



JTA

***MAMPU: Empowering Indonesian Women
for Poverty Reduction***

Implementation Strategy
MAMPU Parliamentary Stream

Prepared for:
Australian Aid Program
Department of Foreign Affairs and Trade

April 2014

TABLE OF CONTENTS

ACRONYMS	II
1. EXECUTIVE SUMMARY	4
2. INTRODUCTION AND BACKGROUND	6
2.1 Parliamentary Stream Design Process	6
2.2 Implementation To Date	7
2.3 Governance and Management	7
2.4 Implementation Strategy Structure	8
3. PARLIAMENTARY STREAM STARTING POINTS	9
4. THEORY OF CHANGE, INTENDED OUTCOMES, AND MONITORING AND EVALUATION	13
5. PARLIAMENTARY STREAM PARTNERS	18
5.1 BaKTI	18
5.2 Engagement of other current MAMPU partners	18
5.3 New partners	19
6. SUB-NATIONAL LOCATIONS	20
7. PHASING AND INDICATIVE ACTIVITIES	21
7.1 Foundational Activities	21
7.2 Capacity Development and Support for MAMPU Partners	23
7.3 Capacity Development for Women’s Caucuses	27
7.4 Capacity Development of Individual MPs and MP staff	29
7.5 Strengthening multi-stakeholder coalitions and communication mechanisms	32
7.6 Sustainability	36
7.7 Staffing	37
8. RESEARCH	39
9. RISKS, CHALLENGES AND MITIGATION	41

List of Figures:

Figure 1: Program Logic Model illustrating linkages between existing MAMPU activities and Parliamentary Stream	16
--	----

List of Annexes:

Annex A: Overview of the Current Partner Programs in Relation to Parliamentary Stream Areas	43
Annex B. Stocktaking Report	48
Annex C. Key Issues Raised in Meetings with CSOs, Parliamentarians, Academics and Women’s Caucuses	49
Annex D. Excerpts from DFAT’s Situation Analysis Paper on Lessons Learned	51
Annex E. Budget	52
Annex F. Workplan	55



MAMPU
Parliamentary Stream

.....Error! Bookmark not defined.

ACRONYMS

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

TWG	Thematic Working Group
WIL	DFAT Women in Leadership Unit

1. EXECUTIVE SUMMARY

The following document presents the Implementation Strategy for the Parliamentary Stream of the DFAT-funded Empowering Indonesian Women for Poverty Reduction (MAMPU) Program. Through the MAMPU Program's Parliamentary Stream, MAMPU partner CSOs will work with women's caucuses and gender-advocate male or female parliamentarians to advance policy-level reforms related to MAMPU's five thematic areas. A Design Framework (2013) was drafted by DFAT based on preliminary consultations with various partners and stakeholders. A full design process, led by a short term Parliamentary Adviser (PA), has now been undertaken in order to operationalise and scale-up the Parliamentary Stream following the 2014 elections. The methodology employed consisted of a document review, an in-country mission to consult individuals and organisations in Indonesia to obtain primary data and evidence in preparation for the final strategy, and an exploration of the lessons learned from MAMPU's on-going pilot initiative with the Parliamentary Stream civil society organisation (CSO) partner, BaKTI.

Like MAMPU, the Parliamentary Stream has been operating in a limited way since 2012 including implementation of pilot activities by BaKTI. The Parliamentary Stream is not a stand-alone parliamentary strengthening program but rather recognises that parliaments are a bridging point between communities and governments and furthermore that without the interaction of interventions with individuals and communities and advocacy by and for them (i.e. MAMPU), together with interventions directly with parliamentarians (i.e., the Parliamentary Stream), significant change in policy, budgets and legislation for poor women will be difficult to accomplish. In addition, the implementation strategy for the Parliamentary Stream is based on several starting points as follows:

- The Parliamentary Stream is integral to MAMPU as a whole;
- CSO and parliamentary coalitions have proven success in effecting change;
- Having strong women MPs leads to positive outcomes for poor women;
- Gender sensitive male MPs are strategically important;
- Caucuses are an entry point for policy development and engaging with parliamentarians;
- While the most strategic level for ongoing attention are district parliaments, linkages to sub-district/village bodies and to provincial and national parliaments are also important to keep in mind.

Policy influence is key to MAMPU's intended long-term outcomes. Without it, the efforts of MAMPU's partners risk being isolated to small groups of people in disparate geographic locations. The use of evidence by partners to advocate for policy (or changes to policy implementation) offers the promise of improvements in access and livelihoods for poor women on a much wider scale. A need exists to strengthen the capacities of MAMPU partners to work effectively with parliaments and parliamentarians and their linkages with the Parliaments to improve the likelihood of successful policy influence. Other ways that MAMPU (MAMPU partners and in some cases the MAMPU team itself) will support this area include working directly with women and gender advocate male parliamentarians, to strengthen both their individual and their collective capacities. This will encompass direct support to the individuals themselves as well as support to Women's Caucuses. Furthermore, MAMPU will introduce activities that strengthen the multi-stakeholder coalitions and communications that include parliamentarians in efforts to address the needs and rights of poor women. Proposed activities in these areas are outlined in a detailed activities section and in a work plan for 2014-15.

Parliamentary Stream partners and locations will be built up from existing partners and locations to ensure overlap of work directly with communities and work with

parliamentarians. BaKTI has already begun implementation. KPI will add parliamentary focused activities in mid-2014. The MAMPU team will work with other partners in 2014-15 to determine additional activities they may undertake, and in addition to identify locations and potential partners appropriate for new activities. District level activities are the main target though a partner to focus on work with the national parliament and parliamentarians will be identified.

2. INTRODUCTION AND BACKGROUND

This document represents the Implementation Strategy of the Parliamentary Stream of the Australian Department of Foreign Affairs and Trade's (DFAT) program "Empowering Indonesian Women for Poverty Reduction" (MAMPU - Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan). Commencing in 2012, MAMPU's program goal is improved access and livelihoods for poor women in Indonesia in selected geographic areas with targeted themes. The program purpose, to achieve that goal, 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. The Program supports national and sub national women's and gender-interested organisations and their local partners to contribute to policy, regulatory, or service delivery reform at the national and local levels within MAMPU's five thematic areas; and, through the Parliamentary Stream of the program, work with the national and local women MPs, women's parliamentary caucuses, and gender advocate male parliamentarians in order to give voice and agency to poor women and to mobilise parliamentarians to advocate for reform. The program's five thematic areas of focus 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.

These thematic areas represent key priorities for the Government of Indonesia (GoI) and Government of Australia (GoA). The number of thematic areas may increase over time depending on the evolving gender and poverty analyses undertaken by the Program.

As of April 2014, the MAMPU program has nine national partner organisations: Aisyiyah, Bursa Pengetahuan Kawasan Timur Indonesia (BaKTI), the International Labor Organisation (ILO), Kapal Perempuan, Koalisi Perempuan Indonesia (KPI), Komnas Perempuan, Migrant Care, Pemberdayaan Perempuan Kepala Keluarga (PEKKA), and Konsorsium Perempuan Sumatra Mampu (PERMAMPU).

2.1 Parliamentary Stream Design Process

During the design and early development and implementation process of MAMPU, it became obvious that there was a need to create deliberate links between MAMPU CSO partners, beneficiaries (poor women) and policy making, regulatory and legislative implementation processes in order to 'anchor' key issues of the thematic groups in government policies, regulations and budgets. Parliament and parliamentarians potentially have this linking ability. Several Indonesian CSOs have already recognised this need, including some MAMPU partners that have been working to make these linkages before partnering with MAMPU, and were selected in part for this reason. In 2013, DFAT drafted a Design Framework (2013) for the Parliamentary Stream (then named Component Two) based on preliminary consultations with various partners and stakeholders. A full design process, resulting in this document, led by a short term Parliamentary Adviser (PA), was undertaken in late 2013/early 2014 in order to operationalise and scale-up a Parliamentary Stream following the 2014 elections.

The PA used a combination of document review, an in-country mission to consult individuals and organisations in Indonesia to obtain primary data and evidence in preparation of the final strategy, and exploration of the lessons learned from MAMPU's on-going pilot initiative with

the Parliamentary Stream CSO partner BaKTI. During the course of the mission, the PA met with MAMPU CSO partners, government officials, parliamentarians and members of women's caucuses, donor agencies, and research institutes and presented an Aide Memoire to DFAT and MAMPU representatives at the end of the mission. Annex C contains some of the comments made by participants in the field mission that form an important part of the input into the design of the Parliamentary Stream and drives some of the decisions on activities going forward. Document reviews referenced the original MAMPU design put forth by DFAT, BaKTI research and survey findings in districts within its mandate in East Indonesia, a review of models from other jurisdictions, and a Stocktaking Report commissioned by MAMPU and prepared by the Indonesia NGO Kemitraan. The process of developing the strategy has also included consultations with experts with long experience working in Indonesia. The final stage of the design process was a day long workshop with the MAMPU Team, DFAT, and partner representatives as well as outside resource people.

2.2 Implementation To Date

Like MAMPU as a whole, the Parliamentary Stream has been operating since 2012. One of the nine MAMPU partner organisations, BaKTI, has been conducting pilot activities since then and has conducted a research and assessment in three provinces (South Sulawesi, West Nusa Tenggara and Maluku). BaKTI research results and design plan were submitted to MAMPU in September 2013. The result of the research was used to inform the design of the pilot program carried out together with local partners in the three target provinces. Thus far in its first six months of implementation, BaKTI began their initiatives by focusing on the strengthening of its organisational capacity to manage and implement the program. The activities carried out include: development of SOPs for grant management, signed MoUs with local partners to confirm the collaboration, and training for their staff and local partners on various issues relevant to the program (e.g. gender awareness, parliamentarian functions and roles, etc.). At the local level, together with the local partners BaKTI started its program by providing awareness education to local MPs through the thematic discussion forum particularly in the MAMPU thematic areas. BaKTI and its local partners have started to engage other MAMPU partners in this discussion.

Secondly, the MAMPU team contracted the CSO Kemitraan to conduct a stocktaking exercise to obtain information on past and on-going programs or initiatives for parliamentary support in Indonesia and elsewhere. A literature review, in depth interviews of key informants (legislators, CSO representatives), focus group discussions and workshops were conducted to extract information on problems and challenges, previous and existing support to MPs and parliaments, priorities of parliamentarians and their experiences in working with CSOs and donor organisations. The report is attached as Annex B.

Finally, a Study on Policymaking in Indonesian District Parliaments is planned for April - June 2014 and a research agenda will be developed taking into account the research needs identified by MAMPU CSO partners as well as gaps in information identified in the stocktaking report. The lessons and findings identified will inform the focus, priority setting and selection of activities on-going for MAMPU. Further details regarding on-going and future activities are outlined below in Chapter 7.

2.3 Governance and Management

The governance structure for the overall MAMPU Program applies similarly to the Parliamentary Stream. BAPPENAS is the Government of Indonesia counterpart for the MAMPU Program. The management and staffing for the Parliamentary Stream will also be integrated into the overall MAMPU Team structure in Jakarta. The stream will integrate with the Partners Forum and Thematic Working Group (TWG) mechanisms already in place.

2.4 Structure of the Implementation Strategy

This Implementation Strategy document begins by outlining the strategic starting points for the MAMPU Parliamentary Stream, based on the research process described above and which formed the basis for decisions on activities and priorities over the 7-year span of the MAMPU program. It then outlines the theory of change for how the stream will contribute to the intended goal of MAMPU. Following that, the document describes the civil society partners that will take the lead on implementing work with parliament and parliamentarians as well as the locations in which such work will be done in Indonesia. The document then proposes activities that will take place through the life of the program. It ends with a proposal for the MAMPU research topics that could contribute to Parliamentary Stream activities and describes risks and associated mitigation measures.

3. PARLIAMENTARY STREAM STARTING POINTS

The Parliamentary Stream of MAMPU is not a stand-alone parliamentary strengthening program but rather recognises that parliaments are a bridging point between communities and governments. Furthermore it recognises that without the interaction of individuals and communities with parliamentarians through advocacy, significant change in policy, budgets and legislation for poor women will be difficult to accomplish.

In addition to this core concept – that parliaments are a bridge through which communities link to government -- the implementation strategy for the Parliamentary Stream is based on several starting points. These starting points will guide the team in providing support and guidance to MAMPU partners engaging in parliamentary-focused work as well as serve as guiding principles for partners developing program proposals and workplans for such work.

1. The Parliamentary Stream is integral to MAMPU as a whole.

Implement parliamentary activities in areas where partners are also doing community work.

Parliamentary activities by the MAMPU team, MAMPU partners and other stakeholders will complement the support to individuals and organisations under MAMPU. To ensure complementarity, the MAMPU team, the existing parliament focused partner, BaKTI, and any future partners who work with parliament or parliamentarians as part of their MAMPU programming, will plan and implement taking into account information, lessons learned, and opportunities derived from ongoing work by MAMPU partners. Understanding the nature and aims of existing connections or networking at and between the national and district level parliaments and their connections and relationship to MAMPU partners and lessons learned from these connections will be an important part of the Parliamentary Stream planning.

Moreover, the approach to working with partners is informed by the overall program's strategy for doing so. Civil society partners take the lead for planning and managing their own programs with support and guidance from the MAMPU team. Almost exclusively, except when done differently in coordination with partner programs, the MAMPU team will interact with and support partners, who are doing the core of the work with parliamentarians. In the event that the MAMPU team undertakes any directly managed activity they will ensure that MAMPU partners are fully informed and engaged appropriately. For the program overall, capacity development is at the heart of the interactions with MAMPU partners engaging in Parliamentary Stream activities, individual members of parliament, and parliamentary caucuses. Furthermore, in keeping with the overall program approach, activities under the Parliamentary Stream aim to build on existing capacity, experience and lessons learned from existing partner initiatives, and Indonesian and international research and practice, to test alternative methods of working, and to document new knowledge. This aspect will be informed by the findings of the Stocktaking Report and supported by MAMPU program elements such as ongoing analytics and research.

Underlying this starting point is the assumption that CSOs can and do have links with the poor women who are the targeted beneficiaries of MAMPU, and are best positioned to create opportunities for poor women to interact directly with members of parliament. The MAMPU program is innovative in creating this linkage.

2. CSO and parliamentary coalitions have proven success in effecting change.

Build and encourage these coalitions.

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 voice advocating for reform. Coalitions and networks are an effective means of achieving positive changes in Indonesia. It is common to network and build coalitions with CSOs, parliamentarians, government and other stakeholders to advocate policy change. Such coalitions and networks are usually issues based and quite fluid. MAMPU national and local branches/partners will encourage the formation of CSO/MP coalitions where they do not exist and the strengthening of those that do by organising events at the district and village levels around MAMPU themes.

3. Having strong women MPs leads to positive outcomes for poor women.

Provide women MPs with the skills and information they need to be effective legislators in support of positive action on the core MAMPU issues.

The MAMPU Design Document Situational Analysis (June 2012) states that “there is a growing body of 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. At the same time, the role of women in Indonesian society remains deeply contested at the national level. Indonesia's gender groups have been on balance more successful than elites at promoting reform in local government or in the town and villages where most people still live. In meetings in November 2013 in several districts, it was observed that strong leadership of women MPs did achieve concrete results for poor women:

- The Bone women's caucus leader successfully lobbied the Chair of DPR and Commission for allocation of housing budget for housing for poor women.
- In Gresik, a woman MP and business woman established a KPPI with women MPs and other women from all political parties that acts as a forum for discussion of emerging issues and an advocacy group inside and outside parliament (in cooperation with NGOs) to advance gender-budgeting and legislation affecting women.
- In South Sulawesi, an MP who started at the district level is now in her second term in the National Parliament and maintains a network among district level MPs to try keep lines of communication open to deal with matters being dealt with at more than one level.

Having strong MPs at each level is even more important going forward in an era of decentralization where spending power is delegated to the district and local level.

4. Gender sensitive male MPs are strategically important.

Create and take opportunities to engage male MPs on MAMPU issues and in creating supportive relationships with female MPs.

All MPs, not only women, must be encouraged to listen to and represent the stated needs of women constituents. Identifying and involving gender sensitive male MPs in MAMPU activities is expected to be strategically effective in achieving results. In a system that is almost certain to be male dominated in the foreseeable future, the support of male MPs, party leaders, Commission Chairs and parliamentary officials is needed to introduce or change policy initiatives and legislation. Gender aware male mentors will also be needed for both male and female newly elected MPs. Perhaps most importantly, the burden of alleviating poverty should not rest solely on the shoulders of women MPs. The Parliamentary Stream will engage male MPs in a wide range of activities and will offer them opportunities to

engage with poor women constituents to acquaint them with policy needs related to the MAMPU themes.

5. Caucuses are an entry point for policy development and engaging with parliamentarians.

Support the women's caucuses, or mixed-sex caucuses where strategically useful, to develop the capacities and knowledge they need to advance issues related to MAMPU themes in the legislative context.

Women's caucuses have been used as an avenue in many countries to increase the visibility of women's representation in parliament, to build cooperation across party lines to advance gender equality, and to empower their peers. There is also increasing evidence of the importance of cross-party women's caucuses in developing democracies (Sawer, 2012). Women's caucuses can be the primary entry point in providing support and information for women MPs and to build connections with civil society (Markham, 2012). There are many cases that demonstrate that women's caucuses are successful in changing policies towards a more gender sensitive perspective.

Working with women's parliamentary caucuses allows DFAT to be non-partisan as a foreign donor in Indonesia. Moreover, working with non-partisan women's political caucuses provides an entry point to a community approach to policy development and support to MPs to push forward policy and legislation that is pro poor women. In Indonesia, there are both Parliamentary Women's Caucuses (KPPRI) and Multi-stakeholder Women's Political Caucuses (KPPI). Both types of caucuses are established across party lines and are non-partisan in nature. The KPPRI are formed voluntarily and deliberately across party lines with the specific aim to provide peer support among women parliamentarians who are a minority in a male dominated environment. They also provide women MPs with a space to discuss policy and legislative issues out of the context of the party system and to independently develop support for ideas which they can then more confidently carry forward within their party and the legislature. The KPPI are non-partisan bodies, generally less structured and formal than their parliamentary counterparts, and they exist outside the parliamentary system. They are made up of a mix of MPs, officials from the executive, community leaders, CSO representatives, academics and others and may include or involve male participants. They meet at the call of the Chair, who is usually an effective gender champion. There is sufficient evidence both of success in promoting policy and regulatory change by women's caucuses and of clear room for growth in terms of institutional capacities, leadership regeneration, strategic lobbying and issue advancement to suggest that the caucuses are worthwhile targets of MAMPU support.

Women's Political caucuses have the ability to include male members, therefore, the caucus focus will not be confined to women-only caucuses but will include mixed sex caucuses where they exist to address pro-gender and pro-poor policy and legislative change.

6. While the most strategic level for ongoing attention are district parliaments, linkages to sub-district/village bodies and to provincial and national parliaments are also important to keep in mind.

Focus most energy and attention on district parliaments but include sub-district/village as well as national and provincial bodies and the links between levels where these are pertinent to achieving the MAMPU goal.

The hierarchy of legislative and policy reform and the sharing of power in democratic states dictates that linkages and channels exist to connect policy decisions and legislative and regulatory reforms between all levels of government in a transparent manner. In Indonesia,

much of the spending authority has been decentralized and Parliamentary Stream activities will be mainly focused on the district level. However, each layer of government, national, provincial, district and local, and therefore of parliament, has a specific role to play. Moreover, with more power bestowed to the village authority to self-govern by Law on Villages (*UU Desa*) passed in late 2013, parliamentarians will need to connect with this level more than previously. Access to all aspects of the governmental and legislative chain is therefore important for the line of sight between poor women and the full realization of their rights and access to services. Although there has been a lot of focus on parliaments and parliamentarians by donors, international parliamentary focused organisations and CSOs in Indonesia, there have rarely, if ever, been specific efforts to open up this chain on behalf of poor women.

4. THEORY OF CHANGE, INTENDED OUTCOMES, AND MONITORING AND EVALUATION

The MAMPU Program is underpinned by a simple idea: that collective, evidence-based advocacy, by strong gender-interested organisations, can catalyse widespread positive change in the lives of poor women across Indonesia by influencing key government policies. This, in essence, is the ‘theory of change’ on which MAMPU rests. Policy influence is key to this theory. Without it, the efforts of MAMPU’s partners risk being isolated to small groups of people in specific geographic locations. The use of evidence by partners to advocate for policy (or changes to policy implementation) offers the promise of improvements in access and livelihoods for poor women on a much wider scale.

The MAMPU Program Design identifies three broadly described outcome ‘domains’ over the long-, medium-, and short-term: ‘Access and Livelihoods’; ‘Voice and Influence’; and ‘Capacity and Readiness for Collective Action’. Over the long-term (defined as 5-7 years), MAMPU hopes to see improvements in women’s access to services and positive changes in their livelihoods. For this to occur, 3-5 years from now, gender-interested organisations should be influencing targeted government policies and mobilizing greater public support for their cause. Medium-term outcomes of this kind fall within the ‘Voice and Influence’ outcome domain. If the Program is to contribute to these changes, within 3 years partners will need to be stronger as individual organisations. Crucially, they will also need to be working better collectively as well as in broad-based coalitions for change with parliamentarians. To support this process, women parliamentarians as well as their gender advocate male counterparts, will need to be more active in their lobbying and advocacy efforts in Parliament. The design refers to short-term outcomes of this kind as ‘Capacity and Readiness for Collective Action’.

At the core of this theory of change lie three categories of actors who each play important roles in the policy process: (i) civil society organisations who are capable of giving voice to the concerns of poor women (exemplified by MAMPU’s partners); (ii) legislative institutions, particularly parliaments at the district and national levels; and (iii) the Executive branch of Government, particularly service delivery line and central agencies in the locations where MAMPU’s partners are active. Policy change that reflects the needs of poor women can be achieved by supporting the efforts of these actors as well as the interaction between them.

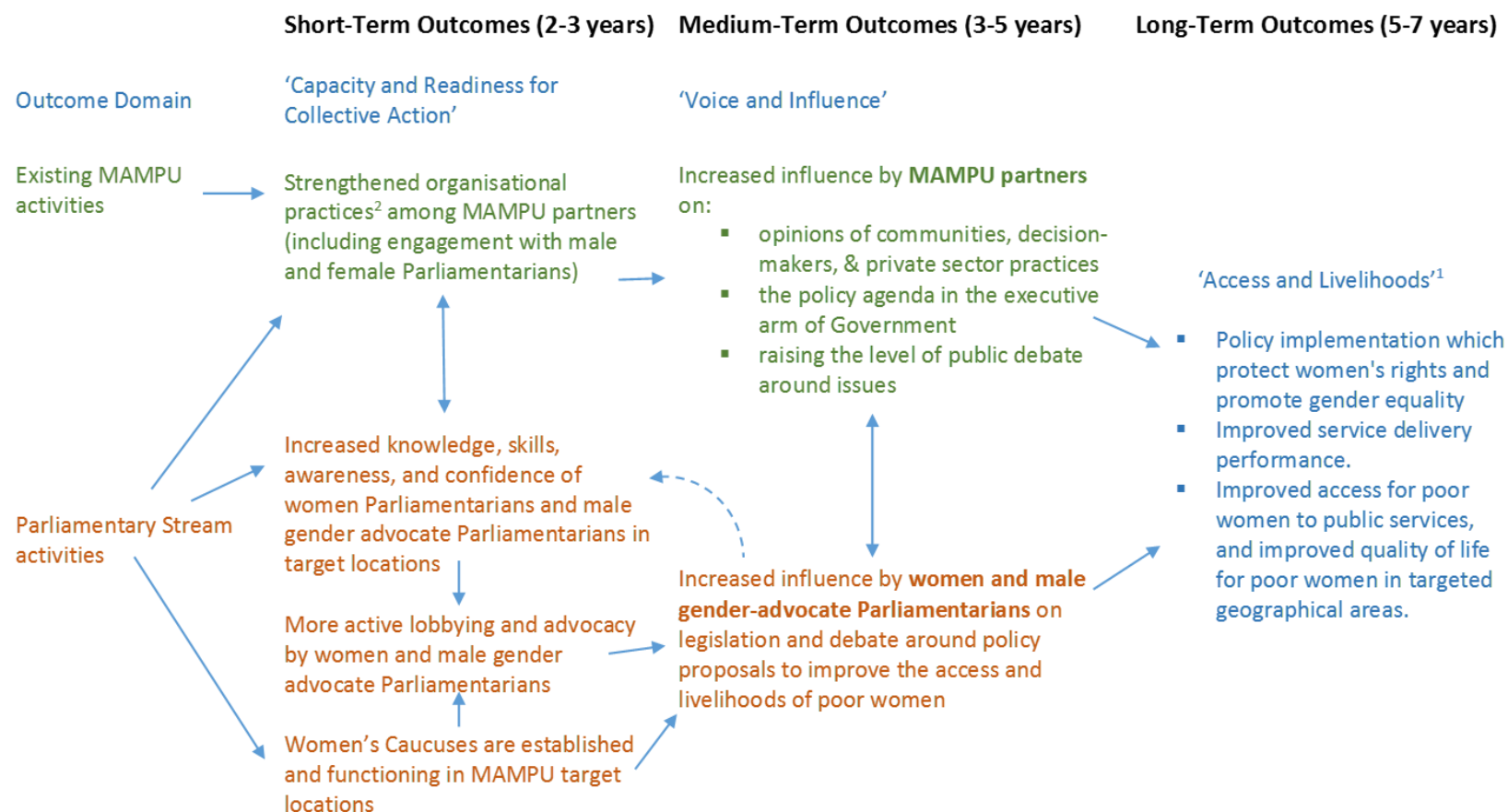
MAMPU’s existing activities directly support the efforts of civil society partners to advocate for change on the basis of evidence. To date, many MAMPU partners have concentrated to a larger extent on advocating to the Executive branch of Government, although several partners have significant experience working with members of parliament. As such, a need exists to strengthen the capacities of MAMPU partners to work effectively with parliamentarians to improve the likelihood of successful policy influence. Activities that will be introduced or adapted in accordance with this purpose are integrated into MAMPU programming and are described in chapter 7.

Other ways that MAMPU (MAMPU partners and in some cases the MAMPU team itself) will approach this task specifically include working directly with women and gender advocate male Parliamentarians, to strengthen both their individual and their collective capacities. As discussed below, this will encompass direct support to the individuals themselves as well as their capability to plan and act collectively through forums such as Women’s Caucuses (of various kinds). Functional Women’s Caucuses play an important role in the design logic by providing a venue where mutual support for a particular issue can coalesce among women members of Parliament. The confidence that supported parliamentarians gain is expected to be reinforced as their influence in Parliament increased (as represented by the feedback loop in Figure 1 below). In addition, MAMPU will introduce activities that strengthen the

multi-stakeholder coalitions and communications that include parliamentarians in efforts to address the needs and rights of poor women.

The complementary relationship between the expected outcomes sought in the Parliamentary Stream is illustrated diagrammatically in a logic model in Figure 1 below. This logic model is derived from the broader Program Theory described in the MAMPU M&E Plan and the Program Design¹.

¹ The M&E Plan for MAMPU was developed in August 2013 and approved in November prior to the development of the Implementation Strategy for the Parliamentary Stream.



¹ From the MAMPU Program Design Part A page 34.

² The program design document identifies a number of areas of practice: communication between national and local members, branches and partners; advocacy, engagement and alliances with government (including female and male parliamentarians) and the private sector; working with the media; building networks, organising constituencies within civil society and mobilising and campaigning in order to generate "public" concern; analysing constraints and identifying and testing innovative multi-stakeholder solutions; collecting and using an evidence base to improve their practices; other significant functions identified by the partners (MAMPU Program Design Part A, page 32).

Figure 1: Program Logic Model illustrating linkages between existing MAMPU activities and Parliamentary Stream

The MAMPU Monitoring and Evaluation (M&E) Plan outlines a set of Core Monitoring Questions and Key Evaluation Questions (KEQs). Both the KEQs and Core Monitoring Questions will remain the same for parliamentary stream initiatives.

Core Monitoring Questions define a focus on five areas of performance including activity and financial progress, key risks, 'reach' (or inclusion in MAMPU activities), and outcomes. As with other MAMPU activities, the Core Monitoring Questions will need to be addressed in ways that are more specific to the Parliamentary Stream. For instance, addressing Core Monitoring Question 5 will involve the routine collection, analysis, and reporting of data on key outcomes from the logic model including:

- Levels of awareness, skills, knowledge and confidence among Parliamentarians who receive support; and
- Parliamentary performance of the members who receive support through MAMPU.

Partners who are engaged through the MAMPU Parliamentary Stream will be involved in the participatory development of monitoring plans as described in the M&E Plan. This process will produce a monitoring plan based on the 5 Core Monitoring Questions including specific tools and processes for analysis and timelines. Indicators and tools that can help to address the questions will be identified as part of this process. Monitoring outcomes of this kind present special challenges and the need for creative and innovative indicators and tools will be explored with the MAMPU M&E Team.²

The collection of baseline data will be important to assess the extent to which the intended outcomes eventuate. BaKTI, who are currently supported by MAMPU to undertake pilot Parliamentary Stream activities, are preparing to undertake a baseline study in 9 provinces in the May-June period following the finalisation of the 2014 election results. This study, which will be conducted for BaKTI by a contracted research institution, will involve the collection of data on a comprehensive range of variables relevant to outcomes of the Parliamentary Stream including:

- Capacity of selected women and male gender advocate parliamentarians including levels of awareness, skills, knowledge and confidence in relation to MAMPU issues as well as their level of interaction with civil society groups and constituents;
- The functionality and status of Women's Caucuses in target locations as well as their connectedness to other legislative fora; and
- Key policies relevant to MAMPU's 5 themes and the extent to which they are implemented are consistent with 'pro-poor' and 'gender-responsive' principles.

The MAMPU M&E Team will work with BaKTI to support the design and implementation of the baseline study in May-June 2014. As much as possible, the same methodology will be used to collect baseline data in subsequent areas where additional MAMPU partners are engaged to carry out Parliamentary Stream activities.

² Gauging increases in knowledge may be straightforward where structured training is the main activity to achieve this outcome. However, many activities are likely to be less structured seminars and informal influencing events, seminars, and meetings complicating the systematic monitoring of this area. This may require the use of tools like 'Policymaker Rating' or the 'Bellweather Methodology' that can provide rapid feedback based on consultation with knowledgeable informants. See the *User Guide to Advocacy Evaluation* developed by the Harvard Family Research Project. See <http://www.hfrp.org/var/hfrp/storage/fckeditor/File/file/Supporting%20files%20for%20publications/UserGuideAdvocacyEvaluationPlanning.pdf>

5. PARLIAMENTARY STREAM PARTNERS

Some MAMPU partners will focus only on work directly with communities and related advocacy, some will work under the Parliamentary Stream alone (that is, focus on work directly with parliamentarians), and some may do both. This section describes the proposed involvement of present MAMPU partners in Parliamentary Stream activities as well as the involvement of potential future partners, with an eye to expanding the competencies and geographical base of MAMPU-funded work with parliamentarians.

5.1 BaKTI

BaKTI joined the program specifically as a partner for the Parliamentary Stream in 2012 and its work so far has influenced the strategy and plan contained in the present document. BaKTI is an experienced knowledge management CSO that plays a role as a resource centre and forum for the exchange of information and experience among stakeholders throughout Eastern Indonesia. BaKTI has a network of local NGO partners with whom it collaborates and has existing links with parliamentarians, academics, other CSOs and NGOs and the media. In the first year of its involvement with MAMPU, BaKTI conducted an assessment, survey and research in Mataram City, East Lombok, Bone Regency and Ambon City and identified the key contextual factors that need to be considered in each district when implementing initiatives such as ethnic, religious, social and economic influences. BaKTI focused initially on capacity strengthening of female parliamentarians in striving for policies which favour women and the poor, but in the process has taken into consideration the involvement of male parliamentarians. Based on the research, they presented a work plan which was approved and an agreement signed with Cowater in 2013 and activities began in 2014. Together with its local partners, BaKTI has initiated the promotion of MAMPU themes to the parliamentarians in select parts of its Eastern Indonesia target area. Inviting other MAMPU partners working in each theme as resource persons, BaKTI and its local partners facilitated the thematic discussion involving not only local female and male parliamentarians, but also media and universities. The discussion aims at developing the starting point for the formation of the multi-stakeholder dialogue forum on MAMPU themes. Therefore there will be on-going dialogue between parties on the issues that will allow MPs to continue engage in the promotion of such issues in the parliament.

5.2 Engagement of other current MAMPU partners

KPI:

The MAMPU team will begin engaging KPI in Parliamentary Stream activities no later than May 2014. KPI is the largest women membership CSO in Indonesia and has been active since 1998. KPI has approximately 28,000 members across 32 provinces and has continuously been a key player in advocating for legislation that defends women's rights. As a current MAMPU partner, KPI is focusing on the thematic area of Social Protection in 65 districts in 5 provinces. KPI leadership has expressed interest in doing work directly with parliamentarians under MAMPU Parliamentary Stream funding. KPI has a wide geographical reach, a good track record of effective work with parliamentarians in more than 60 districts, existing partnerships with other organisations in their work related to female MPs and engaging Parliaments, and actively recognises the need to better link poor women to their parliamentary representatives. Additional work by KPI and the MAMPU team will be necessary to determine the exact activities and plan for KPI's Parliamentary Stream involvement. MAMPU team analysis suggests that sufficient knowledge of the needs of MPs as well as relationships with the newly-elected MPs gained from pre-election activities funded by other donors or through other programs (e.g., TAF-funded work with female parliamentary candidates) will position KPI to hit the ground running provided that resources are available if it is necessary to expand their administrative capacity. Since KPI activities

under the Parliamentary Stream will potentially be involving all newly elected MPs in a new and separate set of activities and given that there is no affiliation to any one party as an organisation these activities will be strictly non-partisan on KPI's part.

Personnel of both KPI and BaKTI have sufficient knowledge of and confidence in each other's organisational strengths and focus to be able to take advantage of programming content overlap, and avoid overlap geographically. The MAMPU team will support KPI as the organisation assesses and plans work related to the Parliamentary Stream, as well as coordination between BaKTI and KPI. Further detail is provided below in the activities narrative and the work plan.

Other existing partners:

In addition to KPI, the MAMPU team will work with other existing partners to determine how their present activities could be enhanced or expanded in relation to parliaments, in what geographical locations, as well as support them to adapt their plans accordingly and, only if necessary, provide additional funds and adjust their grant agreements as necessary.³ Annex A prepared by the MAMPU team in 2013 based on information gleaned from partners, provides a matrix of activities by existing MAMPU partners with members of parliament as they relate to MAMPU themes that suggest what sorts of activities might be supported.

5.3 New partners

Potential partners will follow a similar process as did existing partners for coming on board to the program including support and funding to conduct an assessment and develop a program proposal and work plan. To ensure compatibility with the overall design and approved Parliamentary Stream approaches, their proposals will require justification in line with the conceptual starting points outlined above. The final selection of these additional partners as well as their design process will be informed by lessons learned from BaKTI, KPI and other partners who engage in parliamentary-focused work. Like all MAMPU partners, the additional partners will undergo capacity development assessments and will specify organisational level capacity development needs in their work plans and budgets.

District level:

MAMPU will add additional partners to do Parliamentary Stream work at the district level. The MAMPU team will identify additional partners by in 2014 and begin programming by late-2014. Before that can occur, the MAMPU team will establish the capacity and interest of existing partners to be involved (see above) and will identify potential partners through additional stocktaking focused on mapping relevant organisations and identifying those interested and equipped to participate in MAMPU.

National level:

MAMPU will add a partner to serve as focal point for activities with national-level MPs and caucuses. See additional detail on this partnership in the activities chapter.

Centre for Gender Responsive Parliaments:

By mid-2015, MAMPU will also identify and begin supporting an institution that focuses (in total or in part) on providing information and support to parliamentarians and that could, over time, develop into an Indonesia Centre for Gender Responsive Parliaments accessible to parliaments throughout Indonesia. This concept is further expanded under the activities chapter below. One potential partner, Puskapol, has already been identified. This partner may or may not be the same partner engaged to focus on national level MPs and caucuses.

³ Given Kapal Perempuan's work on Gender Watch and expected knowledge of the impact on the new UU Desa they are a likely an option.

6. SUB-NATIONAL LOCATIONS

While there will be work ongoing at the national level and focusing on local-national linkages, the principle strategic focus of the Parliamentary Stream is at the district level given their budgetary power in the decentralized context, and some focus on the parliamentary level given their coordination function. By mid-2015, MAMPU will have targeted Parliamentary Stream activities complementing ongoing MAMPU work in multiple districts throughout Indonesia. The exact number will be a function of capacity of existing and future partners to carry out the work.

BaKTI has begun implementation in the provinces of Maluku, West Nusa Tenggara, and South Sulawesi, with exact districts still being identified. They would be interested in expanding their scope, including outside of Eastern Indonesia, as requested by other partners and pending approval for expansion of their work plan.

Additional discussions are needed to determine the exact geographical focus of KPI's work with parliamentarians. Pending discussions with KPI and other stakeholders, this work will tentatively take place in areas different from BaKTI, preferably in the western part of Indonesia either in Java, Sumatra or Kalimantan. KPI is already present in almost all provinces. Other considerations for the selection of target areas will include the number of women MPs present in the province/districts, the number of policies issued which are discriminatory or non-discriminatory to gender issues, areas with weaker or stronger parliamentarians, and the existence of women caucuses.

District sites for parliamentary work by other existing partners will be limited to where partners have existing MAMPU activities ongoing or planned since the purpose is to complement those activities. To further take advantage of overlap and possibilities for coordination among partners, partners will be encouraged to consider districts where other partners also have MAMPU work ongoing.

Site selection for new partners will ensure that their specified geographical focus complements present or planned districts for other MAMPU partners, unless they are able to show competencies in engaging and organising community/constituent groups directly themselves (like BaKTI is as part of their MAMPU Parliamentary Stream work). Part of the consideration for site selection will be the extent to which existing partners are developing multi-stakeholder networks at the district level and the potential for using these networks for Parliamentary Stream activities. Beyond that the factors to be considered will be in line with those taken into consideration with KPI site selection.

7. PHASING AND INDICATIVE ACTIVITIES

As of March 2014, the Parliamentary Stream has a three stage phasing of activities with 2013-14 focusing on set-up and initial pilots and activities; mid 2014-16 on follow-up to the 2014 elections and starting the flagship national events and ending with the mid-term evaluation; and 2017-2021 focused on scale up and consolidation as well as the end of program evaluation. In keeping with the Design Framework for MAMPU Component 2, now referred to as the Parliamentary Stream, this phasing takes into account the fact that the period before officials elected in April 2014 are inducted is the optimum entry point for attracting the attention of newly elected MPs. This is when interest of candidates and newly elected parliamentarians is most likely to be sparked in capacity development activities. It also recognises that interactions with MPs and caucuses, and multi-stakeholder interactions -- even considerably after the April 2014 elections -- still have great potential for leading to legislations and policies that are favorable to poor women and make advancements in MAMPU's target issues.

Activities draw on the same base of research and expertise as other parts of this strategy; that said, they are indicative and may change in response to changing circumstances including uncertain timelines for certification of election results as well as the possibility of contested elections, emerging findings or partner priorities and inputs. Given the diversity of experience and existing capacity amongst Indonesian partner CSOs and parliaments, all activities will be implemented bearing in mind the needs, capabilities and interests of each target group and implementer, with the support of the MAMPU team as needed.

7.1 Foundational Activities

Activity 1.1: Initial situational mapping and assessment

As soon as possible (by mid April 2014), the MAMPU team will request information from local partners on key stakeholders and stakeholder groups in their focus areas to contribute to their future advocacy as well as to planning specifically for Parliamentary Stream activities by existing partners, and identifying potential areas of intervention by future partners. It is highly likely that partners at the district level know this information already, with little additional work needed on their part, but less likely that it has been recorded systematically. This information gathering will have an immediate impact on the CSOs' ability to effectively build coalitions, target communications and advocate for issues of priority to their beneficiaries. (It may also lead to capacity development for the MPs themselves as described below.) The timing on this mapping is critical for partners and for the overall program strategy given the early April 2014 election cycle. It will provide information critical to informing activities throughout the next several years including, crucially, identifying individuals that will be strategic to target and build relationships with to advance MAMPU goals. Moreover, it will also serve to introduce candidates or newly elected MPs to MAMPU and its Parliamentary Stream at a time when they are more likely to see the appeal of capacity development and support activities.

The team will contract a short term adviser to coordinate this initial effort (see staffing section); follow-up data gathering at later stages will be coordinated by the long-term staff (see below regarding mapping and assessment of caucuses).

This initial information gathering will capture data on the following. Partners should be encouraged to the extent possible to meet with local candidates to directly gauge their likelihood to be allies and to introduce them to MAMPU and the potential for resources.

- Women and male candidates for DPRI or DPD seats who have demonstrated an interest in gender equality or key MAMPU issues, and their likelihood of being

seated as an MP. If incumbents, this should include notes on their success and record in past terms as well as any leadership roles they play, as well noting their staff and if the staff members show potential as allies for advancing MAMPU issues;

- The existence of district or provincial parliamentary or political women's caucuses, their general level of engagement and past successes, and any other key active thematic caucuses of note;
- Key players in the local DPD and caucuses who are likely to be re-elected and other candidates likely to be elected and take a key strategic role;
- Other CSOs or coalitions working locally with parliament in particular on gender issues.

Sub-Activities

- 1.1.1 MAMPU team alerts national partners of the activity (seeking information from local partners) (early April 2014)
- 1.1.2 MAMPU team with dedicated STA develops brief tool and disseminates by email and phone (early April 2014)
- 1.1.3 STA follows up as needed to get the information (early-mid April 2014)
- 1.1.4 MAMPU team develops guidance material on how this information can be used by partners (early-mid April 2014)
- 1.1.5 The STA with the MAMPU M&E team analyses and provides initial summary of the information at a national level and per national partner (mid-late April 2014)
- 1.1.6 The MAMPU team program facilitators circulate summary information, tool, and overall recommendations for follow up to national and local partners (late April 2014)
- 1.1.7 The MAMPU team member responsible for data management will maintain the nationally-collated database on an ongoing basis to support ongoing activities through location analysis and mapping

Hiring the STA is reflected below in the section on staffing. For more in-depth follow up, see activity 3.2 regarding caucus mapping and assessments, activity 2.4 regarding working with existing partners to plan their parliamentary work, activity 4.1 regarding confirming election results.

Activity 1.2: Political Economy Study

Identification of researchers for a political economic study of the district parliaments and women's caucuses is underway and the study will begin in April 2014 with results available to partners by June 2014. These findings will feed into work across all Parliamentary Stream activities.

Activity 1.3 Policy brief on impact on UU Desa for parliamentarians and implications for MAMPU

The law on villages passed in late 2013 increases the budget responsibility and accountability of village governments. It does not include specific advice on gender-based budgeting, requirements for participation levels by women or poor villagers, or for ensuring certain themes of interest to MAMPU are considered. However, given the increased decentralization of budgetary power the law could dramatically increase the ability of poor women to have a voice in service delivery spending and mechanisms. The MAMPU team will engage a short term consultant to prepare and disseminate a brief by June 2014 for the MAMPU team and partners on the law and its potential impact on program strategy overall and by national/sub national and local partners under the program. (This is noted below in the staffing section. Kapal Perempuan in particular may be directly and substantively

involved in some capacity in this process.) The MAMPU team will provide follow-up support to partners to consider the impacts on their specific activities and adjust work plans or apply to the special fund (see below) as necessary.

Activity 1.4: Special Initiative Fund

An incentive fund will exist to support activities that were not previously contemplated either in overall planning or in partner proposals, and therefore fall outside of the approved activities for partners. Activities that could be considered for funding should consist of initiatives that are outside the scope of partners existing funding and work plans, are innovative or experimental in nature, or where MAMPU wants to draw in particular expertise from a non-partner organisation. This fund applies across the program. Some possible examples of Parliamentary Stream activities that might be funded include:

- Provision of expert staff or interns on a secondment basis to women's caucuses (staff would be drawn from a pool to be established under the concept of an Indonesian Centre for Gender Responsive Parliaments);
- Expenses related to short term attachments of expert staff or MPs to women's caucuses or parliaments and parliamentary organisations in other jurisdictions;
- Hosting women MPs from other jurisdictions;
- Piloting innovative approaches to training of expert staff such as e-learning or teleconferencing.

Sub-Activities:

1.4.1 Determine the scope and parameters of what will be funded in consultation with partners and agreement/approval of DFAT;

1.4.2 Establish a working group to draw up funding criteria (who can apply, financial parameters and limitations, topics);

1.4.3 Develop application guidelines and forms;

1.4.4 Establish a fund committee to review applications and make recommendations to MAMPU and DFAT (include a partner rep and a SAC member to be rotated annually and who would declare any conflict of interest with regard to any application).

7.2 Capacity Development and Support for MAMPU Partners

The core function of the MAMPU team is to support partners in their work and a foundation of the MAMPU program is capacity development for national and local partners in service to the overall goals of the program. This includes certain functions that according to existing partners will be critical to the success of the Parliamentary Stream including facilitating linkages and sharing of resources and good practices across partners, expert support (for e.g. conducting research or evaluation activities), identifying outside resources including for providing long term support to MPs.

Activity 2.1: Resource database

MAMPU partners will develop a database of resource people and organisations with whom they work in the district and with whom they collaborate or complement to achieve their goals. This may also include resource materials used locally. These partner databases can be rolled up into a national database that will contribute to knowledge on organisations and coalitions working on MAMPU themes. It will be part of the general MAMPU database and will eventually be transferred to the Indonesian Centre for Gender Responsive Parliaments described above. This will be mainly an ongoing activity of adding resource people and materials as the program progresses.

Activity 2.2: Integration of Parliamentary Stream content into partner capacity development activities, M&E, and joint learning and events.

Starting immediately and throughout the life of the program, relevant members of the MAMPU team will continuously support the development of the capacity of CSOs by a number of means on an ongoing basis. Capacity development initiatives across the program will work in part to ensure that the ability to engage with parliaments, women's caucuses and parliamentarians is enhanced for all. It is important to note that MAMPU partners such as BaKTI, KPI, and Migrant Care have vast experience and demonstrated considerable strength and ability in this regard. Part of the aim of capacity development in the MAMPU context is for partners to share their lessons and good practices with other partners, directly and with the support of the MAMPU team, and this applies to Parliamentary Stream related issues as it does for MAMPU as a whole. Capacity development for MAMPU partners to be effective at their work, including work with parliamentarians when relevant, is covered under the capacity development strategy for the MAMPU program overall.

Note that the MAMPU team already provides support to BaKTI in line with their work plan, shared previously with the Women in Leadership team and agreed in 2013. This support will be ongoing throughout the life of the program. In 2013 and early 2014, MAMPU team supported BaKTI to undertake the research and surveying mentioned earlier and to report on their findings, which they have done in the context of their Design Plan and to develop a monitoring and evaluation strategy in line with the MAMPU overall M&E strategy.

Based on the research done to develop this strategy, in order to work with parliamentarians to achieve the MAMPU goal, CSOs should have adequate capacity (i.e., knowledge, skills, and systems) to:

- Create the space through which poor women can interact with MPs and other representatives who may have strategic relationships (e.g. village heads) and to prepare, support and facilitate poor women to do so confidently;
- Establish functioning constituency groups to interface with parliamentarians;⁴
- Establish and maintain functioning multi-stakeholder coalitions that play an active, coordinated role in pursuing legislative goals;
- Identify how MPs listen to and understand the needs of poor women and carry forward initiatives to meet those needs;
- Establish and make effective use of ongoing lines of communication with parliamentarians;
- Draw on evidence based research and grassroots anecdotal experience in order to create communication tools;
- Provide timely supportive information and evidence in a user friendly and attractive format that attracts attention and facilitates action on the part of MPs;
- Monitor MP as well as government agency actions and ensure follow up and accountability.

Sub-Activities

- 2.2.1** Capacities detailed above incorporated for future attention into capacity assessments and planning tools for all partners;

⁴ New partners should have proven this competency before coming on board with the program, or be limited in their geographical scope to areas where they can collaborate with MAMPU partners directly engaging community members.

- 2.2.2** Integrating material into the existing program Partners Forum and Thematic Working Groups where existing MAMPU partners meet to exchange information and discuss emerging issues;
- 2.2.3** Integrating documentation and sharing relevant results and lessons learned starting immediately through regular monitoring and reports;
- Ongoing** Acting on the integrated plans and making the linkage whenever possible to working with parliaments and parliamentarians in educational and advocacy materials.

Activity 2.3: Integrating Parliamentary Stream activities into KPI work plan and providing support.

As described above, KPI will expand its scope under MAMPU to include a focus on parliament and parliamentarians in select districts. Sub-activities for the next year (April 2014 – March 2015) are outlined below and in the work plan. Subsequent activities will entail ongoing support in line with the support given to all MAMPU partners.

Sub-Activities

- 2.3.1** Work with KPI to identify target sites and to develop plans for Parliamentary Stream activities and integrate into existing plans;
- 2.3.2** Amend grant agreement;
- 2.3.3** Identify additional capacity development needs and integrate into existing plans;
- 2.3.4** Facilitate Monitoring Workshop with KPI to develop monitoring arrangements specific to Parliamentary Stream activities.

Activity 2.4: Involving other existing partners in the Parliamentary Stream.

As described above in the chapter on partners and locations and in line with the starting point of program integration across the components, the MAMPU team will engage the additional existing partners to the extent they are interested and equipped to carry out parliamentary and parliamentarian related activities. Sub-activities for the next year (April 2014 – March 2015) are outlined below and in the work plan. Subsequent activities will entail ongoing support in line with the support given to all MAMPU partners.

Sub-Activities

- 2.4.1** Canvass existing partners as to their interest in actively engaging in Parliamentary Stream activities. This will also serve as a consultation of partners on the Parliamentary Stream outcomes and activities. In cases of emerging issues where the MAMPU team recognise specific expertise within a partner organisation that matches a need, they may approach that partner to participate in the Parliamentary Stream, e.g., KAPAL with regard to the new UU Desa;
- 2.4.2** Support interested partners to develop plans for Parliamentary Stream activities and integrate into existing plans at the partner level as well as for corresponding support;
- 2.4.3** As necessary, amend grant agreements for provision of additional funding;
- 2.4.4** Identify and support partners to integrate additional capacity development needs into their existing plans as appropriate.

Activity 2.5: Engaging new district-level partners

As described in the chapter on partners and locations, to expand the geographical scope of parliamentary activities to a greater number of MAMPU sites, the MAMPU team will identify potential partners through additional analysis and stocktaking (such potential partners include LBH Apik and Solidaritas Perempuan). The identified potential partners will then

follow a similar process as did existing partners for coming on board to the program including support and funding to conduct an assessment and develop a program proposal and work plan. Sub-activities for the next year (April 2014 – March 2015) are outlined below and in the work plan. Subsequent activities will entail ongoing support in line with the support given to all MAMPU partners.

Sub-Activities

- 2.5.1.** Analyse geographical spread of activities and overlap of MAMPU partners and geographical gaps in Parliamentary Stream activities;
- 2.5.2** Stocktaking of potential partners;
- 2.5.2.** Approach potential partners.

Further steps for bringing on new partners described in the MAMPU SOP.

Activity 2.6: Development of partnership and work plan for national MPs and women's caucuses

From stakeholder and SAC consultations, there is little consensus on the most strategic and practical approach to working with national level MPs and parliamentary bodies beyond the agreement on the need for having a focal point organisation to play that role. BaKTI, the only current partner dedicated to the Parliamentary Stream, has itself identified this need and for potential partners to support work at the national level. BaKTI identified JKP3 (Jaringan Kerja Prolegnas Pro Perempuan) and LPH Apik as potential partners for this work during consultations.

This organisation will, like other MAMPU partners, be selected on the basis of having a relevant proven track record of working with parliaments at the national level. Similar to the process undertaken with previous MAMPU partners, the first activity will be to develop a proposal and work plan. In this case, the potential partner will be required (and supported) to consult with other MAMPU partners, in particular BaKTI and KPI, to ensure that the national parliamentary work complements sub national work appropriately. An emphasis will also be placed on establishing close working relationships with relevant partners, as such relationships will be necessary for the national parliamentary partner to succeed.

This partnership, focused on MPs and caucuses/coalitions at the national level, is distinct from the partnership to developed into a Centre for Gender Responsive Parliaments (see activity 6.1), which focuses on providing support to parliaments and parliamentarians at all levels. However, it is possible that both functions could be undertaken by the same partner institution. This will be determined through the process of identifying appropriate institutions for each function and developing the partnerships.

Key parts of the partner's role are likely to be monitoring, requesting or disseminating information, and providing actionable advice to other partners on "umbrella" national-level issues and the national legislative agenda that impact on partners' work. Partners, particularly BaKTI, identified this as a remaining gap in functions currently being played at the national level.

Another key part of the role will likely be to encourage linkages between provincial and district MPs and caucuses with their national level counterparts. There does not currently appear to be much formal or informal networking or communications between MPs and women's caucuses at the national, provincial and district levels, although other donor programs have attempted to create communication channels. The failure to institutionalize strong communications channels between the different levels may be due to the lack of continuity of some functions and commissions between legislative sessions and the turnover in MPs from parliament to parliament. However, it has been suggested that there will be

less turnover of MPs in the future as electoral and parliamentary systems are refined so in the MAMU time frame it may be opportune to initiate some activities to explore the value of strengthening the national, provincial, district communications channels for MPs. The advantage of pursuing this linkage within the Parliamentary Stream is that it would potentially complete the channel between poor women through to the national level with respect to policy and legislative change and as a mechanism to assert their rights to full access to services. There is some indication from conversations with MPs that some national women MPs have facilitated meetings or study visits to Jakarta for MPs at the provincial and district level and that such events are well received. BaKTI intends to develop cooperation with the women's caucus at the national level in order to establish women's caucus at the provincial and district levels in regions where there is no women's caucus. They have an established relationship with the Secretary of the National Women's Caucus (who is a two term MP and is running again) and other national parliamentarians so it is entirely possible that they could engage their support.

A third likely part of this role will be a research activity to review and provide a gender analysis of national laws related to MAMPU thematic areas; this may be part of the partners' proposal development process. This activity has long been proposed for part of the Parliamentary Stream and a qualified national partner organisation undertaking it ensures ownership and utility of the outputs.

Working with national level parliamentarians and caucuses has the added value of giving MAMPU a broader reach, engaging allies at the national level, impacting coherence of policy, laws and regulations at all levels and potentially extending the influence and impact of the MAMPU program beyond MAMPU partner provinces and districts.

Sub activities for this activity entail the usual process for bringing on a new partner per the MAMPU SOP. The MAMPU team will identify and engage with potential partners by May 2014, though given ongoing elections work, it is unlikely that this partner will be able to prepare a proposal and work plan before early 2015, or start work before mid-2015.

7.3 Capacity Development for Women's Caucuses

Women's parliamentary and political caucuses exist at the provincial and district level depending on the number of elected female MPs. Women's Parliamentary Caucuses are made up of women MPs within the parliament or sometimes (where numbers of women MPs are too few in one parliament) a combination of parliaments. They are set up within the parliamentary structure and have official status and can directly debate and lobby for change within the parliamentary process. These parliamentary caucuses have no continuity from parliament to parliament. Women's Political Caucuses exist outside the parliament and are usually made up of a mix of community leaders/representatives of CSOs, women MPs, academics, members of the executive and private sector entities. They play an advocacy role from outside the parliament and usually meet at the call of the chair on a particular issue. Their continuity is not affected by parliamentary terms so they can provide continuity of interest and advocacy from parliament to parliament. Some women MPs may participate in both types. Women's political caucuses have access to GoI funds but do not always use them so as not to be seen as being dependent on by government or that it will otherwise limit their ability to speak out.

There is sufficient evidence both of success in promoting policy and regulatory change by women's caucuses and of clear room for growth in terms of institutional capacities, leadership regeneration and strategic lobbying and issue advancement that the caucuses are worthwhile targets of MAMPU support. Caucuses may also serve as an avenue or forum for developing the capacities of individual MPs. Though caucuses focused on issues such as

the MAMPU themes are also important and strategic, women's caucuses have been identified as a concrete specific area of intervention for the program. Support to more general issue-based caucuses is captured via the multi stakeholder efforts described below.

After the parliamentary caucuses are re-formed and/or new caucuses are established following the April 2014 elections (ie. January 2015 onwards), the MAMPU team will support partner activities in this area. Possible examples, include:

- Depending on local context, provision of “capacity development” to caucuses may mean simply supporting their foundation and initial development.
- Emphasis on institutional strengthening through “teaching by doing” in key aspects, including:
 - Holding routine and effective meetings;
 - Planning and operating according to a parliamentary agenda -- Support to plan an agenda for each session of parliament including topics to be addressed in parliament, topical issues that should be taken up in parliament and the scheduling of regular caucus meetings for the period of the session. This agenda could also include a schedule of caucus activities for the period before the next session of parliament;
 - Support to caucuses to identify and absorb funding options (e.g. funding is available for KPPIs from the GoI but is not always drawn upon because of a concern that it will create dependency and limit their ability to act independently).
- Facilitate group work to organise a seminar series on topics within MAMPU scope that are expected to be brought forward during the session or are topical with a view to engendering cooperation and collaboration among caucus members and to strengthening their ability to influence colleagues to support legislative and policy changes brought before parliament.
- Encourage cross fertilisation of ideas among caucuses through joint meetings between sessions of parliament so that best practices and lessons learned will be exchanged.
- Providing examples of best practices and success stories from women's caucuses in other jurisdictions to seed ideas either by electronic means or by inviting visiting women's caucus experts to meet with Indonesian caucus members at their work site/parliaments or during their regularly scheduled caucus meetings.

Activity 3.1: Mapping and Assessment of Women's Caucuses (or mixed-sex caucuses as appropriate in the context)

In addition to the utility to partners for assessing the caucuses in their focus areas, a MAMPU national level database – building on the initial information gathering in April 2014 -- will form the baseline for tracking progress and will allow for future comparisons between achievements of different caucuses with respect to advocacy and passing pro-gender and pro-poor policies and legislation as well as providing the potential for research into the factors that contribute to or detract from positive impacts. Although there seems to be some information available on National level women's caucuses (see Annex B: Stocktaking Report) there does not appear to be any consistent or reliable information on caucuses at other levels.

The numbers and clusters will likely change after the April 2014 election. Since there is no continuity from parliament to parliament, women's parliamentary caucuses will have to be re-established for the new parliamentary session though it is possible to predict areas that will maintain a caucus given the relevant member and leadership MP candidates and their likelihood of getting re-elected.

The assessment tools will take into account for the capacities described above, so that the resulting information helps guide partners' approach to working with the caucuses.

Sub-Activities

- 3.1.1 Mapping and assessment of the existing women's caucuses by BaKTI in its geographic area with technical direction from the MAMPU team and in collaboration with the women's caucuses in their area (June – August 2014);
- 3.1.2 Develop the women's caucus database and data entry protocol. (June – August 2014);
- 3.1.3 In areas where other partners plan to interact with women's caucuses, these partners will be supported to do a similar assessment. This assessment is deemed essential because of the diversity of women's caucuses. (July – October 2014, once adapted work plans and grant agreement are available; plus as needed for new partners);
- 3.1.4 Creation by the MAMPU team of a women's caucus map and database from information collected by partners, overlaid with MAMPU partner geographical scope (Aug – Nov 2014).

7.4 Capacity Development of Individual MPs and MP staff

The MAMPU team will support and monitor the work of partners in supporting capacity development for female MPs as well as their personal and expert staff. (Such support can include identifying resource providers such as Puskapol or LBH Apik as well as existing resources such as the ANU training course or those offered through DFAT's own Knowledge Sector Initiative.) As discussed, both MPs and their staff tend to have relatively low levels of experience and training in their roles. Given the strategic need identified earlier, male MPs who have demonstrated an interest in the issue of gender equality will also be involved in program initiatives.

Information gleaned during the field mission of the PA included the views of CSOs and MPs on what works with respect to capacity development of MPs, the constraints in terms of time available to MPs to participate, and their tendency to resist training as such. The PA's experience in Thailand and Cambodia is also applied in thinking through what may work best in Indonesia. The following is a list of suggested activities or areas of focus that could be pursued by partners with support from the MAMPU team. MPs or their staff targeted for such capacity development should be targeted with an eye to long term impact and strategic advancement on MAMPU priorities – i.e. MPs who are likely to have a leadership role in their parliamentary bodies or in coalitions; MPs who are likely to be re-elected or move up the ladder of parliaments, e.g. from district to province to national; MPs who have or are likely to move into strategic roles in political parties or factions (*fraksi*).

- Developing hands-on practical modules preparing MPs and staff for their roles;
- Planning out a selection of activities over time with a view to organising series of capacity development activities from which MPs and their staff can select but which also provides an ongoing networking opportunity;
- Orientation on procedural matters in parliament for new MPs;
- Understanding CSOs and NGOs: sessions for MPs and their staff on how to build positive relationships which will advance cooperative approaches;
- Perspective building on social and gender issues;
- Coaching in budget analysis with a gender focus;

- Series of learning fora on speech writing, policy analysis, budget analysis, understanding the legal drafting process, use/selection/benefit of expert staff, strategies for advocacy within parliament on MAMPU themes;
- Men and women working together: a workshop for caucus members on how to get the support of colleagues inside or outside the party on issues that matter, with some focus on the ways in which women and men interact and how to understand and deal with that and use it as a strength rather than as an obstacle;
- Organising meetings of MPs with their constituents in the constituency on MAMPU themes;
- Raising the awareness of constituents on what they should expect from their MPs in raising issues on their behalf in parliamentary debates;
- Seminars in Indonesia for Indonesian parliamentarians with invited international and provincial parliamentarians who have a track record in advancing policy and legislation related to MAMPU themes in their country. The MAMPU team will be responsible for organising these events which would be held in different regions and hosted by MAMPU partners. Consideration will be given to extending participation by teleconferencing where viable.
- Development of criteria and protocol for identifying gender sensitive male MPs and identifying their specific interest areas and possible responses.

The Emerging Leaders Forum, Women MPs Forum, and Indonesian Centre for Gender Responsive Parliaments described elsewhere in this chapter will strengthen individual capacities of participants, as well as succession planning and capacities for women's caucuses. In addition the mapping of MPs outlined below will, in addition to identifying potential collaborators, help identify MPs who may be eligible and interested in participating in individual capacity development.

Activity 4.1: Final MP mapping

To build on the initial mapping of candidates (and consequent planning) in April 2014, in June 2014 (or later if election results are delayed for any reason), the MAMPU team will support partners to crosscheck the candidate data with final election results. This will contribute to partners' advocacy and parliamentary work planning at the sub national level as well as to the national level work (see the relevant activities below.) While it will certainly be key for targeting individual MPs, it also contributes to coalition and caucus building by identifying strategic individuals in those avenues for collective action, including MPs but also their staff members when they are particularly active or qualified.

Sub-activities:

- 4.1.1** Update data based on election results (by July 2014, or later if contested election results);
- 4.1.2** Follow up on the information gathered to refine or adjust partner plans and activities if necessary (including e.g. meeting with potential allies individually at the local and national level; incorporating the list for targeted advocacy campaigns).

Activity 4.2: Mentorship scheme for female and gender-sensitive male MPs

The MAMPU team will support partners to develop a mentorship scheme for MPs that will broaden and insert resources into a phenomenon that occurs naturally, on an informal basis already. This activity may be coordinated and managed by a qualified institution such as Puskapol that itself works to mentor MPs, and will eventually be transferred to the Indonesian Centre for Gender Responsive Parliaments for sustainability purposes.

The target group is district level MPs with an interest in advancing pro-poor women legislation and spending, with mentors being present and former members of parliament who can support them – in diverse ways – in doing so. Initial participants will be drawn from the mapping of MPs referenced above in areas where BaKTI and KPI are actively undertaking Parliamentary Stream activities. Rolling additions will depend on new partners or interest from other partners. CSOs will facilitate the matching process with support from the MAMPU team and will provide touch-points and support to the mentoring relationship. Sub-activities for the next year (April 2014 – March 2015) are outlined below and in the work plan. Subsequent activities will entail transferring responsibility for ongoing support to the Indonesian Centre for Gender Responsive Parliaments.

Sub-Activities:

- 4.2.1** The MAMPU team (or its contracted qualified institution) will set up a working group consisting of resource people who have a track record in mentoring or have expertise in this area, and which may include SAC members, by the 3rd quarter of 2014;
- 4.2.2** The MAMPU team will research standards, models and practices to develop draft guidelines and protocols for the mentorship program with occasional inputs from the working group (4th quarter 2014/1st quarter 2015);
- 4.2.3** A working group meeting will provide final guidance and advise on the best model and standards for Indonesia (first quarter of 2015);
- 4.2.4** First mentorship pairings made in BaKTI and KPI regions of focus in the first quarter of 2015.

Activity 4.3: Capacity development on media relations

This activity is primarily partner-led and -implemented; however, it bears special mention as it is arguably the most frequent request for capacity development on the part of MPs. The extent to which pro-gender and pro-poor MPs are confident in their ability to deal with the media will enhance their or their staff's potential not only to use the media to communicate their actions and report successes but also to add to the discourse on MAMPU themes.

Sub-activities:

- 4.3.1** MAMPU partners, in particular BaKTI, will prepare guidelines for MPs and their staff on how to deal with the media including how to answer on the spot questions, prepare press releases, respond to TV, radio and print media articles. The MAMPU team will ensure that materials or modalities developed by BaKTI are shared with other partners as appropriate (January – June 2014).
- 4.3.2** Workshop sessions will be organised by BaKTI with media experts for newly elected MPs on how to deal with the media in general and how to prepare and get messages out using social media. These activities will focus in BaKTI's geographical area but may be replicated in other areas if partners are active in the Parliamentary Stream (June – September 2014);
- 4.3.3** Partners with MAMPU team support will provide ongoing coaching to MPs who received training as they engage with the media (September 2014).

Activity 4.4: International study tours for MPs

Opportunities for MPs (or possible their staff) to become acquainted with models used in other countries, including through study tours to Australia or other international or provincial countries, will benefit both the individual MPs as well as their caucuses. Following the study tour, they will have explicit responsibility to take lessons learned from the trip and propose relevant changes to how their caucuses currently function. The MAMPU team will organise these on a non-partisan basis through coordination with partners working with Women's

Caucuses. Each study tour will have 10-12 participants from different caucuses with a mix of party representation overall, with 2-3 accompanying members of the MAMPU team or from MAMPU partners. Over the life of the project, participation can be balanced in ratio to membership of parties in parliaments or to women MPs within a party. MAMPU partners will nominate caucus members from their sites and the MAMPU team will coordinate and organise the study tour in partnership with a parliamentary related organisation in the host country. Participants will be asked to participate in at least one agenda setting and planning session prior to the study tour and to prepare a report subsequent to the tour and subsequently to present their report to a group of peers to share experience and ideas.

Pending receptivity of potential host organisations and the budget allocation for this activity, the following tentative schedule is suggested:

Australia: One tour per year, first tour in mid-2015;

Provincial: Two tours each in 2015-16 and 2018-19;

Relevant selected additional country: One tour in 2016-17.

Sub-activities for April 2014 – March 2015:

- 4.4.1** MAMPU team establish contact with potential host organisations, with a initial priority on those in Australia;
- 4.4.2** MAMPU partners nominate participants;
- 4.4.3** MAMPU team coordinate with participants on agenda setting and other preparation, as well as logistics;
- 4.4.4** Preparation meeting for participants of first study tour.

7.5 Strengthening multi-stakeholder coalitions and communication mechanisms

As discussed above, coalitions and networks are an effective means of achieving positive changes in Indonesia. In part, this is because the coalitions create avenues through which MPs may access and act upon key information, in this case, an awareness of and knowledge of issues that affect poor women. One linkage of concern is between national MPs and caucuses and local level ones. Although there is a mandate for the national level women's parliamentary caucus to establish and support caucuses in provincial and district parliaments, there does not appear to be any consistent or regular means of communication between levels. The exception seems to be where a woman MP has moved up through the levels and sees the value of such a chain or communication link. In the experience of BaKTI, in cases where such an MP makes the effort to connect with her counterparts at other levels it has been demonstrated to be effective in coherent policy or legislative change. Of particular interest will be coalitions and networks of varying levels of formality that form in reaction to specific issues, proposed legislation, etc. To the extent that these issues coincide with the MAMPU themes they should be supported to take the issues forward.

Activity 5.1 Integrate activities relevant to the Parliamentary Stream into overall communications and KM strategy

Along with other activities identified as relevant for the participation or leadership of the MAMPU Communications and Knowledge Management Program Facilitators throughout this plan, joint learning amongst different initiatives related to MAMPU themes needs to be an important part of MAMPU partner planning and programs. Activities such as the following will be incorporated into the overall MAMPU Communications and Knowledge Management strategy (these activities can be transferred to the Indonesian Centre for Gender Responsive Parliaments when it is established and fully functioning).

- Joint meetings of donors and/or CSOs engaged in similar topics could be organised on an issue or set of issues within MAMPU themes. MAMPU C&KM staff will invite participants to an initial meeting to share experience and determine if there is a shared interest in ongoing meetings. The first meeting will be held during the last quarter of 2014 and thereafter quarterly.
- A web based ‘chat room’ or e-group for sharing knowledge and discussing development and latest issues among MAMPU stakeholders, beneficiaries and partners will be initiated by the MAMPU Communications and Knowledge Management staff. September 2014.
- Public town hall style meetings organised by partners at the local level with MPs, CSOs and the general public on a MAMPU theme or related issue. The MAMPU team will initiate discussions with partners to trigger this activity. September 2014 onwards.
- Systematically gathering and re-disseminating existing reports and evaluations of previous parliamentary programs as well as materials developed by such programs. While there has been substantial donor support for building the capacity of parliamentarians and some lessons may have been learned, there is a paucity of information by way of reports, evaluative or otherwise, so very little systematic learning exists from past or current initiatives. Similarly, while in Indonesia there appears to have been significant investment in the development of materials, some of which are used with the MAMPU Program’s target group, these materials are not normally readily shared or made available for use by others. There is no central place for collation and recording of materials developed, or a systematic process for distribution.

Activity 5.2 District level kick-offs and ongoing coordination

In order to encourage collaboration and coalition building in each district targeted around parliamentary actions that are pro-poor and targeting women, partners will hold kick-off meetings in the relevant districts involving MPs, MP staff, other local organisations and other key stakeholders. The larger meetings will likely have around 30 participants and will be held annually in each site that has Parliamentary Stream activities.. This will result in mapped organisational activities by area, identification of areas for cooperation and sharing of material, and with agreed mechanisms for systematic collaboration. The multi-stakeholders networks (including Forum Konstituen, Forum KTI) that partners have been developing can be starting points. These events will be held on a regular basis according to decisions made at the local level; initial activities from April 2014 are reflected below and in the work plan.

Sub-Activities:

- 5.2.1** MAMPU team will coordinate and support relevant partners to plan meetings;
- 5.2.2** Local partner/branches will hold meetings with support from national partners; Ongoing follow up.

Activity 5.3: National Conference

The National Conference will be held annually to enhance networking amongst MPs, their staff members, representatives of key government ministries and departments (e.g. BAPPENAS, MOWE, MOHA), women leaders, MAMPU partners and the media, and will help to build consensus on advocacy actions to support the objectives of the program. The first event in the series will take place in Jakarta following the presidential election and naming of national ministers in the 3rd quarter of 2014 and will be scheduled according to a break in parliamentary schedules. Given the preparation time required to mount a conference of this scope, preparations will start immediately and the conference itself will be held.

In subsequent years, to move beyond the ‘show and tell’ nature of such events and to include workshops with substance, a planning time frame of a year is recommended to attract notable speakers and plan workshops with substance.

The objective of the National Conference is to introduce and promote MAMPU’s objectives to recently-elected MPs, their staff, women leaders (including village heads and community leaders) and the media. The first National Conference will be a celebratory event to congratulate re-elected women MPs and gender aware male MPs and to welcome new women MPs, and will provide a high profile opportunity to promote pro-poor and gender equality policies. Key international speakers will be invited, along with national speakers selected from amongst MPs, former MPs, chairs of Women’s Caucuses and networks of women MPs and CSOs. Within the Conference, workshops will be organised with partners around MAMPU’s 5 thematic areas, in order to generate discussion, to present Program strategies to a wider audience and to allow for some exchanges between participants at the national, provincial and district levels.

Where feasible and appropriate, recommendations pertinent to MAMPU thematic areas arising from the conference will be directed by the MAMPU team to the Partner’s Forum, Thematic groups and other appropriate organisations or authorities. The national multi-stakeholder study trips described below will respond to emerging themes from the National Conference. Profiles and awards for parliamentary gender advocates will be incorporated into the National Conference each year starting with the first one, as will cross-district fora (both are described in more detail below). The Emerging Leader and Women MPs fora, described above, will be held alternatively in conjunction with this National Conference beginning in its second year.

Sub-activities reflect the cycle of activities necessary in any given year, but do not include parallel planning and preparation for the Emerging Leader, Women MP, and cross-district fora as well as for the profiling and awards.

Sub-Activities

- 5.3.1** Together with interested partners, the MAMPU team will draft an agenda for the National Conference and identify national and international speakers;
- 5.3.2** The MAMPU team will, in consultation with DFAT, identify a venue and coordinate logistical aspects;
- 5.3.3** The MAMPU team will select and invite participants in conjunction with partners and DFAT;
- 5.3.4** The MAMPU team will identify a Rapporteur to include a record of discussion in plenary sessions and workshops;
- 5.3.5** Hold the conference;
- 5.3.6** The MAMPU team, with the Rapporteur and DFAT, will publish and circulate conference proceedings;
- 5.3.7** The MAMPU team and partners will maintain a database of participants for occasional follow up on progress and to request updates.

Activity 5.4: Cross-district multi-stakeholder fora

A multi-stakeholder forum, to be held either in preparation for or as a workshop during each National Conference will allow for specific interaction of CSO representatives and village heads who have demonstrated an interest in advancing issues relating to poor women, and MPs from diverse districts, to exchange lessons on pursuing pro-poor women agendas and to build mutually supportive networks. Local partners or beneficiaries will nominate participants. Approximately three individuals from each site of Parliamentary Stream activities will participate with additional participation from select members of the MAMPU

team and MAMPU partner staff in the one-day event. The substance of this activity will be delivered in a workshop or seminar format and will focus on MAMPU themes and working directly or collaboratively between partners, CSOs and MPs. Such fora will provide opportunities for learning from best practices identified by MAMPU partners or the MAMPU team. The sub-activities for this will occur in parallel to those for the National Conference, and participants of the cross-district event will be invited to participate in the National Conference.

Sub-Activities

- 5.4.1** Together with interested partners, the MAMPU team will draft an agenda and identify appropriate resource people;
- 5.4.2** The MAMPU team will, in consultation with DFAT, identify a venue and coordinate logistics (the same if possible as for the National Conference);
- 5.4.3** Partners will select and invite participants in conjunction with the MAMPU team;
- 5.4.5** Hold the forum;
- 5.4.6** Participants will follow up on action plans developed during the forum for maintaining linkages to other districts and in their district.

Activity 5.5 & 5.6: Emerging Leaders Forum and Women MPs Forum

These fora will be annual events in select provinces organised by the MAMPU team starting in parallel with the second National Conference in 2015. CSO partners or other gender-focused local organisations will identify and nominate participants. As reflected in the work plan, the MAMPU team will kick off preparatory activities beginning in early/mid-2015 which will include developing the agenda, confirming speakers and resource people, and nomination and confirmation of participants. MAMPU partners will confirm the agenda as well as nominate participants.

Target participants for the Emerging Leaders Forum will be 2-3 female or gender-aware male MPs per district with MAMPU-funded activities who are emerging leaders in their caucus who will not hold official leadership positions in parliamentary bodies but will have an established track record of advocating for pro-poor women legislation and have a demonstrated ability to influence others towards pro-poor women's agenda. The Forum will further develop their skills and give them some profile. The Forum will be an opportunity to engage on issues of leadership, build networks and learn new skills. The goal is both to develop leadership overall of pro-poor women MPs and strengthening succession in women's caucuses. Currently, their effectiveness generally depends upon a strong individual with influence in the parliament and party.

The forum for women MPs will have up to three female MPs from any target district, with a preference for those who participate actively in caucuses and can share and apply their lessons through their caucus work. It will provide awareness raising on the role of women MPs in furthering or raising issues related to the themes in Parliament, opportunities for women MPs to network across party, geographical and parliamentary lines, and, encourage the formation of clusters or alliances of women MPs to take coordinated action on MAMPU issues especially via their caucuses and multi-stakeholder coalitions. Eminent Indonesian, provincial and international parliamentarians or subject experts will be invited to make presentations or provide hands-on learning sessions.

Activity 5.7: Profiles and awards for parliamentary gender advocates

In order to celebrate and provide a model for others, each year at the National Conference, beginning with the first one in 2014/15, the MAMPU team, with partners and DFAT, will present awards and profiles of individual female or male MPs, community leaders, activists

or others who have a demonstrated sustained record of building pro-poor approaches to debates and regulatory decision making in parliaments, including those with a sustained record of linking MPs directly with their poor women constituents. The MAMPU team will establish a system of annual awards. MAMPU partners will submit nominations and an adjudication panel will include representatives of partners and the MAMPU team. The awards will recognise unusual and sustained effort over time to advance legislative and policy reform on behalf of poor women rather than a single achievement and are intended to represent public and international recognition of significant progress. The award will be in the form of a certificate or plaque that will be a perpetual reminder of the achievement. The MAMPU team will collate and publish profiles of the individuals recognised by these awards. This activity is to be aligned with the annual National Conference, beginning with the first conference in late 2014.

Sub-Activities:

- 5.7.1** Set up a working group from among partners led by a MAMPU team person to produce selection criteria and guidelines and recommend the form of the award (plaque etc.);
- 5.7.2** Select a panel to review nominations and recommend awardees to MAMPU (this panel could be the SAC together with one or two independent persons);
- 5.7.3** Circulate selection material and guidelines to all partners and SAC with deadlines for receipt of nominations;
- 5.7.4** Panel reviews and selects awardees;
- 5.7.5** Select and invite a distinguished person to make an address and present the awards at the National Conference (e.g., could be the Australian Ambassador or high level Indonesian figure);
- 5.7.6** The MAMPU team to organise the production and publication of the profiles of awardees.

Activity 5.8: National multi-stakeholder exchanges and study tours

In order to provide exposure to new or successful models of engagement between government and public officials, MPs and their constituents, the MAMPU team will coordinate study tours, e.g., in Lombok and/or Sulawesi, for selected participants (partners, MPs, women leaders, community members, volunteers) who will learn directly from women in the community and their local CSO representatives, about best practices on activities or systems that respond to the quality of service delivery and the needs of poor women within MAMPU themes. These study experiences would demonstrate how to engage community members and volunteers to provide feedback to different areas of local government responsible for service delivery. Discussion will take place with local government regarding their view of how CSO and NGO organisations have influenced their way of working. These study tours will begin following the second annual National Conference in 2015 and with sites and an agenda selected based on priorities that emerged from the National Conference and the multi-stakeholder forum.

7.6 Sustainability

Activity 6.1: Establish Centres for Gender Responsive Parliaments

The national centre and 3-4 subnational branches or associated partners will be part of the legacy for MAMPU after it has ended. CSOs, MPs and women's caucus members have identified the lack of reliable and current information as an obstacle to educating poor women on pertinent issues and in engaging in a meaningful way in informing MPs on issues for parliamentary debate. The lack of professional, expert staff – or even the tradition of having such staff or familiarity with how to use them – is another outstanding concern. The

Kemitraan-commissioned Stocktaking Report identified gaps in research and information support available in a timely, user friendly form as a serious issue affecting the performance of MPs. Readily available, evidence-based information is urgently needed. Development and maintenance of manuals specifically for the use of MPs and Women's Caucuses on parliamentary rules and procedures that are common across parliaments and that are focused on pro-poor and pro-gender approaches to policy and legislative development are needed. Parliamentarians do have some access to research and drafting support from within the Gol but it is viewed either as insufficient, untimely, or reflecting inappropriate influence by the executive branch. As such, part of the scoping for the Centre would need to address the relationship with existing Gol legal drafting services. There is also scope for exploring new and different modalities for providing support for parliamentarians such as remote or virtual services.

In April 2014-March 2015, many of the activities that eventually will transfer over to the Centres can be managed as part of MAMPU's on-going program activities in communications and knowledge management and other areas (e.g. collecting and creating a database of existing material to document the five thematic areas such as training manuals, posters, videos; building the caucus database and database of MPs; identifying resource people in relevant areas; MP mentorship program). Additional activities related to setting up an independent entity will begin in mid-2015 under the responsibility of the MAMPU team's Program Manager and Communications and Knowledge Management Program Facilitators and will include:

- Drafting of a concept paper on the information, research and knowledge management role of the centres, including piloting the use of innovative modalities and of expert staff or interns to demonstrate efficacy in the work of caucus or individual MPs and to take on relevant functions that the MAMPU team has been handling that require and warrant a centralised approach;
- Mapping and assessment of potential partner institutions (drawing on other DFAT work e.g. the Knowledge Sector work). *This partner may – or may not – be drawn from existing MAMPU partners, including the future partner that will focus on national parliamentarians and national caucuses. LBH Apik and Puskapol are both potential partners for this activity.*
- Development of an RFP and a selection process;
- Contract negotiation with the selected organisation(s);
- Transfer of relevant functions to the new Centre by the MAMPU team;
- Ongoing support to the Centre to undertake its function and to become financially sustainable beyond the life of MAMPU.

7.7 Staffing

Hiring needs predicted for April 2014 – March 2015 excluding event-related staff or specialists, e.g. National Conference event planners or facilitators, and excluding researchers to address the research agenda described below, are as follows:

- ST locally-engaged personnel to coordinate initial situational assessment (by early April 2014);
- Hiring of ST locally-engaged personnel for development of women's caucus database and for data entry (April/May 2014 selection for a June 2014 start);
- ST ARF-rate personnel to prepare brief on UU Desa (by late April 2014 for June 2014 submission of work);
- Additional program facilitator(s) to focus on Parliamentary Stream work (by May 2014);

- Specialist locally-engaged support for development of the mentoring program protocol (possibly subcontract e.g Puskapol; July/August 2014 selection for a mid-September 2014 start);
- Add to a standing panel of technical specialists in areas of capacity development relevant to the activities outlined throughout the plan (ASAP/ongoing).

8. RESEARCH

The MAMPU program design places significant weight on the role of evidence within MAMPU. This is not just to ensure accountability for funds, but as a central strategy to increase the effectiveness of the women's and gender-interested organisations and their networks. The 'theory of change' that underpins MAMPU rests on the idea that evidence-based advocacy by partner organisations will be an effective means of influencing policies in ways that make a positive difference to poor women's lives.

From the perspective of the Parliamentary Stream, clarification will be needed on the available resources for research and how the MAMPU Research and Monitoring and Evaluation functions will intersect and be managed. The research personnel in the MAMPU team will be responsible for facilitating the development of a research agenda and plan for the Parliamentary Stream. In particular, a full-time Research Coordinator to be based in the MAMPU team is currently being recruited and will be tasked with facilitating the prioritising of research ideas, and engaging the necessary expertise.

The Parliamentary Stream will need to access researchers and experts who have knowledge of parliamentary procedures and of the 'culture' of parliamentarians. During the mission of the Parliamentary Advisor, it was recommended both by academics and parliamentarians that the most useful research model is one that looks at a specific approach to research that is useful for parliament and for policy debates.

Given that parliamentarians and CSOs often undertake research directly, and in the case of parliamentarians often at short notice, it would be useful to have the MAMPU research unit identify criteria for the selection of researchers and for developing formats suitable to brief parliamentarians for use in parliamentary debate.

Among the specific research related topics that would be a priority for the parliamentary focus and that will need to be prioritized by partners, the MAMPU team and WIL in consideration of available funds, are the following:

- A Political-Economic Study on Policy Making in District Parliaments (see activity 1.2 above; procurement in process as of late March 2014).
- Study and policy paper on UU Desa (see activity 1.3 above.)
- Gender Analysis of Pertinent Laws relating to MAMPU themes: this issue was raised by partners and academics during the field mission and more recently at the consultation workshop on the Implementation Strategy. (This will be undertaken by the national parliamentary partner; see activity 2.6 above.)
- A Comparative Study of Women's Political Caucuses and Women's Parliamentary Caucuses. What works and why? This study is needed because of the variations in focus, composition and activity amongst women's caucuses and because there will very likely be changes in the numbers of female MPs elected in some districts in the upcoming elections. The information from this study will assist MAMPU to identify strengths and weaknesses in women's caucuses and to custom design capacity development activities. It will also identify best practices amongst women's caucuses and facilitate the transfer knowledge and experience between caucuses.
- A study on how political parties integrate women in decision making and policy initiatives in Parliament: this study would enable MAMPU partners and MPs to identify strategies for influencing party positions on legislation before parliament and to find entry points for participation in decision-making within parliaments.
- A review or study of parliamentary monitoring approaches in other countries/jurisdictions: the information gleaned in this study would provide a range of options which would inform Indonesian CSOs on effective ways of monitoring behaviour of MPs which they could in turn use to develop their own monitoring mechanisms.

- A survey of international models for training expert parliamentary staff: currently the availability, value and use of expert staff to support parliamentarians at the provincial and district levels is not well developed. MAMPU would like to develop a pool of expert staff that could be made available to parliamentarians to assist them in their work in parliament.
- An international survey of models of parliamentary support institutions: parliamentarians have access to some research support within the GoI but this is not sufficient to meet the needs of all parliamentarians. It has been demonstrated that a free standing institution may be able to provide supplementary and independent support for research, training, mentoring and policy development for MPs in a timely fashion (this piece would be important to undertake in preparation for establishing the Centre for Gender Responsive Parliaments; see activity 6.1 above).

9. RISKS, CHALLENGES AND MITIGATION

As with MAMPU as a whole, the change process outlined in Figure 1 under the Parliamentary Stream is unlikely to be linear, and will largely be determined by CSO partner organisations, their local partners, and the windows of opportunity that may open and close in the evolving political context. Amid this shifting context, a number of risks can eventuate that will constrain the likelihood of outcomes occurring.

The pace of implementation and the need for some fundamental shifts in ways of working of organisations and individuals will be involved. This suggests that the program must develop a high tolerance to risks and setbacks, with sufficient flexibility and mechanisms to incorporate lessons back into programming.

- 1. The influence of party politics:** There is an undeniable possibility that political party priorities constrain or even prevent targeted parliamentarians from actively and publicly supporting proposals championed by MAMPU partners. Members of parliament may be highly aware of an issue, possess the knowledge and skills necessary to advance it, but be reluctant to actively advocate out of concern for their position in the party. The program is not positioned to meet this challenge directly since MAMPU support will focus on individuals, not political parties. Nevertheless MAMPU can mitigate this risk in two ways. Firstly, the program will need to pay careful attention to the process of identifying and targeting parliamentarians for support. Secondly, the program will need to support individual parliamentarians to progress within the party system, recognising that this will in turn increase their influence on the legislative agenda in the party and the parliament.
- 2. Downturn in the diplomatic relationship between Australia and Indonesia:** Given the sensitivity of MAMPU's work, activities in the Parliamentary Stream may be vulnerable to the periodic downturns in the bilateral relationship between Indonesia and Australia. MAMPU can mitigate the effects of this by ensuring transparent decision-making processes and regular communication with the Government of Indonesia stakeholders, in particular Bappenas.
- 3. Perceptions of political interference in the 2014 elections:** The changing political landscape caused by the 2014 election presents risks as well as opportunities for MAMPU activities in the Parliamentary Stream. There is a risk that DFAT will be perceived as interfering in domestic political issues, with negative consequences for the individual parliamentarians supported through MAMPU and the program as a whole. However, this risk can be substantially reduced if DFAT and MAMPU are not directly involved in pre-election activities involving candidates. At the same time, CSO partners will have a unique opportunity to promote their own agenda including policies related to MAMPU themes and could be supported by MAMPU to do so. Candidates and MPs seeking re-election will have clear incentives to engage with constituents – an opportunity that will be used by MAMPU partners. To mitigate the risk of DFAT being perceived as interfering in domestic politics, activities prior to the elections will be led by MAMPU partners and will largely focus on preparation for engagement with MPs and Women's Caucuses immediately after the election results are known. The elections will also act as a clear baseline for the Parliamentary Stream.
- 4. Sustainability/Institutionalisation:** The Parliamentary Stream in part focuses on building long term institutional capacity, relationships and coalitions that will assist in the sustainability of the Program beyond 2020. The issue of sustainability needs to

be factored in early in planning of all initiatives by MAMPU and its partners. The very nature of democratic government means that MPs and political platforms change over time. Focusing attention and allocating resources in a manner that effectively engages local communities and poor women to give them voice and agency will enhance the likelihood of sustainability. Some less sustainable aspects of Parliamentary Stream will contain support to women's caucuses to advocate for Government funding for on-going training and expert staffing for women's caucuses. Initiatives that are modest in terms of budget and that are seen to have the potential for replicability stand a better chance of being sustained. Engagement with MOHA, MOWE and local officials of the Executive Branch as initiatives are planned and implemented may also enhance sustainability.

Expansion to a new geographic area may compromise the quality and sustainability of work in current districts. While recognising the constraints arising from political sensitivities related to sovereignty, local CSOs and the Indonesian women's movement have been working to influence parliamentarians and decision makers for many years. This is considered appropriate by Indonesian parliamentarians aware of the ways of working of democratic states. Resource constraints have meant that this has not always been well structured or coordinated. With MAMPU support, Indonesian CSOs and the women's movement can more effectively drive locally determined issues and agenda, through well-structured advocacy campaigns to influence ways of working with both legislative and executive arms of national and local Government.

5. **Limited demonstrable impact on poverty.** There is a risk that connection between the Parliamentary Stream and the livelihoods of poor women will be perceived to be too remote. In part, this is due to the limited influence a donor program can have on 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, many of whom have no commitment to poverty or gender goals. By the very nature of the Parliamentary Stream design it focuses on the capacity of members of parliament, not on front line service providers. MAMPU 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. The Parliamentary Stream also has a responsibility to ensure that links to the activities in MAMPU focus attention on raising the awareness and pro-activity of MPs and Women's Caucuses in creating channels in parliament for poor women to attain their rights and access to services.

Annex A: Overview of the Current Partner Programs in Relation to Parliamentary Stream Areas

The matrix following, which was drawn up by MAMPU staff around October 2013 (and thus aligns with older iterations of the proposed outcomes), is an attempt to show the activities and focus of MAMPU partners in a way that allows the reader to easily assess the potential for linkage with the Parliamentary Stream. This table will need to be supplemented by a geographical mapping of activities to show the overlap (if any) in the same district and to assist in selection of future partners and geographical focus. It will also need to be validated or updated by the MAMPU team.

Thematic Area	Partner	What we are trying to achieve with our partners. (Key outcomes expected in 7 years)	Engaging with/building awareness/influencing work of Parliament as part of current strategy.	Civic education for poor women currently as part of strategy.	Increased public debate on issues of importance to poor women as part of current strategy.
Access to social protection and poverty reduction programs	Indonesian Women's Coalition (KPI)	Enhancing women's leadership for increased access to, participation in, and control over social protection programs	Seminars/ workshops to develop "contracts" with parliamentary candidates around supporting and advocating for delivery of equitable, gender inclusive social protection; Multi-stakeholder groups collaborate in drafting a social protection program; National consultation to ensure women's concerns in social protection programs.	Community organising (KPI members); Voter education on the importance of women's roles in the process of democracy, citizens' rights in relation to social protection programs.	Organising workshops on research design, research implementation and national workshop on advocating for social protection programs; Production and dissemination of communication material (leaflet; ballot; calendar; t-shirt) to stimulate public concerns.
	PEKKA	Increased control over and access to social protection by women-headed households and other marginalized groups	Limited, ad hoc "hearings" with Government	Limited. Plan to establish community forums to monitor social protection related service delivery, but (seems) no current plans for general civic education.	Plan to establish multi-stakeholder district forums involving CSOs, Government, Private sector.
	Kapal Perempuan	Increased access to social protection policies and programs to contribute to the improved quality of life of poor women and their families in target areas.	Limited. Plan to establish/build capacity of "gender watch" groups, but not clear what will happen once groups established, what they plan to do with information obtained (skills need to effectively influence).	Limited. They have actively linked women's groups with policy makers through public dialogue/ citizen forum (village women school) discussing provision of basic social rights and services In establishing village level gender-watch system, will provide coaching, awareness-raising trainings on social protection and development of communication material.	Plan to facilitate training (for gender watch teams) on gender-equality, women's rights and pluralism. Plan to support a "public campaign".

Thematic Area	Partner	What we are trying to achieve with our partners. (Key outcomes expected in 7 years)	Engaging with/building awareness/influencing work of Parliament as part of current strategy.	Civic education for poor women currently as part of strategy.	Increased public debate on issues of importance to poor women as part of current strategy.
Increasing women's access to jobs and removing workplace discrimination	International Labour Organisation (ILO)	Improved access to employment and decent work for poor, vulnerable and marginalized women in conditions of equality.	Limited. Includes some activities aiming to develop capacity of civil society organisations to advocate for the rights of home workers.	Limited. Includes some activities aimed at raising the awareness of rights of home workers among the local and national government.	
Improving conditions for women's overseas labour migration	Migrant Care	Increased fulfilment of the rights of women migrants, and freedom from exploitative and discriminative conditions.	Limited. There is mention of cooperation with female MPs but unclear how this will work. Having dialogues with parliamentarians (both male and female) is part of MC advocacy strategy. MC has a regular forum where women MPs invited to be a speaker on migrant workers issues. MC also work extensively to advocate migrant worker issues to the local and national government bodies (local government and related ministries)	Support to enhance networking among local civil society organisations and female migrants. Plan to establish complaints centres (but unclear extent of awareness-raising in relation to rights, or next steps, where complaints will be taken). Plan to facilitate the formation of Migrant Workers Village (Desa BUMI) that will support villagers to understand their rights as migrant workers.	Documenting the case of migrant workers and their families in 62 villages to generate new knowledge on migration, supporting advocacy to change policies; Campaign: based on evidence gathered through documenting cases, development of a media campaign, participation to talk shows, cultural exhibitions and monthly community discussions on migrant issues.

Thematic Area	Partner	What we are trying to achieve with our partners. (Key outcomes expected in 7 years)	Engaging with/building awareness/influencing work of Parliament as part of current strategy.	Civic education for poor women currently as part of strategy.	Increased public debate on issues of importance to poor women as part of current strategy.
Strengthening women's leadership for better maternal and reproductive health	Aisiyiah	<p>Increase fulfilment of fundamental reproductive health rights of poor women of reproductive age in targeted areas.</p> <p>Improve the provision of better and more affordable reproductive health services.</p>	<p>Limited.</p> <p>Planned short term outcome to promote policy dialogue, and mention of joint discussions at subdistrict and district level with local Parliament and frontline service providers.</p> <p>Mention of “policy advocacy” at local level but unclear how this will happen, who is involved, capacity needs. – Aisiyiah uses its parent organisation Muhammadiyah to convey their message to government/ parliamentarian since Muhammadiyah has always been invited to sit in the hearings or review panels with executives or parliamentarians on policy formulation.</p>	<p>Plan to establish/strengthen community complaints centre (BSA). Unclear whether rights awareness will be first steps, or follow up with local Government/SKBDs once complaints received (mentions only complaints published in a national newsletter).</p>	<p>Workshop to raise awareness on reproductive health for motivators and volunteers, including discussing reproductive rights from an Islamic perspective; dissemination of material on reproductive health rooted in the context of Islam, such as video, books on best practices, reproductive rights handbook, leaflets, and publication of articles for Aisiyiah dan Suara Magazine.</p>
	PERMAMPU (NGO Consortium in Sumatra)	<p>Ensure the fulfilment of sexual and reproductive rights of poor women in targeted areas in Sumatra.</p>	<p>It will involve policy advocacy work with relevant government institutions, including parliamentarians in the district level. More specific intervention/activity will be identified following the completion of the research they are currently undertaking.</p>	<p>Currently still carrying out analytical research on the RHSR that will define whether there will be such intervention. The host organisation however (PESADA) has always been active in the provision of political education for women MP candidates, but within this particular MAMPU project their focus may shift towards more specific target groups.</p>	

Thematic Area	Partner	What we are trying to achieve with our partners. (Key outcomes expected in 7 years)	Engaging with/building awareness/influencing work of Parliament as part of current strategy.	Civic education for poor women currently as part of strategy.	Increased public debate on issues of importance to poor women as part of current strategy.
Strengthening women's leadership to reduce Violence against Women	Komnas Perempuan	High quality and sustainable services for victims of VAW and a mechanism to protect women from sexual violence.	<p>Advocacy with Government agencies to ensure state responsibilities are met in relation to VAW;</p> <p>Generate knowledge and evidence on women's issues by collecting and managing data;</p> <p>Develop and implement a public awareness campaign on VAW;</p> <p>Strengthen the women's network at the local, national, and provincial levels.</p>	No direct intervention to community on this aspect – but through some of its local partners civic education is often becoming one of the key activities.	There is plan in some of its local partners to promote such public dialogues especially among local partners that have already had experiences in working on policy advocacy involving government, parliamentarians, and media.
Cross Cutting Theme	BaKTI	<p>To support an enabling environment for the development of gender-responsive policies to reduce poverty.</p> <p>Capacity strengthening of female members of parliament in striving for policies which favour women and poor.</p>	<p>Various capacity building initiatives based on needs analysis – basic functions of MPs, legal drafting, organising, gender budgeting;</p> <p>Training on social policy research;</p> <p>Strengthening women's political caucuses, through provincial meetings with CSOs, constituencies, and media outlets;</p> <p>Support for secretary of assemblies of selected district and provincial parliaments;</p> <p>Development of communication tools: online media, SMS Gateway, media and radio campaign.</p>	<p>Civic education (rights based); advocacy training for constituents;</p> <p>Establishing/supporting community groups, organising.</p>	<p>Routine discussions with media;</p> <p>Media development training (for "constituents");</p> <p>Discussion of issues using media (tv and radio).</p>

Annex B. Stocktaking Report

Final Stocktaking report to be attached as a separate document due to its size.

Annex C. Key Issues Raised in Meetings with CSOs, Parliamentarians, Academics and Women's Caucuses

An important element in the process of developing the Design Document was a series of consultations between the Parliamentary Adviser and stakeholders in Jakarta, Bandung, South Sulawesi, Bone, Gresik, and Surabaya. The Parliamentary Adviser, DFAT WIL representatives, and MAMPU staff met with local MPs, CSOs, Women's Caucuses and academics in several Districts where MAMPU is already active, and the following observations were made by participants:

- The Party system represents a serious obstacle in getting views heard by women MPs as loyalty to the party and its policies is expected and is a significant factor in getting positions on Commissions.
- Though forced to include female candidates because of the quota system, little if any attention is paid to the issue of gender equality beyond the quota.
- Newly elected MPs have very little knowledge of their role or the parliamentary process and orientation and training provided by MOHA and MOWE is insufficient and not participatory.
- Many women MPs are elected on the basis of personal relationships, may have little relevant experience or skills and have no knowledge of or interest in the aspirations of their constituents. To open up their perspective usually needs a one-on-one approach. Women who are re-elected after their first term are more likely to work on behalf of their constituents.
- Lack of confidence and knowledge of issues restrains women from effectively engaging and speaking out. Support is needed to raise awareness of issues and the parliamentary system and the role and responsibility of MPs and skill needed to build capacity and confidence to effectively engage with constituents, parties and parliaments.
- 'Money politics' perpetuates the system in which it is virtually impossible to get elected without huge financial support.
- Where women MPs have succeeded in rising through the system, they have learned how to deal with their party members, particularly the Chair, to gain support for their perspective.
- MPs are evaluated on the number of regulations they get passed.
- There is little contact between MPs and their constituents between elections and both MPs and constituents lack a proper understanding of the role of the MP in representing the needs and views of constituents.
- BaKTI, since becoming part of MAMPU, is able to raise issues with political parties and links to people in political parties that are familiar with NGOs/CSOs. They have had some success in building relationships.
- MPs resist traditional training but respond to participatory sessions, mentoring, and to exposure to experts who they think of as interesting and experienced.
- Personal approaches such as inviting MPs through the Party Chair or other senior people to events are reportedly effective, with examples cited of MPs attendance if issues are of interest, even without re-imbursement.
- There are pockets of budget that MPs can access but new MPs are usually unaware of this fact so lack resources to hire staff or engage in activities.
- Media education on issues related to MAMPU thematic areas is urgently needed. MPs need education and coaching on use of and response to the media.
- MPs, including women MPs, regard staff as 'bag carriers' or administrative assistants. There is virtually no understanding at the provincial level of the value of expert staff. Funds are available but MPs usually use it to hire people they know and rarely draw on it to engage experts.
- Currently there is the highest proportion of women MPs ever due to quotas.

- The upcoming election will be telling because, for the first time, there are no significant changes in the regulatory framework and sanctions are in place for parties that do not produce 30% female candidates. This is a forward step but does not in itself guarantee the nomination or selection of the most capable women as parties may purposely choose more malleable candidates.
- Newly elected MPs lack experience and knowledge on specific issues when speaking in public, dealing with the press or reviewing key legislative documents, which in turn hamper their ability to participate in parliamentary debate and processes.
- Women MPs think hard about which issues to speak out on; we were told that they do not want to put themselves 'in danger'. Female MPs say the biggest obstacle to pushing for more gender equitable legislation lies within their party.
- Some academics said that methods of research for policy change are different from academic research.
- There is a need to sensitize political parties on issues in the theme areas to avoid conflict for women MPs with the party line and to legitimise and mobilise support from male MPs for their female colleagues on issues related to MAMPU Themes.
- Need to strengthen Women's Caucuses, both parliamentary and political caucuses.
- Multi-stakeholder networks should include CSOs, the media, women's caucuses and constituents. Voter education is needed so that women better understand their rights and responsibilities and to give voice to aspirations of poor women. In a meeting between several MAMPU partners and the Parliamentary Adviser in Jakarta, in answer to the question, "What is the most useful thing MAMPU Parliamentary Stream could do?" CSO participants responded:
 - Capacity building for MPs;
 - Women leaders in Parliament, e.g. Chairs of women's caucuses, female Commission members;
 - Strengthening women's organisations to develop formal information sharing mechanisms;
 - Position women in strategic positions by analysing the power structure and power plays.

Annex D. Excerpts from DFAT's Situation Analysis Paper on Lessons Learned

1. **The Asia Foundation (TAF)** supported Puskapol UI (a centre of Political Study in Indonesian University) to implement its women and politics programs. Puskapol UI has been at the front part of the advocating Indonesia women's political rights. Puskapol conducted a series of civic education programs in the 2009 elections. Supported by the Asia Foundation-Norwegian Embassy, Puskapol produced two books on 'Buku Panduan untuk Legislatif' (Guide book for Members of Parliament) on their three roles as parliamentarians. These books are very useful source of information in guiding new elected MPs (consultation with Sri Budi Eko Wardani, 2013). Prior to the 2009 elections, Puskapol identified women from political parties and civil society who were interested to run for parliamentary seats then promoted these pools of candidates to parties.
2. **Partnership for Governance Reform, IKAT US**, is an initiative funded by USAID to promote in increasing women's representation in politics in Indonesia, Cambodia, Malaysia, the Philippines, and Timor Leste. Organisations involved from these countries are Women's Caucus of Timor Leste, Empower Malaysia, the Cambodian Centre for Human Rights, and Centre for Popular Empowerment the Philippines. In Indonesia from 2011-2014 IKAT US provides grants to NDI, and KPI (Koalisi Perempuan Indonesia), Swara Parangpuan, and other women's organisations to provide technical assistance to develop training manuals for women in parliament, work with women's caucuses at the province level in West Java, Bali, North Sulawesi and Yogyakarta to strengthen their parliamentary roles, technical assistance to women's caucuses on legal drafting and advice on gender-related legislation.
3. **IRI (the International Republican Institute)** focuses is on strengthening political parties. Their programs focus on providing training for party members such as women and youth group and provides capacity building for women candidates at the province level. For the upcoming elections IRI will deliver a 2 day training session for women candidates in East Nusa Tenggara, West Nusa Tenggara, South Sulawesi, North Sumatra and Aceh. From 2010-2012, IRI conducted training on advocacy and leadership for women in parliament and NGOs in Yogyakarta, Maluku, East Java, and Bali.
4. **NDI (National Democratic Institute)** initiated and established a Women's Caucus in parliament in 1999. NDI as part of IKAT US provides technical assistance to Kemitraan in developing training manuals. NDI receives funding from USAID, UN, National Endowment for Democracy, Kemitraan and CDI (Centre for Democratic Institution). NDI collaborates with CDI for research on parliamentarians. Preparing for 2014, NDI conducted training for women candidates in Gerindra and Hanura. NDI has two internship programs for fresh graduates with a bachelor's degree and for master degree students. For the master degree students, NDI collaborates with the Paramadina University in offering master degree majoring in communication to work in the Women's Caucus for six months. Thirteen out of thirty interns were subsequently recruited by MPs to work for them.

Annex E. Budget

APRIL 2014 - JUNE 2016

Activities		AUD
Foundational Activities		
1.1	Initial situational mapping and assessment	15,000
1.1.1	Alert national partners of the activity (seeking information from local partners)	
1.1.2	MAMPU team with dedicated STA develops brief tool and disseminates by email and phone	
1.1.3	Follow up as needed to get the information	
1.1.4	Develop guidance material on how this information can be used by partners	
1.1.5	Analyse data and provides initial summary of the information at a national level and per national partner	
1.1.6	Circulate summary information, tool, and overall recommendations for follow up to national and local partners	
1.1.7	Maintain the nationally-collated database on an ongoing basis to support ongoing activities through location analysis and mapping	
1.2	Political economy of parliaments study	100,000
1.2.1	Dissemination of results and planning response to political economy of parliaments research	
1.3	Policy brief on impact of UU Desa	5,000
1.3.1	Prepare and disseminate	
1.3.2	Support partners to respond to findings in their work plans	
1.4	Innovation Fund	500,000
1.5	Research -TBD	300,000
Capacity Development and Support to Partners		
2.1	Resource database	10,000
4.2.1	Develop database	
4.2.2	Gather information from partners	
2.2	Integration of C2 material into existing capacity development, M&E, joint learning activities	
2.1.1	Integrate indicative partner capacities and indicative activities into overall program capacity development plans and assessments	
2.1.2	Integrate indicative M&E activities(e.g. documentation and sharing relevant results) into overall M&E strategy	
2.1.3	Integrate material into Partner Forums and TWG meetings	
2.2	Integrating parliamentary stream activities into KPI work plan	70,000
2.2.1	Work with KPI to identify target sites and to develop plans for C2 activities and integrate into existing plans	
2.2.2	Amend grant agreement	
2.2.3	Identify additional capacity development needs and integrate into existing plans	
2.3	Involving other existing partners	300,000
2.3.1	Canvass existing partners as to their interest in actively engaging in C2 activities	
2.3.2	Support interested partners to develop plans for C2 activities and integrate into existing plans	
2.3.3	As necessary amend grant agreements	
2.3.4	Identify additional capacity development needs and integrate into existing plans	
2.5	Engaging new district level partners for parliamentary work	200,000
2.5.1	Geographical analysis of current locations/gaps	
2.5.2	Stocktaking of potential partners	
2.5.3	Approach potential partners	
	<i>Further steps as described in the MAMPU SOP for bringing on new partners</i>	
2.6	Development of partnership and work for national MPs/women's caucuses	1,500,000
2.6.1	Identify and engage with potential partners	
	<i>Further steps as described in the MAMPU SOP for bringing on new partners. Given ongoing elections work by any potential partner, it is unlikely that this partner will be able to begin work before mid 2015.</i>	

Activities		AUD
Capacity Development for Women's Caucuses		
3.1 Mapping and assessment of caucuses		50,000
3.1.1	Support to BaKTI for mapping women's caucuses in their focus districts	
3.1.2	Develop caucus database and data entry protocol	
3.1.3	Support other existing partners in mapping and assessment once adapted work plans for C2 activities are active	
3.1.4	Data entry and mapping overlaid with MAMPU partner geographical scope	
3.2	Ongoing support per work plans of partners	
Capacity Development of Individual MPs		
4.1 Final MP mapping		15,000
4.1.1	Update data based on election results	
4.1.2	Follow up on the information gathered to refine or adjust partner plans and activities if necessary (including e.g. meeting with potential allies individually at the local and national level; incorporating the list for targeted advocacy campaigns).	
4.2 Mentorship scheme for MPs		200,000
4.2.1	Establish working group	
4.2.2	Draft standards and protocol developed based on research of good practices	
4.2.3	Working group meeting to finalize standards and protocol (incl'd follow up)	
4.2.4	First mentorship pairings made	
4.2.5	Resource center for gender responsive Parliaments	
4.3 Capacity development on media relations		150,000
3.2.1	Prepare guidelines for MPs and their staff on how to deal with the media including how to answer on the spot questions, prepare press releases, respond to TV, radio and print media articles ensure that materials or modalities developed by BaKTI are shared with other partners as appropriate. (January – June 2014).	
3.2.2	Workshop sessions will be organised by BaKTI with media experts for newly elected MPs on how to deal with the media in general and how to prepare and get messages out using social media. These activities will focus in BaKTI's geographical area but may be replicated in other areas if partners are active in the parliamentary stream.	
3.2.3	Partners with MAMPU team support will provide ongoing coaching to MPs who received training as they engage with the media	
4.4 International study tour for MPs		380,000
3.3.1	Establish contact with potential host organizations,	
3.3.2	MAMPU partners nominate participants	
3.3.3	Agenda setting and other preparation, as well as logistics	
3.3.4	Preparation meeting for participants of first study tour	
4.5 Capacity development of individual MPs and technical staff		120,000
4.6 Establish an Indonesian Centre for Gender Responsive Parliament		750,000
Strengthening Multi-Stakeholder Coalitions and Communications Mechanisms		
5.1	Integrate indicative Comms/KM activities into overall Comms/KM strategy	
5.2 District level kick-offs and ongoing coordination		25,000
5.2.1	MAMPU team will coordinate and support relevant partners to plan the meetings	
5.2.2	Local partner/branches will hold the meetings with support from national partners	
5.3 National Conference		350,000
5.3.1	Draft an agenda for the National Conference and identify national and international speakers	
5.3.2	Identify a venue and coordinate logistic aspects	
5.3.3	Select and invite participants	
5.3.4	Identify a Rapporteur to include a record of discussion in plenary sessions and workshops.	
5.3.5	Hold the conference	
5.3.6	Publish and circulate conference proceedings	
5.3.7	Maintain a database of participants for occasional follow up on progress and to request updates	

Activities		AUD
5.4	Cross-district multi-stakeholder fora	150,000
5.4.1	Draft an agenda and identify appropriate resource people	
5.4.2	Identify a venue and coordinate logistics	
5.4.3	Select and invite participants in conjunction with the MAMPU team	
5.4.4	Hold the forum	
5.4.5	Follow up on action plans developed during the forum for maintaining linkages to other districts and in their district	
5.5	Emerging Leaders Forum (sub-national)	250,000
5.5.1	Tentative agenda developed	
5.5.2	Confirm speakers and resource people as well as logistics	
	<i>(Ongoing activities to continue through date of 2015 National Conference)</i>	
5.6	Women MPs Forum (sub-national)	250,000
5.6.1	Tentative agenda developed	
5.6.2	Confirm speakers and resource people as well as logistics	
	<i>(Ongoing activities to continue through date of 2015 National Conference)</i>	
5.7	Profiles and awards for parliamentary gender advocates	15,000
5.7.1	Set up a working group from among partners led by a MAMPU team person to produce selection criteria and guidelines and recommend the form of the award (plaque etc.)	
5.7.2	Select a panel to review nominations and recommend awardees to MAMPU	
5.7.3	Circulate selection material and guidelines to all partners and SAC with deadlines for receipt of nominations	
5.7.4	Panel reviews nominations and selects awardees	
5.7.5	Select and invite a distinguished person to make an address and present the awards at the National Conference	
5.7.6	Organise the production and publication of the profiles of awardees	
5.8	National multi-stakeholder exchanges and study tours	
6.1	Establish Centres for Gender Responsive Parliaments	
Program Management		
Human Resources & Staffing (24 months)		
7.1	Short-Term Advisers (costed under activities above)	
7.1.1	ST locally-engaged personnel to coordinate initial situational assessment (by early April 2014)	
7.1.2	ST locally-engaged personnel for development of women's caucus database and for data entry (April/May selection for a June start)	
7.1.3	ST ARF-rate personnel to prepare brief on UU Desa (by late April 2014 for June 2014 submission of work)	
7.2	Parliamentary Stream Coordinator	72,000
7.3	CKM Officer	72,000
7.4	Partner Facilitator	72,000
7.5	Grant Officer	60,000
7.6	Finance Operational Officer	36,000
7.6.1	Locally engaged specialist for development of the mentoring program protocol (July/August selection for a mid September start).	
7.6.2	Recruit and add to standing panels of specialists in areas of capacity development relevant to the activities outlined throughout the activities plan (ASAP).	
Total		6,017,000

Annex F. Workplan

Attached as a separate excel file