and MAMPU may impact the effectiveness of the organization 	5	5	25	<ul style="list-style-type: none"> MAMPU HQ and MAMPU will hold a weekly Skype call Minutes of meeting of MAMPU will be sent to HQ on a weekly basis A monthly report on progresses and challenges will be prepared by MAMPU and shared with MAMPU HQ Regular field visits will be conducted by MAMPU HQ and Abt JTA 	Cowater HQ / MAMPU
7	Insufficient links between planning and budgeting	<ul style="list-style-type: none"> Poorly costed plans Delays in Implementation 	5	4	20	<ul style="list-style-type: none"> Establish procedure for linking planning budgeting and monitoring Hire new Finance and Ops Director to oversee 	Cowater HQ and MAMPU

RISK		POTENTIAL ADVERSE IMPACT	RISK LEVEL			RISK MITIGATION	RESPONSIBILITY
			P	C	R		
	financial monitoring.	<ul style="list-style-type: none"> Inaccurate reporting 				<ul style="list-style-type: none"> Undertake joint planning and budgeting and monitoring 	
8	Over ambitious work plan is not implemented on schedule.	<ul style="list-style-type: none"> Program activities fall behind schedule Expenditure lags Program does not achieve objectives 	5	4	20	<ul style="list-style-type: none"> Regular monitoring of Partner workplans Revision and reforecasting on a regular basis Careful expenditure planning with DFAT 	Cowater HQ and MAMPU
9	Sub-optimal Program Management	<ul style="list-style-type: none"> Program delays Failure to achieve objectives Partner disgruntlement 	4	5	20	<ul style="list-style-type: none"> Changes will be made to the Team management 	Cowater HQ and MAMPU
10	The shortcomings in Program delivery have a risk of creating a loss of confidence among Partners.	<ul style="list-style-type: none"> Program failure Delay in implementation Loss of confidence by Partners 	4	4	16	<ul style="list-style-type: none"> Keen and decisive action and leadership from MC to meet the needs and improved guidance and support to the TL. Appointment of the Partner Facilitators Rapid ramp up of technical assistance is necessary. 	Cowater HQ and MAMPU
11	Changes in the political landscape as a result of the 2014 elections could impact negatively	<ul style="list-style-type: none"> The new government could decrease its support to program Implementing and sustaining reforms could become challenging 	4	4	16	<ul style="list-style-type: none"> Component 2 design will identify actions to mitigate this risk i.e. MAMPU and its partners will engage with elected female and men MPs with a proven track record supporting pro-poor reforms Multi-stakeholder forums at the district and community level will ensure support for reforms from multiple sources MAMPU will support coalition-building at all levels to support and sustain reforms 	MAMPU/Partners
12	Lack of clarity in the division of roles	<ul style="list-style-type: none"> The lack of clarity between the roles of the Steering Committee, the Strategic Advisory Committee, MAMPU HQ and MAMPU may bring conflicting priorities and confusion in 	5	3	15	<ul style="list-style-type: none"> A meeting will take place with Australian Aid to determine the roles and responsibilities of each of the bodies ToRs will be developed for every stakeholder involved in the overall 	Cowater HQ / MAMPU /

RISK		POTENTIAL ADVERSE IMPACT	RISK LEVEL			RISK MITIGATION	RESPONSIBILITY
			P	C	R		
		the leadership of the program.				strategic direction of the program <ul style="list-style-type: none"> • Coordination meetings will be scheduled and a clear agenda and minutes will be circulated among the participants and sent to MAMPU HQ. • Cowater MAMPU, DFAT and partners need to work on protocols on information sharing/requests for comments, conflict of interest. 	
13	Advocacy efforts may create controversy, potential backlash and conflict	<ul style="list-style-type: none"> • Advocacy actions may impact the fragile relationship between government and civil society and partners widened • Internal tensions and conflicting voices may impact the advocacy capacities of civil society • Advocacy might be perceived as imposed by foreigners 	3	4	12	<ul style="list-style-type: none"> • MAMPU will create space for dialogue among different stakeholders and will facilitate discussions between partners and the government • Advocacy will be based on research findings and rooted in the needs of poor women • Partners and MAMPU, through research, monitoring and evaluation, will demonstrate strong linkages between women's empowerment and poverty reduction to support advocacy • Capacity development training on cross-sector partnerships will take place 	MAMPU / Partners
14	Lack of coherence between partners' priorities and MAMPU's goal	<ul style="list-style-type: none"> • Disconnect between partner's initiatives and 's objectives • A lack of strategic vision may impact the results of the program 	3	4	12	<ul style="list-style-type: none"> • Several forums with partners will support the overall strategic planning, insuring the partners are involved in decision-making • Dialogue will be maintained between MAMPU and its partners through the Partners Forum • MAMPU will provide technical support to the partners by reviewing carefully their documents to ensure they are in line with 	MAMPU / Partners

RISK		POTENTIAL ADVERSE IMPACT	RISK LEVEL			RISK MITIGATION	RESPONSIBILITY
			P	C	R		
						the program's objectives <ul style="list-style-type: none"> MAMPU Partners' Facilitators will liaise with partners on a daily basis to monitor the implementation of the projects. 	
15	Lack of partners' capacities to absorb the level and funding and technical support	<ul style="list-style-type: none"> The partners may not be able to cope with several trainings in addition to the implementation of their activities The fast organizational growth may destabilize smaller partners' organizations Delays in implementation of MAMPU 	3	4	12	<ul style="list-style-type: none"> Joint-planning efforts will be conducted to tailor or schedule the activities according to absorptive capacity. Trainings will include a broad range of stakeholders, not solely senior management or leaders. 	MAMPU / Partners
16	Pressure to disburse funds compromise results	<ul style="list-style-type: none"> Partners may be unable to implement scheduled activities in a timely manner 	4	3	12	<ul style="list-style-type: none"> MAMPU will work closely with the partners to ensure a smooth implementation of the workplan MAMPU will remain available to receive partners' feedback on challenges and will work with them to facilitate problem-solving. Australian Aid informed of any disbursement delays Lessons learned shared for Cohort 2 partners 	MAMPU / Partners
17	Radicalization	<ul style="list-style-type: none"> Women's rights could become a sensitive issue Poor women may have difficulties in accessing services Program could be used for political purpose 	3	3	9	<ul style="list-style-type: none"> MAMPU will promote the role of champions to advocate for women's rights MAMPU will support cross-sector coalition-building to advocate for women's rights 	MAMPU/Partners

RISK		POTENTIAL ADVERSE IMPACT	RISK LEVEL			RISK MITIGATION	RESPONSIBILITY
			P	C	R		
		<ul style="list-style-type: none"> Partners may have limited space to raise their voices and to promote changes 				<ul style="list-style-type: none"> MAMPU will engage with men, local leaders, service providers, women leaders and communities, to ensure the needs of poor women are addressed through proper services delivery 	
18	Impact of the Bill on Gender Equality and the CSO Bill	<ul style="list-style-type: none"> These laws may undermine the capacities of CSOs to work 	3	3	9	<ul style="list-style-type: none"> Partners will monitor debates and try to influence legislation (this will be a topic of the brown bag lunch and with the SAC) Coalitions will identify gaps and threats in the proposed legislation Coalitions will lobby to keep laws in line with the Constitution and international treaties ratified by Indonesia Monitoring will track the impact of the bills for the program and its partners 	MAMPU / Partners
19	Lack of stability of partnerships/ memberships within partner organizations	<ul style="list-style-type: none"> Partnerships between MAMPU partners and their sub-partners may be fragilized by staff turnover 	3	3	9	<ul style="list-style-type: none"> Partner Facilitators will have regular dialogue with partners to ensure that challenges are identified at an early stage Facilitators will facilitate partner/sub partners team building activities and will be involved with sub partners 	MAMPU / Partners
20	Difficulty demonstrating results and evaluating impact	<ul style="list-style-type: none"> Difficulty to collect and analyze data may prevent the capacity of MAMPU to demonstrate results 	3	3	9	<ul style="list-style-type: none"> A rigorous and practical M&E framework is implemented On-going technical assistance on M&E will be provided by MAMPU through on-site trainings, emails and phone discussions Training on narrative and financial reporting templates will be conducted. 	MAMPU
21	Decreased involvement of partners in 's activities due to the 2014 elections	<ul style="list-style-type: none"> Involvement in pre-election activities delays the implementation of non-election program activities Key personnel within partners' organizations leave to take up political 	3	2	6	<ul style="list-style-type: none"> MAMPU will closely monitor the implementation of partners' activities and will follow-up on any challenges related to the implementation of the workplan MAMPU will work closely will selected 	MAMPU,

RISK		POTENTIAL ADVERSE IMPACT	RISK LEVEL			RISK MITIGATION	RESPONSIBILITY
			P	C	R		
		positions <ul style="list-style-type: none"> Partners, sub partners and politicians use the program as vehicle for gaining political advantage 				partners on civic education during the pre-elections period <ul style="list-style-type: none"> Partners, MAMPU, and DFAT will agree on common principles in regards with partners' involvement in elections-related activities 	
22	Lack of sustainability	<ul style="list-style-type: none"> The important financial support delivered to partners may cause dependency Financial support to women MPs may create dependency 	3	2	5	<ul style="list-style-type: none"> Specific training will be offered to partners in proposal writing and fundraising to ensure they are equipped with adequate skills to diversify their sources of funding Women's caucuses will be supported to advocate for funding to support their trainings and ensure their offices are staffed properly 	MAMPU / Partners