

## *Empowering Indonesian Women for Poverty Reduction* **Design Framework: Component 2 (Working with Parliamentarians)**

### **Summary**

Component 2 of the Empowering Indonesian Women for Poverty Reduction (MAMPU) program aims to support women’s parliamentary caucuses and gender-advocate members of parliament at the national and district level to engage with MAMPU Partners to advance gender equality reforms within the targeted themes.

This design framework is intended to elaborate in more detail the program rationale and outcomes set out in the **MAMPU Design Document** and be read in conjunction with **Component 2: Situational Analysis**.

### **1. Program Goal and Component 2**

The purpose of Component 2 is to provide an anchor in local and national legislatures for the poverty work taking place under Component 1.<sup>1</sup> Together, these two components aim to achieve the overarching goal of *‘improved access and livelihoods for poor women in Indonesia in selected geographic areas within the targeted themes’*.

Parliaments play a crucial role in improving governance and public service delivery for poor people. In Indonesia, National Parliament has responsibility over national legislation and policies, allocating budgets, as well as playing an oversight role over Government and the President.<sup>2</sup> Indonesia’s policy of decentralisation (since 2004) has given local governments increased power and autonomy over resources, legislation and policies that directly affect poor communities, without necessarily increasing local level accountability.<sup>3</sup> However, Parliament has not always represented the interests of their constituents or the poor, with allegations of corruption and misuse of power frequently making headlines in the past 10 years. Consultations have also shown that relationships between Parliament and civil society in Indonesia are often weak and adversarial in nature.

International research has shown that advocacy for women’s rights is most effective where civil society is able to form coalitions with allies in Parliament to act as an inside

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<sup>1</sup> Component 1 aims to improve the lives of poor women in Indonesia by working in coalitions with civil society, parliamentarians and other stakeholders to support innovative interventions, advocacy, and analysis. The MAMPU design can be accessed at:

[http://www.usaid.gov/our\\_work/cross-cutting\\_programs/empowering\\_indonesian\\_women\\_for\\_poverty\\_reduction/initiative-mampu.aspx](http://www.usaid.gov/our_work/cross-cutting_programs/empowering_indonesian_women_for_poverty_reduction/initiative-mampu.aspx)

<sup>2</sup> Sherlock, S., 2003, ‘Struggling to Change: The Indonesian Parliament in an Era of Reformasi’, *Centre for Democratic Institutions*.

<sup>3</sup> “Actual governmental functions remain unclear...Provinces do not have administrative power over the districts/municipals, the latter are not answerable to the former and, hence, render monitoring difficult. This resulted in the lack of provincial financial power over the districts/municipals.” Thenu, L., 2009, ‘Ten Years of the Implementation of Indonesia’s Decentralization: Reformulating the Role of the Province’, accessed at <http://www.undp.or.id/press/view.asp?FileID=20090625-1&lang=en>

voice advocating for reform. Parliament's ability to act as a bridge between communities and Government is why engagement with parliamentarians forms a distinct and separate component of the MAMPU program.

The goal of Component 2 is:

*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 the targeted themes.*

## 2. Component 2 Strategy

The program strategy for Component 2 is based on several conceptual starting points:

- **Parliament is the bridging point between communities and government.** Parliament sits at the centre of a complex interaction of democratic accountability between different arms of Government and between the Government and people. Including a parliamentarian's component in the Program provides a mechanism by which parliament's links to the community are able to be repaired and strengthened. This institutional support also complements the support to individuals and organisations under Component 1, without which, significant changes in policy, budgets and legislation for poor women will be difficult to accomplish.
- **The focus on women's parliamentary caucuses has a distinct rationale and a specific approach.** The Program has chosen to work through and with women's parliamentary caucuses for two reasons. Firstly, working with women's parliamentary caucuses allows AusAID as a foreign donor to be non-partisan when working in Indonesian politics. Secondly, the Program aims to work with women leaders as change agents and women's caucuses are, by their very nature, ideal spaces for identifying and supporting women leaders. Increasing women's visibility in Indonesia's male dominated Parliament will also have flow on effects for women's rights throughout Indonesia.
- **Component 2 will take an issues based approach.** The purpose of this Component is to provide a formal anchor for MAMPU partners to engage with parliamentarians (and other stakeholders) to further the objectives under Component 1. Component 2 is not a standalone parliamentary strengthening program, although strengthening of parliamentarian's capacity will be an expected but secondary objective of this Component. For this reason, the success of Component 2 will be based on the extent to which MAMPU's key thematic issues are put on the parliamentary agenda over the next eight years.
- **Component 2 will build on lessons learned and trial new approaches.** There is a significant lack of knowledge and robust evaluation of methods of working with parliament. This component aims to build on lessons learned from existing initiatives and international research, test alternative methods of working, and

document new knowledge. This will be supported by the Analytics and Research Unit and the Strategic Committee.

- **Political change is not linear, occurs over a long period of time, and is shaped by a number of different factors.** Understanding that political change is unpredictable and incremental will help to keep this Component’s goals and objectives realistic and meaningful, whilst also ensuring that evaluation focuses on actual impact of the program. This Component must be locally owned and driven, and be flexible enough to adapt to changes in the operating environment and lessons learned.

### 2.1 Phasing

This component envisages a three-stage phasing of activities:

2013	<ul style="list-style-type: none"> <li>• Research, analysis and development of case studies.</li> <li>• Awareness raising of Component 2.</li> <li>• Limited activities led by Partners. Implementation of pilot activities in Eastern Indonesia by BaKTI.</li> </ul>
2014 – 2016	<ul style="list-style-type: none"> <li>• Mapping and assessments of newly elected women and women’s caucuses.</li> <li>• Scale up of BaKTI’s pilot in Eastern Indonesia.</li> <li>• Implementation in one additional project location by the Managing Contractor.</li> <li>• Mid-term program evaluation.</li> </ul>
2017 – 2021	<ul style="list-style-type: none"> <li>• Scale up of two pilot locations and consolidation of activities.</li> <li>• End of program evaluation.</li> </ul>

This phasing is necessary to take into account the 2014 elections which will likely see a large turnover of parliamentarians. Newly elected parliamentarians are also more likely to require support and see the benefit in capacity building activities.<sup>4</sup> In 2014 - 2016, an alternative target location will be implemented directly by the managing contractor in order to trial different activities and test program hypothesis and new partners may be added. Should the Program be reapproved for 2017 – 2021, Component 2 will scale up activities and locations.

In the first 12 months, the following activities will be undertaken:

- **Research and analysis:** two pieces of research and analysis will be commissioned in the first year to assist the Program to understand Indonesia’s political context. Proposed research includes:
  - political economy analysis of district parliaments to understand the formal and informal ‘rules of the game’ for women MPs.

<sup>4</sup> Steinack, K. 2011, ‘Why some train and some don’t: An international comparison of MPs’ attitudes towards parliamentary training’, *International Conference: Effective Capacity Building Programmes for Parliamentarians (Switzerland)*.

- case studies of gender advocate parliamentarians to identify successful (and unsuccessful) methods of advocating for gender equality reforms. A seven year program of research will also be developed by the Managing Contractor, the Analytics and Research Unit and the Strategic Committee.
- **Awareness raising:** The MAMPU Program and Partners will conduct awareness raising of Component 2 among stakeholders to identify initial locations and potential partners for Component 2 (see 3.1).
- **Activities led by Partners:** Partners will be supported by BaKTI and the Managing Contractor to host at least two community talk shows on local poverty issues before the 2014 elections. National and sub-national male and female MPs, electoral candidates and media will be invited. BaKTI will also begin implementing its pilot.

## **2.2 Locations**

Activity locations will be chosen based on the following factors:

- Program partner/s must be implementing in the target location.
- The district women’s caucus must be committed to pursuing pro-poor/gender goals and/or have women MPs who have demonstrated leadership and willingness to work in partnership with civil society on at least one of the MAMPU themes.
- Socio-economic conditions which can provide interesting counterfactuals in order to test program hypotheses.

The Program’s lead partner on Component 2, BaKTI, will implement activities throughout Eastern Indonesia. An alternative location to implement activities will be chosen by the Managing Contractor in consultation with AusAID. Due to the limited budget allocated to Component 2, activities will not be implemented in all our Partner’s pilot locations (currently 26 provinces). Program partners will still be expected to independently engage with parliamentarians in their district and at the national level using multi-stakeholder forums. Successful or innovative examples of Partner’s engagement with parliamentarians can also be scaled up or used as a model for other Partner’s work in order to facilitate cross-program and partner learning.

## **3. Component 2: Project Pillars**

The design of Component 2 is centred on three project pillars, which were identified through consultations with civil society, men and women parliamentarians, members of women’s parliamentary caucuses, and academics. This section will provide the rationale for each of the project pillars, including the conceptual background, possible activities envisaged under each pillar, and the main outcomes each project pillar aims to achieve throughout the three phases of the Component.

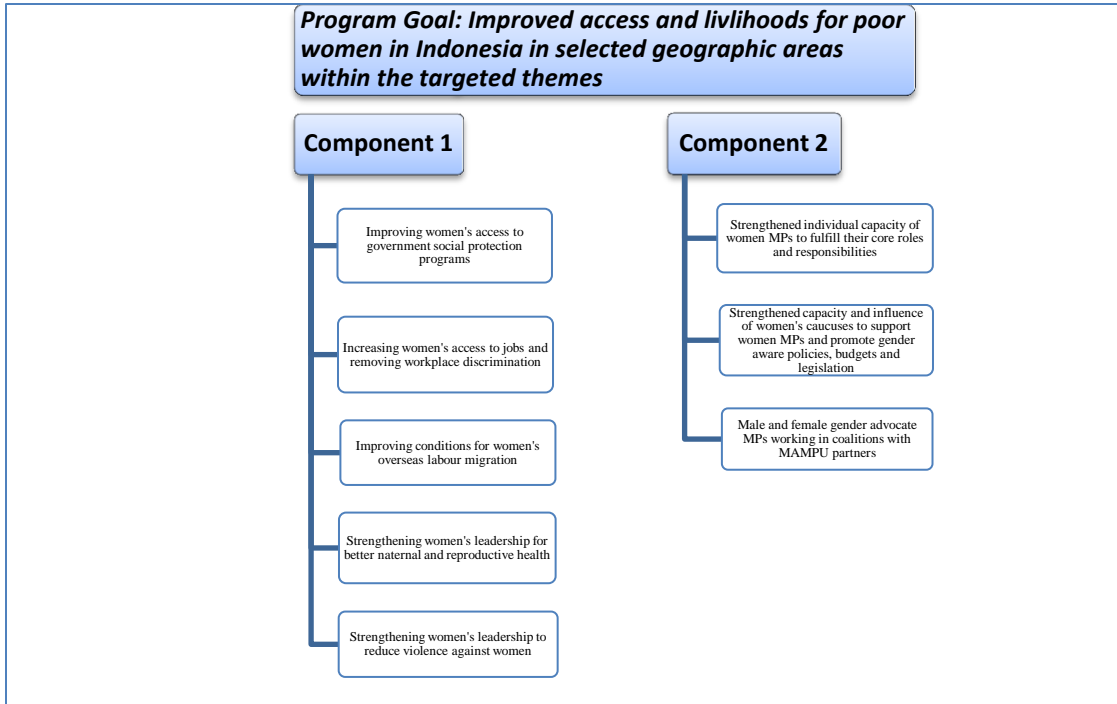


Figure 1: Component 2 Strategy

### 3.1 Pillar 1: Strengthened individual capacity of women parliamentarians

The outcome of this project pillar is:

*Strengthened capacity of selected women parliamentarians at the District level to perform core parliamentary skills and functions for the benefit of poor women.*

The first project pillar of Component 2 aims to strengthen the individual capacity of selected women parliamentarians to fulfil their core roles and responsibilities as elected officials.

Indonesian parliament has only been a ‘true’ democratic institution since the fall of Soeharto 14 years ago. Since then, parliament has experienced historical, political, and institutional challenges that have not been helped by the often elitist and corrupt practices of the politicians themselves.<sup>5</sup> The high turnover of parliamentarians that is characteristic of ‘first past the post’ democracies has also resulted in poor understanding among parliamentarians as to their role and responsibilities as community representatives, despite the existence of some government provided training.

Scarce research exists about successful methods of increasing the capacity of parliamentarians, in part due to the difficult nature of attributing performance results to parliamentary programs. Nevertheless, some common lessons have emerged out of parliamentary strengthening programs in Australia and overseas:

<sup>5</sup> Sherlock, S., 2003, ‘Struggling to Change: The Indonesian Parliament in an Era of Reformasi’, *Centre for Democratic Institutions*.

- The importance of conducting intensive induction training while newly elected MPs still have free time and are receptive to learning about their new job.
- The need to provide on-demand, practical and targeted training that is engaging and linked to current issues.
- Ongoing training is more likely to be successful if it is well-timed within the parliamentary system and conducted away from parliament.<sup>6</sup>

Based on the above considerations, Component 2 aims to implement the following activities at the District level<sup>7</sup>-

**Identifying supporters of change.** In 2013, MAMPU will begin socialising the program among women's caucuses and networks of women parliamentarians with the purpose of identifying supporters and drivers of change who are willing to volunteer for the program. Obtaining political party buy-in prior to the commencement of full scale activities after 2014 will be vital to ensuring the full commitment of women MPs who participate. Given the overarching purpose of Component 2, combined with a limited budget, it will also be necessary to target women and caucuses that have demonstrated commitment to women's issues and have the potential to be change makers, rather than attempting to work with caucuses that have no commitment to meaningful change. BaKTI will be responsible for identifying parliaments to work with in Eastern Indonesia.

**Capacity building training for women parliamentarians, provided through the women's caucuses.** A training program for members of selected women's caucuses will be offered, composed of induction training, ongoing skills training, and networking opportunities. Women MPs will be able to nominate as a group the training modules for each year based on their needs and interests. Possible modules include: roles and functions of a parliamentarian at the district level, networking and lobbying, analysis and research skills (of budgets, legislation and policy), public speaking and media relations, constituency outreach, gender training, parliamentary rules and ethical conduct. Emphasis will be placed on interactive methods of learning, for example: mock parliaments, simulations, one-on-one training, and 'learning by doing'. Where possible, existing Government provided training systems will be utilised to deliver modules of training.

This activity will also include a focus on **evidence based decision making** composed of four activities:

- Access to a free and neutral research 'help desk' to provide on-demand policy analysis (eg. SMERU, Puskapol, Knowledge Sector program partners).
- Training to MPs and their staff on 'evidence based decision making' as part of capacity building activities.
- Submissions and research provided by MAMPU Partners (Partners will be trained on how to conduct rigorous research and draft clear and persuasive submissions for Parliament.)

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<sup>6</sup> Coghill, K., Holland, P., et al., 2008, 'Capacity Building for New Parliamentarians: Survey of Orientation and Induction Programmes', *Monash University Working Paper*.

<sup>7</sup> Pillar 1 will not be implemented at the National level. National Parliament has an existing budget for training and consultations have shown little demand for further capacity building support.

**Training of women parliamentarian's staff.** Lead staff of women MPs will be offered similar training opportunities, for example:

- Policy analysis and utilising the research help desk
- Engaging with civil society and networks
- Working with the media eg. drafting media releases
- Parliamentary rules, procedures and systems.

**Apprenticeship/mentoring program.** An apprenticeship model of learning will be established that pairs newly elected women MPs with a more senior male or female MP within their own party or, alternatively, with ex-parliamentarians. Emphasis will be placed on ensuring that a relationship of trust is formed between mentor and mentee to provide tailored one-on-one support and advice, practical guidance about the 'unwritten rules of the system', and introductions to the senior MPs valuable established networks.

**Incentives** for women MPs to attend training and caucus meetings will be discussed in Project Pillar 2.

### ***3.2 Pillar 2: Strengthened institutional capacity of women's caucuses***

The outcome for this project pillar is:

*Strengthened capacity and influence of selected women's caucuses at the District level to support women parliamentarians and promote gender aware policies, budgets, and legislation.*

The second pillar of Component 2 aims to strengthen and empower selected women's caucuses to support women parliamentarians and promote pro-poor/gender objectives in parliamentary systems, budgets, legislation and policies.

Consultations have shown that faction-loyalty is often the most important consideration for MPs when making Commission decisions. There is a need for women's caucuses to become a legitimate and influential power broker within the parliamentary system in order to promote women's rights within the parliamentary system and parliamentary decision making, and where necessary, support MPs to contest political party policies where they run counter to women's rights.

Based on the above considerations, Component 2 aims to implement the following activities-

**Empowering women's caucuses.** Selected women's caucuses will be supported to strengthen their institutional capacity to fulfil their goals, support their members, and become an influential player within Parliament as a whole. Activities could include:

- An initial needs assessment of the caucus and its members.
- Assistance to create a caucus agenda for the five year term, with the purpose of providing a clear goal for the caucus and encouraging cross-party members to

agree on a common agenda for women and poverty. The agenda can be published at the front of parliament/on the Parliament website, and distributed to MAMPU partners and constituents to encourage accountability.

- Assisting the caucus to develop policy positions on issues and decisions being considered by Commissions.
- Support to develop strategies on how to increase women's representation in important Commissions, including strategies on how to foster relationships with male parliamentarians.
- Techniques to create greater gender awareness in Parliament eg. distributing gender information prior to Commission meetings, methods for facilitating cross-party support for gender issues.
- Technical assistance to develop benchmarks to monitor the performance of their own Parliament on gender and poverty issues.
- Assistance formalising the caucus (where necessary).

**Offering incentives to women MPs through the caucus.** A series of tangible incentives will be offered to women MPs who actively participate in the caucus. For example, women who regularly meet with MAMPU Partners and attend a majority of caucus meetings and training throughout the year will have the opportunity to participate in a study tour to an Australian parliament. Possible opportunities or benefits include:

- International study tours with Partners, led by the Strategic Committee eg. to meet with Australian Parliament, the women's movement in Mexico, or South-South cooperation opportunities
- Access to media training and media exposure (Pillar 1 and 3)
- Training, mentoring, free research assistance, networking opportunities (Pillar 1)
- Opportunities to present or participate in international and national conferences
- Funding for community visits and radio shows
- Provision of equipment (eg. computers).

Caucus staff will be recruited to monitor the participation and attendance of caucus members. MAMPU Partners will provide regular feedback on working with MPs, number of meetings obtained, and results achieved.

**Providing a standing panel of staff for the caucus.** Permanent staff will be offered to the women's caucus to address the issue of lack of funding for dedicated caucus staff and the retention of institutional knowledge. Trained, gender aware staff, with existing good relationships with civil society will serve as a valuable entry point into the caucus for Partners. The Program will recruit a standing 'panel' of qualified staff and provide training on core and specialised skills necessary for the women's caucus (Pillar 1). The caucus will be able to select staff from the standing panel. The Program may also be able to provide rotating interns to women's caucuses in partnership with local universities to encourage a new generation of politically and gender aware men and women.

### ***3.3 Pillar 3: Male and female gender advocate MPs working in coalitions with MAMPU partners***



The outcome for this project pillar is:

*Male and female gender advocate parliamentarians at the national and district level working in coalitions with MAMPU Partners towards MAMPU goals.*

The Program will broker relationships between parliamentarians and MAMPU Partners, by using Pillar 1 and 2 to leverage, influence and empower MPs to work together with MAMPU Partners towards pro-poor/gender goals. By establishing a platform on which coalitions can form, MAMPU Partners will remain in control of setting and driving the agenda in the key thematic areas.

Objectives for MPs and Partners can be grouped into four broad categories:

1. Prioritizing policy decisions related to women's rights/poverty and ensuring women's voices are heard in the process.
2. Economic policies and budgets that support pro-poor/gender growth.
3. Service delivery reform to reach the poor more effectively.
4. Increased monitoring and evaluation of Government policy and programs.

Based on the above considerations, Component 2 aims to implement the following activities-

**Strengthening constituency linkages.** Civil society plays an important role in ensuring MPs represent the views and needs of their constituents. Examples of possible activities include:

- 2013 - 2021: MAMPU partners will invite national and sub-national male and female MPs to attend annual community 'talk shows' to discuss poverty issues in that community. Media will also be invited to cover the event, which can be used by Partners in advocacy efforts and to hold MPs accountable to public promises.
- 2014 – 2021:
  - Establishing regular working group meetings between gender advocate MPs and MAMPU Partners. MAMPU Partners increasingly used as a parliamentary resource for evidence, research and submissions.
  - Working with District Parliaments to revitalise the *musrembang* process to ensure women's groups are able to provide input into the budget making process.
  - Funding visits of senior MPs and gender advocate MPs to see Partner's pilot programs.
  - Working with national and local parliament and a radio and/or television station to publically broadcast parliamentary debates.
  - Innovative use of ICTs and social media: using new communication technologies to alter accountability relationships and reshape incentives for MPs. Options include-
    - establishing a women's caucus website containing profiles of women MPs and their policy objectives, the caucus's strategic agenda, and a public constituent feedback process
    - sponsoring an independent Indonesian organisation to create a watchdog website, responsible for fact checking

MPs statements and collating an annual scorecard on Parliaments' performance<sup>8</sup>

- use of social media to raise awareness on issues
- development of an SMS gateway for constituent feedback.

**Funding regular national and regional conferences to ensure networking opportunities.** National and regional conferences can be funded to provide valuable networking opportunities for gender advocate male and female MPs and opportunities to facilitate cross-party coalitions. Conference themes will focus on MAMPU's five key areas, with Partners invited to attend and present.

**Monitoring of parliamentarians performance conducted by MAMPU partners.** Partners will be responsible for monitoring the performance of their MP allies and ensuring pre- and post-election promises on poverty and/or gender are fulfilled. Partners will be supported to devise strategic plans to encourage MPs to remain accountable to commitments eg. using the media, advocacy and lobbying, establishing positive working relationships with MPs and their staff.

**Working with parliament workshop** led by MAMPU Partners to share techniques and experiences on effective lobbying and how to establish productive working relationships with MPs. Topics could include:

- how to write parliamentary submissions
- strategies to hold MPs accountable to policy commitments
- parliamentary processes and structures
- using IT, social media and communication technologies to increase parliamentary accountability.

## 4. Management and Implementation Arrangements

Component 2 will have two main implementing partners: BaKTI, a civil society organisation selected in Phase 1, who will implement their pilot throughout Eastern Indonesia, and the Managing Contractor, who will be responsible for the overall management and implementation of this component, as well as directly implementing a second pilot in another selected location. An additional civil society partner may be selected in Phase 2 or 3.

## 5. Monitoring and Evaluation

The Managing Contractor will develop a full M&E plan, in conjunction with the Analytics and Research Unit. Possible indicators could include:

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<sup>8</sup> Parliaments could be given a score out of 5 based on a simple criteria of transparency, efficacy, promises kept, legislation and budgets that are pro-poor/gender etc, based on civil society and community feedback. Similar to [www.Politifact.com](http://www.Politifact.com) which rates the accuracy and truthfulness of politician's statements.

### 1) Capacity of women MPs:

- Number of women MPs trained and satisfaction with training (using benchmarking standards developed by bodies such as CPA, IPU and WBI).
- Increased voice and influence of women MPs (ie. numbers of questions raised in Parliament, quality of public speaking, quality of committee reports and the take up by government of recommendations made by committees/caucuses.)
- Numbers of women participants who attain positions of power within Parliament eg. positions in influential Commissions, Chair of a Commission, Chair of Fraction.

### 2) Capacity of women's caucuses:

- The development of caucus agendas that include pro-poor/gender goals.
- Increased attendance and commitment of women MPs to the caucus.
- Raising awareness and debate around an issue in Parliament and in the media (reforms to policy, legislation, budgets; media coverage on an issue)
- Number of women's parliamentary caucuses requesting MAMPU training.

### 3) Working in coalitions with MAMPU Partners:

- Number of meetings per year between participant MPs and MAMPU partners. Participation of MPs in MAMPU hosted talk shows, activities etc.
- Community polling on parliamentary performance (by MAMPU partners).
- Rate of re-election in 2019 of participant MPs (a sign of constituent satisfaction and political party confidence in the MPs competence).

Assessing impact and causality will be critical to the monitoring and evaluation of this Component, and innovative methods will be encouraged, such as randomised control trials, participatory approaches and most significant change methodologies. The selection of an alternative implementation area will provide interesting comparisons with Eastern Indonesia, and opportunities to identify successful and unsuccessful methods of working and adjust programming accordingly.

A baseline will be established in 2014. The mid-term review scheduled to take place in 2016 at the end of Phase 1 will also evaluate Component 2 to identify lessons learned and recommend any adjustments for Phase 2 programming.

## 6. Risks and Challenges

As progress under Component 2 will not likely be linear, this program will need to develop a higher tolerance to risks and setbacks, with sufficient flexibility to incorporate lessons back into programming. Some of the main risks and challenges are discussed below, with a Risk Matrix at Annex B.

**The 2014 elections.** The changing political landscape caused by the 2014 election poses a major challenge for this Component. In the lead up to the elections, MPs will be focused on re-election, and as a result, many will be focused on populist policies and rent seeking. However, candidates and MPs seeking re-election will also have clear incentives to engage with constituents – an opportunity that will be used by our Partners.

To mitigate the risk of AusAID being perceived as interfering in domestic politics, activities prior to the elections will be led by MAMPU Partners. The elections will also act as a clear baseline for Component 2.

**Demonstrating results and evaluating impact** is notoriously difficult in parliamentary strengthening programs. The unpredictable and long term nature of democracy development, a rapidly changing political context, and the multiple external factors that influence parliament<sup>9</sup> are all factors that contribute to this challenge. The Managing Contractor will be responsible for developing a rigorous and practical M&E framework that establishes a strong baseline, evaluates actual impact and trials innovative evaluation approaches.

**Sustainability.** Pillar 2 and 3's focus on building long term institutional capacity, relationships and coalitions will assist in the sustainability of the Program. The less sustainable aspects of Component 2, for example Pillar 1 activities, will contain support to women's caucuses to advocate for Government funding for ongoing training and staffing for women's caucuses.

**Limited impact on poverty.** There is a risk Component 2 will have an insufficient line of sight to the poor, in part due to the limited influence a donor program can have on independent parliamentary processes. For example, there is no guarantee that assisting women's caucuses to set an agenda will result in positive goals relating to poor women. The 2014 elections may also result in a new cohort of MPs who have no commitment to poverty or gender goals. Component 2 aims to mitigate these risks by balancing incentives against pro-poor/gender outcomes, and leveraging relationships with civil society and the media for increased parliamentary accountability.

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<sup>9</sup> Hinds, R., 2013, 'Impact of Parliamentary and Party Assistance' (GSDRC Helpdesk Research Report), *Governance and Social Development Resource Centre*, University of Birmingham.

## ANNEX A: Activity Framework

OUTPUTS	TIMEFRAME				INDICATIVE ACTIVITIES	RESPONSIBLE
	1	2	3	4		
<b>PILLAR 1: Strengthened Individual Capacity Of Women Parliamentarians</b>						
1.1 Identifying supporters of change					- Partner's to identify women's caucuses and MPs - BaKTI to identify partners and hold events	Partners, BaKTI
1.2 Capacity building for women MPs					- Induction training, ongoing skills training. - Establish a free, neutral, on-demand research helpdesk. - Partners to provide research, submissions etc	MC, Partners, BaKTI
1.3 Training of women MP's staff					- Training modules offered to MP staff on policy analysis, media, parliamentary rules etc.	MC, BaKTI
1.4 Mentoring program					- Pairing newly elected women with more experienced MPs from their own party or ex-MPs.	MC, BaKTI
<b>PILLAR 2: Strengthened Institutional Capacity Of Women's Caucuses</b>						
2.1 Empowering women's caucuses					- Conduct needs assessment - Assistance to create a caucus agenda for 5 year term - Strategies for creating gender awareness in Parliament	MC
2.2 Incentives to caucus members					- Study tours - Field trips, conferences, media exposure, training - Equipment	MC
2.3 Standing panel of staff					- Recruiting and training staff who have good relationships with civil society - Offering a standing panel of staff for the caucus	MC
<b>PILLAR 3: Male And Female Gender Advocate MPs Working In Coalitions With MAMPU Partners</b>						
3.1 Strengthening constituency linkages					- Partners to host annual community talk shows for election candidates and MPs on poverty/gender issues - Working group meeting between MPs and Partners - ICTs and social media to increase awareness and accountability of gender issues in Parliament. Eg. an annual 'scorecard' can be developed based on Parliament's performance.	MC, Partners, BaKTI
3.2 National and regional conferences					- National and regional conferences on gender/poverty themes	MC
3.3 Monitoring MPs performance					- Partners to monitor the performance of local MPs.	MC, Partners

					These results can feed back into the scorecard.	
3.4 Workshop for Partners					- Workshop for Partners to share lessons learned on working with MPs	MC, Partners
<b>Research And Evaluation</b>						
4.1 Research and analysis					- Political economy analysis of District Parliament - Case studies of successful women MPs - ARU to set up a schedule of research	ARU, MC, Partners
4.2 Monitoring					- Partners to monitor performance of MPs - Impact evaluations	AusAID, MC, Partners
4.3 Evaluation					- Whole of program mid-term review	AusAID, MC

## ANNEX B: Risk Matrix

Risk level key: VH = Very High; H = High; M = Medium; L = Low

Risk	Potential Adverse Impact	Rating	Risk Management Strategy	Responsibility
Changes in the political landscape as a result of the 2014 elections	Difficulty in implementing and sustaining reforms	M	Component 2 activities will be implemented in areas where MPs with a proven track record of pro-poor reforms have been elected. Multi-stakeholder forums will also ensure the capture of multiple sources of support.	AusAID, MC, MAMPU Partners
Difficulty demonstrating results and evaluating impact	Component 2 is unable to show positive impact on the Program Goal	H	A rigorous and practical M&E framework will be developed, with an emphasis on establishing a strong baseline, evaluating actual impact and trialling of innovative evaluation approaches.	AusAID, MC, ARU
Perception of foreign donor interference in domestic politics	GoI no longer supports Component 2 activities	M	Prior to the 2014 elections, all activities will be led by MAMPU Partners. After the elections, Component 2 will work through women's caucuses (not political parties) as a way to encourage cross-party coalitions.	AusAID, MC, MAMPU Partners
Lack of sustainability	Lack of institutional change results in weak ongoing capacity of women's caucuses after the 2019 elections or when the Program ends	M	Pillar 2 and 3 will focus on building long term institutional capacity. Women's caucuses will be supported to advocate for Government funding for ongoing training and staffing (Pillar 1). Increased capacity of CSOs under Component 1 will support increased accountability of Parliament.	AusAID, MC, MAMPU Partners
Limited impact on poverty	Parliamentary strengthening which has no link to poverty outcomes	M	Component 2 will be strongly integrated with Component 1 activities to ensure that goals are firmly linked to pro-poor/gender outcomes. MAMPU Partners will monitor accountability and conduct strong advocacy....	AusAID, MC, Strategic Committee
Initiatives are not successful due to elite capture	Benefits are used for the purpose of furthering elitist goals and not for	H	Performance of MPs will be monitored by MAMPU Partners, and accountability encouraged through multi-	AusAID, MC, MAMPU Partners

	poor women		stakeholder forums and media. Program incentives will be used to leverage positive outcomes for poor women.	
Fraud and corruption	Credibility of AusAID is tarnished and program outcomes are not achieved	L	Parliamentary rules prevent caucuses from receiving external funding. AusAID funding for Component 2 activities will be managed by MAMPU Partners, or disbursed in a manner whereby money is not directly received by the caucuses.	AusAID, MC, BaKTI