



MADANI Gender Equality and Social Inclusion Assessment Results

November 2022

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1. Introduction

USAID's 2018 *Gender Analysis for MADANI* and MADANI's design-phase *Gender Analysis for Indonesian Civil Society Support Initiative* (2018) highlighted not only the growth of women's organizations and attention to women's issues, including gender-based violence, in Indonesia since *Reformasi*, but also the remaining challenges. The assessments found that many Civil Society Organizations (CSOs) do not specifically focus on gender issues nor have women in high-level decision-making positions. On the other hand, CSOs that focus on gender equality and/or female empowerment often lack the networks to share experiences, learn from their peers, build strong constituencies for their services, and financially sustain themselves to carry out their missions.

MADANI was designed to support gender equality and social inclusion (GESI) in three ways. First, all activities that MADANI facilitates take gender and inclusion issues into consideration, including in the design of Learning Forums and other events, ensuring that they are inclusive for all. Technical assistance (TA) to 32 CSO partners ("Lead Partners" or LPs) and the Learning Forums are sensitive to GESI issues and include special GESI sessions, as needed. MADANI has also set up its operations and MEL systems such that the project is not just disaggregating data by sex, but also measuring gender transformation. MADANI has provided gender sensitivity training to all staff so that they can mainstream gender across all MADANI program areas and, more importantly, become external advocates for gender equality with project stakeholders.

Second, MADANI prioritizes selecting Lead Partner (LP) CSOs and TA providers that highlight GESI as an important aspect of the accountability and tolerance issues that they are working towards. As part of LP's organizational capacity assessments, MADANI examines how gender and inclusion are integrated into the vision and mission of the organization, which will be translated into programming and organizational policies. MADANI examines how gender is integrated into programming and organizational policies and will provide TA to partners that need to improve in this area. Another important activity that may inform the capacity-building approach is the study of the enabling environment for CSOs to work with local government, in particular regulations that are not in support of gender equality as well as social inclusion.

Third, MADANI provides programmatic support for three main issues that were identified during the design-phase gender analysis: 1) advancing female leadership within the LPs; 2) promoting a GESI-sensitive organizational culture in CSOs; and 3) setting a GESI-relevant advocacy agenda through CSO networks.

To manage this, MADANI established a Gender Equality and Social Inclusion Task Force (GTF), which consists of the Chief of Party (COP), the Deputy Chief of Party (DCOP), and one or two members from each of the program teams. The GTF is responsible for mainstreaming gender considerations and inclusion. In 2020, MADANI hired three senior GESI consultants: one focused on gender and women's empowerment, one focused on people with disabilities (PWD), and one focused on youth. These represent MADANI's three main target groups related to GESI.

Since late 2020, MADANI has been providing GESI technical assistance through mainstreaming virtual trainings and mentoring to LPs, promoting the civic participation of women, and enhancing women's empowerment and gender equality within the organization and public activities. MADANI support

multi-stakeholder Learning Forums, who together with the targeted community and LG partners implemented local solutions on various public service issues.

In August and September 2022, and with the support of the GESI consultants,¹ MADANI conducted the present GESI assessment to better understand the results, challenges, and lesson learned with regards to the implementation of the three GESI strategies. The team conducted extensive interviews with LPs and Learning Forum members in Madiun and Jombang in East Java, Barru and Pangkep in South Sulawesi, and Klaten and Surakarta in Central Java. The team collected data through 6 in-person focus group discussions with 13 LP staff (10 women and three men) and 19 Learning Forum members (7 women and 12 men). The major findings are compiled in Annex 1. In addition, an online survey was also administered to all 32 CSO Lead Partners across East Java, Central Java, West Java, South Sulawesi, and West Kalimantan, reported in the next section.

The assessment focused on the three main objectives of MADANI GESI mainstreaming:

- Advancing women's leadership within CSOs
- Promoting a GESI-sensitive organizational culture in CSOs
- Setting a GESI-relevant advocacy agenda through CSO networks

2. Key Findings of the Case Studies

Understanding of GESI mainstreaming for institutions. For CSO partners, GESI mainstreaming and its integration into policies and programs is a process of institutionalizing a commitment towards gender equality and the involvement of women, youth, and PWD. MADANI provides technical support for GESI awareness raising and mainstreaming opportunities for LPs to reflect on policies, institutional structure, and the role of the advisory board. GESI integration into standard operating procedures (SOPs), strategic plans, and MEL plans was a starting point for extending access to institutional sustainability and making these policies a connecting space between GESI-sensitive organizations.

Shifting paradigm and priorities. For MADANI's CSO partners, a good understanding of GESI and its incorporation into programs, organizations, and networks is an expansion of the scope for advocacy by involving women, youth, and person with disabilities. Many MADANI LPs are quite advanced on women's issues, as well as have a broader understanding of GESI, such as issues pertaining to youth and PWDs. However, the intersection between issues of women, youth, and PWD still needs to be strengthened among CSO partners as organizational leaders, staff, volunteers, and beneficiaries. For some Lead Partners, GESI integration is not as easy because it depends on the readiness of the actors in the organization, the needs of the organization, and the type of program and activities. For some partners, affirmative action is not easy to do because of the unpreparedness of the actors in the organization, the needs of the organization, and the types of programs/activities.

Translating GESI into social movement culture. LPs have taken measures to eliminate the culture of masculinity or biased gender roles within their organizations. For example, they have started sharing tasks that previously were exclusive male or female, and build new traditions within the organization, respecting health by banning smoking in the office, sharing strategic roles between male and female staff by providing opportunities for female staff and youth to become activity facilitators, encouraging staff to avoid the sexist culture that often appears through jokes, increasing female leaders in the

¹ Lia Toriana for youth and case studies of Yayasan Bambu Nusantara Madiun and Sanggar Hijau in Jombang, Yuniyanto Chuzaifah for gender and case studies of Daun Hijau Pangkep and LEKRAC Barru; and Suharto for disability and case studies of KOMPIP Solo and Persepsi Klaten.

community by providing opportunities for mothers to organize local events, and implementing a policy allowing women to bring their toddlers to the office.

Changes in the support system within the organization. In the procurement of goods and services, some organizations have started to carry out affirmative action. For example, they have started facilitating accessibility for people with disabilities by organizing public events in accessible venues;; KOMPIP in the city of Surakarta (Central Java), for instance, has rented an office that is intentionally accessible and close to project sites. However, limited funds have prevented other organizations from making their offices fully accessible.

Integration of social inclusion in public services. LPs have begun to use the GESI perspective in analyzing and responding to public policies, criticizing infrastructure in public spaces and for public services, involving people with disabilities in community activities, and creatively using accessible media to involve women with disabilities, such as using cellphones and asking their mothers to support them.

Youth issues are integrated in meaningful public spaces. Some LPs recruit young peoples as volunteers and provide positions for youth in community activities by supporting young women to be meeting facilitators. Youth are also targeted in Youth Integrated Service Post (*Posyandu Remaja*), with activities such of providing vitamins, weighing, education about gender-based violence, prevention of child marriage and stunting prevention.

Learning Forum and GESI. Mainstreaming GESI into SOPs has become a cross-learning and buy-in tool for other local CSOs. Learning forums can inspire members to improve their SOPs by incorporating a GESI perspective with assistance from MADANI CSO partners. Learning forums are an effective means for disseminating and integrating GESI values into a wider network, and even as a medium for policy advocacy. For example, the Learning Forums in Klaten and Surakarta have influenced local government to implement GESI values into regional and village policy.

In short, even though many of the LPs had existing programs for women, PWD and/or youth, these have now become more effective, especially since the organizations are more effective at strategically investing their resources. However, there is still work to be done – for instance in the equal distribution of management positions, disability-friendly offices, youth-centered events, etc. – before the LPs can claim that they are fully sensitive to GESI.

3. Recommendations from the Case Studies

Recommendations to LPs:

- The implementation of SOPs should be carried out consistently and it is necessary to revise SOPs to continue to align with the needs of organizations and movements.
- Learning Forum membership needs to be more diverse and provide opportunities for vulnerable groups in a representative and meaningful manner. Learning Forum activities allow them to sit together, for reflection and to care for the sustainability of social movements in the region with a comprehensive foothold of perspectives and alignments on GESI.
- The GESI perspective needs to be internalized beyond the preparation of SOPs, continuously understood, implemented, and evaluated. LPs and Field Coordinators should take advantage of the discussion with consultants or the MADANI program team on the implementation of GESI. There needs to be room for debate and criticism for each LP to continue to improve and strengthen GESI within institutions and LF members.

- GESI need to be sensitive to ethnicity and religion, as well as respect for differences in the way of dressing. Two people can both be Muslims but have very different ways of interpreting their religion. This includes examples of how inclusion must also be interpreted, respecting indigenous peoples and traditions that do not conflict with human rights. GESI cannot be understood only to be a matter of gender, youth, and disability; social inclusion can mean a variety of other marginal groups, including religious minorities. It is therefore necessary to look at the intersectional aspects of social injustice rather than a “narrow” GESI perspective.
- Maintain the sustainability of the GESI movement by nurturing an independent, critically collaborative tradition. There is a lack of resources, making CSOs financially dependent on outside funds and less at liberty to promote sensitive GESI issues.

Recommendations to MADANI:

- Field Coordinators need to be firmer in providing GESI guidance. Trainers must be selectively chosen so that the GESI can capture the essence of justice and equality. The reason for this is that there is a tendency to equalize gender into male and female, not a power relationship or an issue of essential justice. Strengthening the capacity of routine and measurable institutions in implementing GESI in the program and preparing exit strategies needs to be strengthened
- Intensify the training of GESI principles to local government officials from the district to the village, so that it can be implemented in various public agencies.
- Encourage critical conversations about current and future GESI issues by, for instance, incorporating smaller and marginalized CSOs in the public discourse.

Recommendations related to youth include:

- Prioritize young people as volunteers. Engage and give positions to youth as community activities, starting to ask young women to facilitate, hold administrative positions and provide leadership training.
- Explore new ways of engaging with youth in CSOs, such as through social enterprises and social influencers.

Recommendations related to PWDs include:

- Criticize infrastructure in public spaces and related to public services.
- Involve PWDs in community activities.
- Creatively use accessible media to engage women with disabilities, including using cellphones and having their mothers to support.

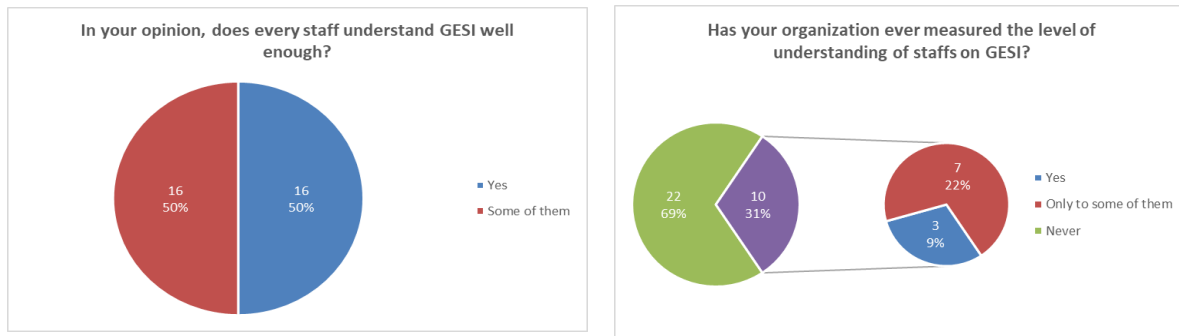
Recommendations related to gender and women’s empowerment:

- Deepen the understanding and perception of gender.
- Question power relations by weighing who is most vulnerable. Gender is assumed to be only a matter of presence and disaggregated data. We need to tell the difference between biological reality and social role. GESI is about inclusion.
- Extend domestic responsibilities to the public sphere.

4. Key Findings of the Survey

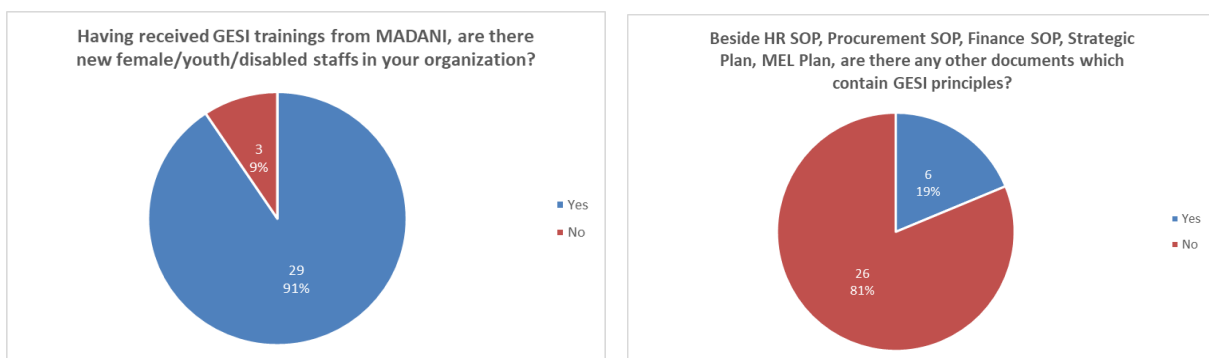
i. GESI awareness among Lead Partners

In the survey, all 32 LPs reported that staff in their organizations have a better understanding of GESI, albeit with different levels of understanding (see chart below). Ten institutions stated that they regularly improve GESI understanding among staff by conducting internal trainings, staff performance reviews, and during the preparation of the institution's main documents, such as SOPs, human resources materials, MEL plans, strategic plans, and policy briefs.



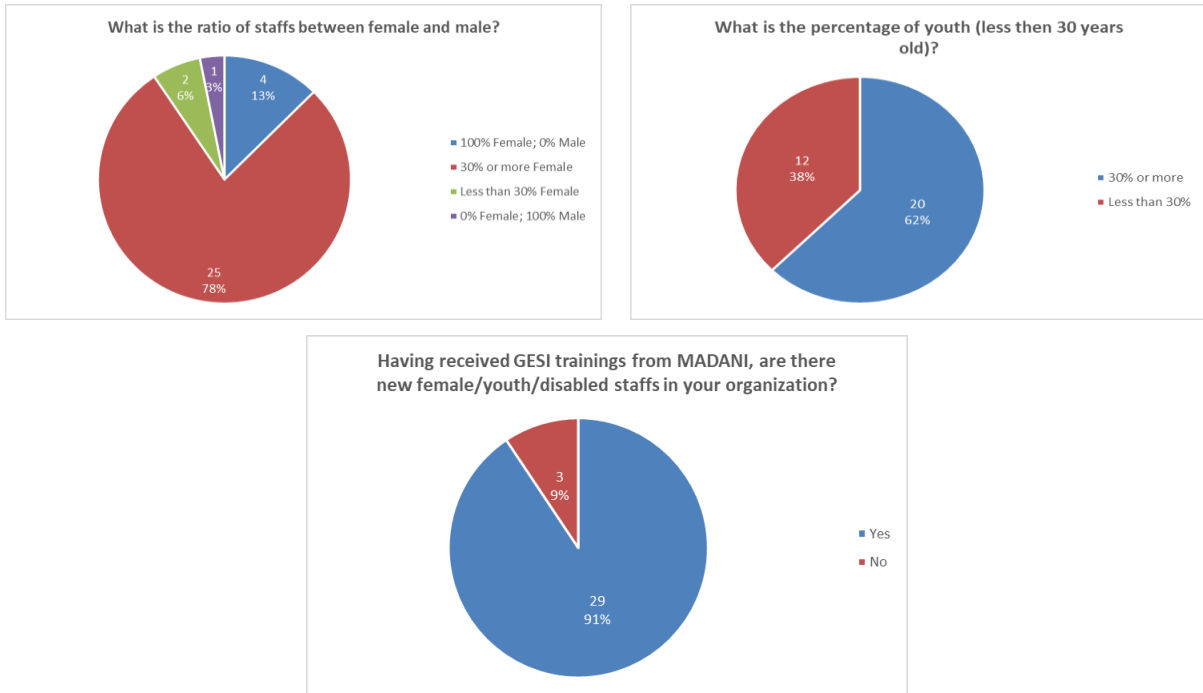
Besides integrating GESI into procurement SOPs, human resources materials, finance materials, MEL plans, and strategic plans with MADANI's assistance, six LPs reported using protocol for assisting victims of gender-based violence and human trafficking; protocols to protect women human rights defenders, communication strategies, gender and anti-corruption policy documents, administrative guidelines, articles of association and by-laws of organizations, notices on rehabilitation services for clients, and anti-corruption and tolerance documents.

Twenty-nine LPs reported that they organized a special orientation for staff regarding GESI policies and 30 reported that staff can easily access these policies (Chart below). Eight LPs have dedicated staff whose role is to ensure the implementation of GESI values and principles. After the GESI training by MADANI, 29 CSO partners recruited female/young/ disabled staff with the aim of accommodating youth, disabled, women and gender balance, both as volunteers and staff.



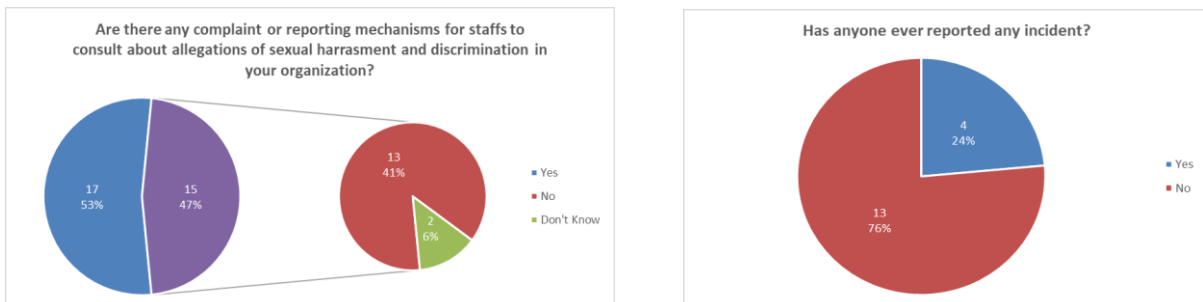
ii. *Developing GESI culture in programs and institutions as well as GESI capacity building for staff*

In terms of staff composition and gender balance, two organizations have less than 30 percent female staff, 26 organizations have more than 30 percent female staff, and four institutions are entirely staffed by women (but none all-male) (see charts below). In addition, youth (defined as below the age of 30) make up less than 30 percent of staff in 12 CSO partners and more than 30 percent in 20 LPs.



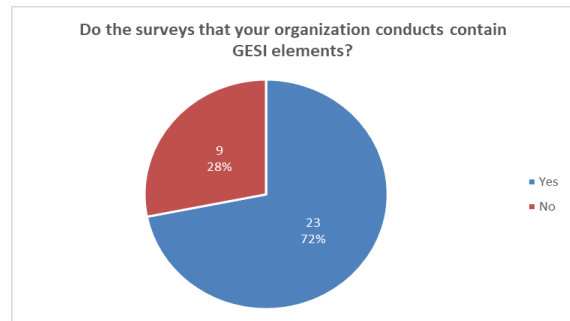
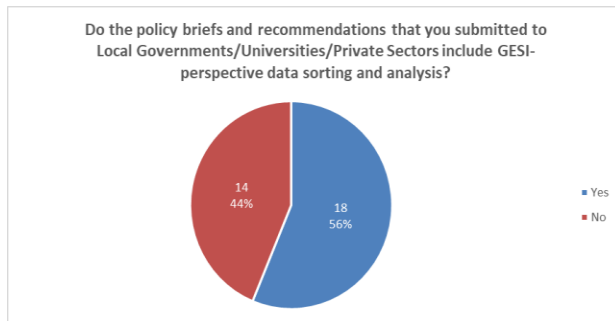
Staff across the 32 LPs have participated in at least one GESI training provided by MADANI or another project/institution. In 25 of these, the staff who were trained shared their knowledge and skills with other staff. Of the 32 participants in the Women’s Leadership Program (25 participants are staff from Lead Partners and seven are Learning Forum members), 23 participants shared their new knowledge and skills with other staff and local CSOs.

Twenty CSO partners have persons-in-charge for other staff to assist on GESI related capacity and issues (charts below). Seventeen CSO partners stated that they have a reporting mechanism for staff who wish to consult on allegations of harassment and discrimination, four of whom have received reports. Thirteen partners do not have a reporting mechanism and two institutions are not aware about the reporting mechanism.

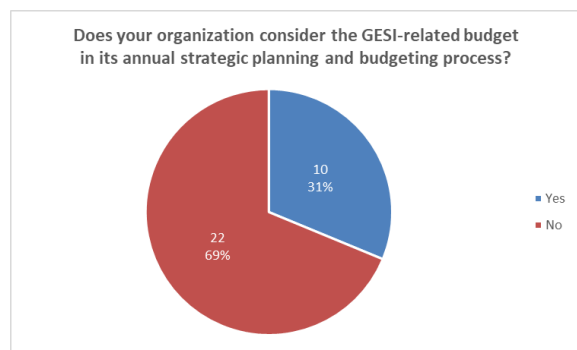
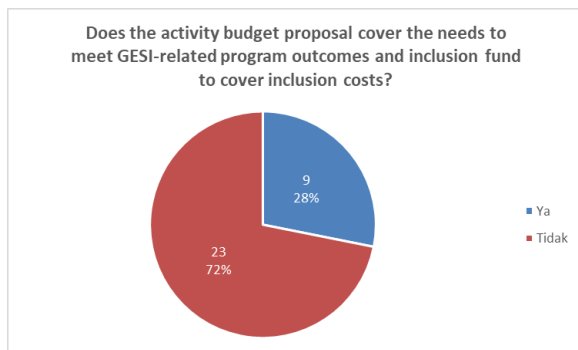


All 32 CSO partners have integrated GESI into program design, MEL plans, and program implementation, both for MADANI as well as other programs.

The results of MADANI’s technical assistance regarding GESI mainstreaming and analysis have been applied to 18 CSO partners for GESI-sensitive policy briefs and policy recommendations and 23 CSO partners for surveys submitted to local governments, including sub-districts and villages, universities, and the private sector. See charts below.

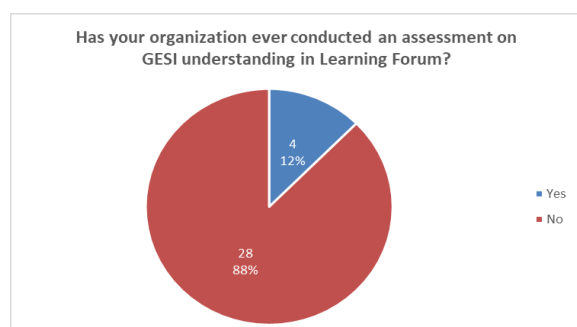
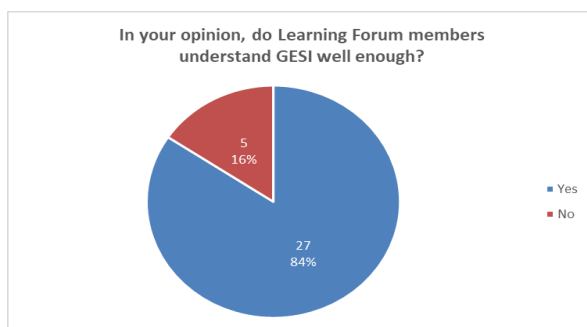


Ten LPs annually consider GESI in their planning and budgeting. Five LPs include GESI programs in their activity plans. An additional twelve CSO partners include elements of GESI in staff performance reviews.



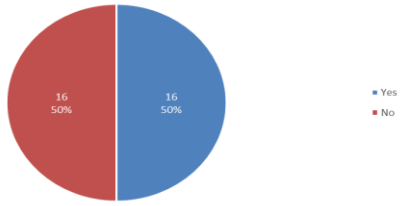
iii. Network development and beneficiary engagement regarding GESI

All CSO partners reported that they have shared knowledge about GESI with Learning Forum members. Twenty-seven CSO partners believe that Learning Forum members have a better understanding about GESI as a result of knowledge sharing on GESI (charts below). Only four CSO partners have conducted GESI assessments to members of the Learning Forum.

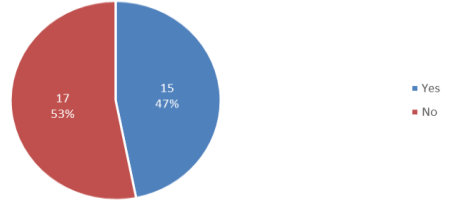


In designing programs and activities, 16 CSO partners stated that they have involved beneficiaries according to their special needs, safety requirements, and sensitivity to differences in culture, ethnicity, religion, language, etc. (charts below). In addition, 15 CSO partners reported that they had developed their network with national and provincial CSOs, universities, and provincial local government agencies based on thematic issues and local solutions, as well as their core business.

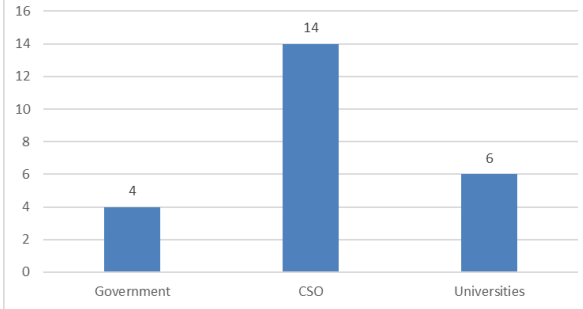
Does your organization involve beneficiaries in the community in designing programs and activities according to their specific needs, safety requirements, and sensitivity to differences in culture, ethnicity, religion, language, etc.?



Having received technical assistance from MADANI, has your organization developed a GESI-related network with CSOs, university and others at the provincial and national levels?



New GESI-Related Network by Institution Type



Annex 1: GESI Mainstreaming Impact Assessment Narrative Summaries:

Case Studies of Yayasan Bambu Nusantara Madiun (YBN) and Sanggar Hijau (SHI) Jombang, (Lia Toriana); Daun Hijau Pangkep and LEKRAC Barru (Yuniyanto Chuzaifah); and KOMPIP Solo and Persepsi Klaten (Suharto)

1. Lead Partner Profile

i. Yayasan Bambu Nusantara Foundation (YBN), Madiun

Since its establishment, Yayasan Bambu Nusantara (YBN in Madiun) has focused on assisting the community with issues related to health, education, and social and community empowerment. In the health sector, YBN aids female sex workers, injectable drug users, and related to adolescent reproductive health. In the field of education, YBN supports early childhood education (PAUD) and kindergarten (TK). In the field of economic empowerment, YBN has formed a group business for economically vulnerable women around localization, motivating and providing assistance for ex-drug abusers who have completed social rehabilitation through productive economic enterprises. YBN has a vision of "Realizing a healthy, prosperous and independent society in fulfilling the rights of a gender-just society without discrimination."

ii. Sanggar Hijau Indonesia (SHI), Jombang

Sanggar Hijau Indonesia, based in Jombang, has become one of the pioneers of green entrepreneurship issues in East Java. Founded by people that do not have activist backgrounds gives a different color to the vision and mission of the organization. For SHI Jombang, the main challenge is the sustainability of the organization in order to consistently support the civil society movement. SHI Jombang is less than five years old according to legal documents, although its own movement organically started in 2015. However, even though it is just starting its organizational journey, SHI Jombang has proven efforts to strengthen the sustainability strategy of institutional resource mobilization by raising funds through corporate social responsibility by responsive enterprises.

iii. LEKRAC, Pangkep

LEKRAC or the Celebes Democracy Institution (*Lembaga Demokrasi Celebes*) was established as a democracy community committee in the rural district of Pangkep. LEKRAC's work tries to align with the spirit of Madani, to strengthen capacity, legitimacy, and sustainability. LEKRAC has a pilot program in two villages to pioneer youth *posyandu*. Together with the Learning Forum, they oversee advocacy to the private sector, community leaders, and educational institutions. LEKRAC's core focus in MADANI is on maternal and child health (MCH), including stunting and child marriage, and the promotion of Healthy Communities (*Desa Sehat*) and Youth Health Posts (*Posyandu Remaja*).

iv. Daun Hijau, Barru

Originally an organic farming association in the rural district of Barru, *Daun Hijau* has developed into a broader public partnership organization as a result of MADANI's support. In Barru, CSOs are very limited and GESI is not well-known. It is not uncommon to have a CSO with only a single person. The majority of the population is Muslim, including social activists participating in the MADANI Learning Forum. *Daun Hijau*, due to insufficient resources, lacks sustainability and relies on local activists who are financially well-off. Although women hold some leadership positions, their electability is sometimes questioned since they are seen as not being able to bring financial resources to the

organizations. GESI is a new issue for Daun Hijau. Gender as a term has often been heard but is not yet commonplace or operational. The government also has only a few gender-related activities.

v. PERSEPSI, Klaten

PERSEPSI was established in 1979 as the Klaten branch of the well-known Jakarta research institute LP3ES. In 1993, the organization registered as a local NGO under the name PERSEPSI. PERSEPSI has a broad network and forum at both the regional and national level. It is involved in several regional and national advocacy networks, as well as being an initiator of the multi-stakeholder forums Klaten Alliance for Anti-corruption (ARAKK) and the Forum for Education Improvement. They have been a local partner to a series of USAID, DFAT, and European Union projects. Thus, PERSEPSI has a long pro-poor and pro-GESI history but had also somewhat stagnated during the past decade, before becoming a MADANI partner in 2020.

vi. KOMPIP, Solo

KOMPIP was established by reformasi activists in 1999 with a focus on good governance, grass-roots democracy, and service delivery. In the 2000s, KOMPIP received funding from the Ford Foundation and the Asia Foundation, and worked with USAID-LGSP, HIVOS, and CARE. KOMPIP has been a leader in Solo in monitoring public services and public expenditures for marginalized communities, including using social audits and participatory planning and budgeting tools. With its long history of supporting marginalized groups, it has a fairly strong adherence to GESI principles. Its new office, for instance, has some basic accessibility features, even though lack of funding does not allow for the office to be fully disability-friendly. However, similar to PERSEPSI, KOMPIP had also somewhat stagnated during the 2010s, before becoming a MADANI partner in 2020.

2. Conditions Before MADANI

Before MADANI, none of the above six LPs had functional standard operating procedures (SOPs) or planning documents, such as five-year strategic plans (RENSTRA) or SOP for human resources, finance, and the procurement of goods and services, let alone these being sensitive to GESI. There was very limited involvement or participation of vulnerable groups in the preparation of key institutional documents. The involvement of young people in institutional activities was still tokenistic – sought after when necessary and without strategic involvement. There was no or little institutional awareness in making job openings inclusive for all groups, such as youth or PWDs. In addition, offices were not disability-friendly. The procurement process for goods and services was not carried out openly or considering the participation of vulnerable groups. Most organizations did not have a regeneration strategy for the younger generation to join organizations and movements. There was no joint civil society forum for CSOS to exchange knowledge, ideas, networks, and mobilizing resources to strengthen networks and sustainability.

Challenges of implementing GESI and SOPs included a lack of female staff, where long and uncertain working hours made it difficult for women to work since they are also wives and mothers with important domestic responsibilities.

Issues pertaining to disability and youth engagement were seldom government concerns. Further, there was and still remains a strong culture of hiding disabled family members. So far, there has been no concerted engagement, but there has been a growing critique of social infrastructure that needs to be disability-friendly and welcoming to youth groups.

3. MADANI Interventions

- (1) Conducting GESI mainstreaming and basic awareness training for all LPs.
- (2) Preparing, reviewing, and finalizing comprehensive institutional SOPs (including strategic planning documents and SOPs on human resources, finance, and procurement) with a GESI perspective.
- (3) Providing coaching and mentoring to all LPs to ensure that thematic action plans and local solutions are sensitive to GESI concerns.
- (4) Providing leadership training for women (one mid-level staff in each LP) to make LPs more open for women taking on leadership roles.
- (5) Encouraging LPs to work with youth as facilitators and community cadres.
- (6) Encouraging LPs to organize disability-friendly offices and events.
- (7) Utilizing the procurement process of goods and services as a way to open opportunities for vulnerable groups.
- (8) Implementing volunteering initiatives that involve young people.
- (9) Encouraging inclusive requirements during the recruiting process, creating opportunities for people with disabilities, women, and young people.
- (10) Ensuring that all LPs initiate a process of establishing and organizing inclusive multistakeholder forums of CSOs.

4. Results of MADANI Interventions

Promoting a GESI-sensitive organizational culture in CSOs. LPs now have comprehensive institutional SOPs (including strategic planning documents, MEL plans, and SOPs for human resources, finance, and procurement) with a GESI perspective. The percentage of staff with disability is mentioned in the SOP, but in implementation there may be difficulties related to the needs and conditions of the organization. Several LPs have recruited young women. Community facilitators in some LPs involve young women with disabilities who are accompanied by their mothers or sisters as translators. In addition, staff with disabilities are accommodated by working on the ground floor.

Advancing youth and women's leadership within CSOs. During the recruitment process, institutions have been more inclusive in creating opportunities for vulnerable groups. Efforts to engage young people have been encouraged, such as creating Instagram accounts, opening competitions, and publishing posters to increase the participation of the younger generation. Further, specific efforts have been made to recruit members from Generation Z to their organization, as well as providing strategic roles to younger staff.

Young staff recruited by the institution are meaningfully engaged and occupy strategic positions as second-layer leaders and community cadres. Many of these individuals are taking on new leadership roles within their organization over time.

A transition of consciousness with regards to gender roles is occurring, where women are no longer confined to kitchen work. This change has given women the confidence to be facilitators. In addition, a more open organizational culture has emerged, for example, avoiding indoor smoking to respect reproductive health and other health hazards for pregnant women. A new office culture is replacing the traditional masculine culture and gender-biased roles, such as avoiding sexist language and actions that often appear through jokes. Women are also sharing in leadership roles, especially by asking young people to be facilitators, and asking parents to organize events in the community. Another effort is to give women the flexibility to bring toddlers to the office.

Setting a GESI-relevant advocacy agenda through CSO networks. Targeted local governments are slowly becoming increasingly open to GESI issues. Perspectives, paradigms, and awareness of PWDs and young people have improved, both in programs and institutions, including supervisory bodies, managers, and boards. SOPs have been improved through incorporating a GESI perspective. Policy recommendations by the six institutions above were found to be better taken into account, especially related to women and disability issues, even though youth concerns were not always considered.