

Ref. No.: MAMPU/0175

27 March 2014

To:

**Ms. Kate Shanahan**  
**Head of Women in Leadership Unit**  
**Department of Foreign Affairs and Trade**  
**Governance and Social Development Section**  
**Australian Embassy in Indonesia**  
**Jl. H.R. Rasuna Said Kav C 15-16, Jakarta Selatan 12940**  
**Tel: +62 21 2550 5555 Fax: +62 21 2550 5467**

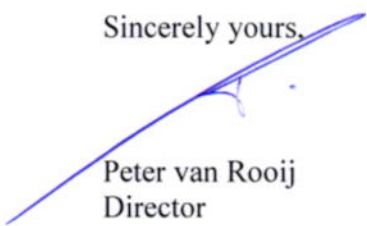
Dear Ms. Shanahan,

**First Year Report of Implementation of the Australian Aid/ILO Project on  
"MAMPU: Access to Employment and Decent Work for Women Project".**

I am pleased to send you herewith the First Year Report of Implementation of the MAMPU Project for your review and further process.

Please let us know if you need more clarification. We take this opportunity to thank you for your continued support and cooperation to the ILO work.

Sincerely yours,



Peter van Rooij  
Director

Ref. No. : MAMPU/0224

21 April 2014

To:

**Ms. Kate Shanahan**

Head of Women in Leadership Unit

Department of Foreign Affairs and Trade

Governance and Social Development Section

Australian Embassy in Indonesia

JL. H.R. Rasuna Said Kav C 15-16, Jakarta Selatan 12940

Tel: +62 21 255- 5555 Fax: +62 21 2550 5467


Dear Ms. Shanahan,

**ILO – MAMPU Project (INS/12/05/AUS):****Final Financial Statement of Income and Expenditure as at March 2014**

With Reference to the closing of the first phase of ILO Programme on Access to Employment and Decent Work for Women (ILO MAMPU Project), we are pleased to submit herewith the Final Statement of Income and Expenditure as at March 2014.

Please let us know if you need more clarification. We take this opportunity to thank you and the team in the Embassy for your support to the work of the ILO in Indonesia, particularly ILO MAMPU Project.

Sincerely yours,

  
**Peter van Rooij**

Director

# Routing slip

Ref.: 177/14  
Initials: AF/cg  
Date: 17 April 2014

To: Mr Buijze, Chief, BUD/CT  
PARDEV Secretariat

*EB*

*cc: Mr Rademaker (PARDEV)*

From: A. Friedrich, BUD/CT

Subject: Final financial statement for project INS/12/05/AUS

- ☐ As requested,
- ☒ Please find attached for your action:
  - ☐ the statement(s) of income and expenditure for the above-mentioned project(s) as at
  - ☒ the final financial statement(s) for the above-mentioned project(s).
- ☒ Please advise regarding the arrangements for the remaining balance.
- ☐ Please ask the Donor for the last/next instalment to cover the deficit.

I would be grateful if you could transmit the financial statement(s) to the Donor.  
Please forward BUD/CT a copy of the transmittal letter.

*A. Friedrich*  
A. Friedrich  
BUD/CT

International Labour Organization  
Final Statement of Income and Expenditure  
for Department of Foreign Affairs and Trade, Government of Australia  
for Agreement INS/12/05/AUS (501091)  
(Expressed in USD)

**Agreement Summary**

Agreement Name	INS/12/05/AUS (501091)
Title	Women in Leadership
Approved Budget	2,155,570.00

**Income:**

Contribution	2,010,605.00
Jun-2012	528,317.00
Mar-2013	600,000.00
Sep-2013	700,000.00
Mar-2014	182,288.00
<b>Total Income (A)</b>	<b>2,010,605.00</b>

Description	(1) Prior Year(s) Expenditure	(2) Expenditure 2014	(1+2) = (3) Total Expenditure (B)
International Professional Staff	229,119.00	86,389.00	315,508.00
International Consultants	46,854.62	29,100.35	75,954.97
Local Support Staff	36,772.00	4,671.00	41,443.00
National Professional Staff	232,066.00	48,701.00	280,767.00
National Consultants	15,457.00	9,890.00	25,347.00
Consultants / National Professional Staff	24,199.38	-0.35	24,199.03
Travel Project Staff	5,084.00	6,266.00	11,350.00
Travel Other Staff	5,120.00	0.00	5,120.00
Subcontracts	198,825.00	102,960.00	301,785.00
General Operating Expenses	36,629.00	6,640.00	43,269.00
Communications	1,182.00	275.00	1,457.00
Furniture and Equipment	21,292.00	16,831.00	38,123.00
Seminars	402,782.00	81,617.00	484,399.00
Programme Support Costs	163,200.00	51,134.00	214,334.00
<b>Total</b>	<b>1,418,582.00</b>	<b>444,474.00</b>	<b>1,863,056.00</b>

**Final Balance (A - B) :** **147,549.00**



Certified by: *Sietse Buijze*  
Chief

Technical Cooperation Budget Unit  
Budget and Finance Branch

16. Oct. 2014

# minute sheet

## PARDEV

Ref.: INS/12/05/AUS

Clearance: EW *EW*

Date: 3 April 2014

To: Mr. Van Rooij, CO-Jakarta

Cc:	GED	PARDEV	HRD
	NORMES	BUD/CT	EVAL
	DWT-Bangkok	TURIN	DOSCOM
	ROAP	PROCUREMENT	JUR
		PROGRAM	

From: Ms. McKenzie, PARDEV *SMK*

Subject: **Submission of certified financial statement and project closure**

Project title: **Women in leadership: Access to Employment and Decent Work**

TC symbol: INS/12/05/AUS IRIS project no.: 103435

Award no. 501091 Umbrella code: N/A

1. I am pleased to send you the certified financial statement of income and expenditure as at 31 December 2013 for the above project for your transmission to the donor.
2. Kindly copy PARDEV and BUD/CT on the transmittal letter, and keep a copy in your archive.
3. The end date of the above-mentioned project was 18 February 2014. The ILO must close the project and submit a final financial statement to the donor by 18 April 2014 (see annexed email from DFAT).
4. Please ensure that no new commitments are created, and that no activities take place or people remain employed on this project after the end date. **Final expenditures must be recorded by 16 April 2014 and BUD/CT must be informed by e-mail.** It is especially crucial for you to follow-up directly on EPAs sent to ILO Offices to ensure that expenditures are recorded before the deadline.
5. Expenditures recorded after 16 April 2014 will be rejected and, if so, will be charged against your budget.
6. In order to close the project, you must confirm to BUD/CT, with copy to PARDEV, that all expenditures are recorded against the project budget.
7. By copy on this Minute, BUD/CT is kindly requested to submit the certified final financial statement to the ILO responsible official, with copy to PARDEV by 18 April 2014 at the latest.

Thank you for your cooperation.

International Labour Organization

MAMPU – Access to Employment and Decent Work for Women  
Project

**Final Report**

February 2013 - February 2014

Prepared For  
Australian Aid

10/03/2014

## Project Overview

The ILO Project under the Access to Employment and Non-Discrimination component of AusAID's Maju Perempuan Indonesia untuk Kesejahteraan dan Keadilan (MAMPU) Programme aims to strengthen women's access to employment and decent work in Indonesia. The Project partnered with various national institutions and organisations in Indonesia to strengthen the capacity of key stakeholders to promote the Project's objectives - increasing poor, vulnerable and marginalised women's access to productive employment and promoting equality within employment. During the first year of implementation, the Project particularly focussed on strengthening working conditions of vulnerable groups of women workers – homeworkers in the putting out system and women in micro and small enterprises.

Project objectives were pursued through the following strategic interventions –

- Strengthening the organisational capacity and representation of targeted vulnerable women workers;
- Supporting women to transition from informal employment to greater degrees of formality (with a focus on terms of conditions of work and social protection);
- Strengthening the ability of civil society organisations to provide services and facilities to women to reduce barriers to decent work;
- Pursuing private sector partnerships to empower women workers, implement better working conditions and develop innovative employment responses; and
- Influencing and strengthening national and local policies, programs and laws to strengthen women's economic empowerment and equality in terms of labour market outcomes.

The main areas of intervention to support vulnerable women workers to achieve decent work and to promote non-discrimination in employment for women, were designed to take place through a series of pilot projects. Pilot Projects that were initiated during 2013 include –

- Technical assistance to strengthen the conditions of work and social protection of women working in micro and small enterprises;
- Technical assistance to strengthen the organisation, leadership, representation and access to services, better working conditions and social protection for homeworkers;
- Technical assistance to employers to support decent work for women and substantive equality in terms of labour market outcomes; and
- Technical assistance to women's cooperatives and groups to provide accessible childcare services and other facilities to enable poor women to remain in employment or return to employment after childbirth.

This Report details the results, achievements and challenges associated with the design and implementation of initial activities during the first phase of the ILO MAMPU Project in 2013. The Report also provides some brief information about key lessons learned during the first year of implementation. This Report is designed to provide a brief narrative of the activities of the Project as well as indicate the extent to which Project implementation is progressing toward fulfilment of Project objectives over the mid-longer term.



## Results, Achievements and Challenges

- Output: **Community empowerment for livelihoods development approach that replicates PNPM modalities is developed for women-run MSEs**

### **Key results :**

Through support to business development service providers (BDSPs) and livelihoods facilitators, the Project implemented GET Ahead and CBED training for 462<sup>1</sup> women beneficiaries from 14 subdistricts in 2013. Through these trainings, these women have been provided with the basic knowledge and tools to improve their enterprises.

Implementation approach of pilots replicated PNPM modalities and obtained support and collaborative input from Government agencies at the national, provincial and sub-district levels. The Project successfully managed to target vulnerable and marginalised women beneficiaries who were not benefiting from the PNPM program.

New knowledge products were developed for implementation to support the development of women-run MSEs including – CBED, Business Group Formation Training for Women Entrepreneurs, and an introductory training program for facilitators on livelihoods and gender equality.

Pilot programs were implemented in 14 subdistricts involving collaboration with PNPM at the local level. This involved social mapping; socialisation of the Project; selection of beneficiaries; training of facilitators and BDSPs on the delivery of technical trainings; and the implementation of enterprise development training, coaching and mapping of financial and non-financial resources for entrepreneurs.

Targeted research on the informal-formal nexus and women-run MSEs was conducted and finalised with clear recommendations for policy and program improvement.

### **Progress towards output** - Output and key indicators for timeframe of Project achieved.

The Project established a steering committee to oversee the PNPM collaboration and pilots at the national level as well as in each of the provinces (East Java and North Sumatra). At the national level, this involved Australian Aid, PMD, PU, TNP2K, Bappenas, Menko Kesra and PSF. Significant coordination and collaboration also took place through regular meetings at the district and sub-district level by Project staff, and later also ILO livelihoods facilitators. PNPM partners participated and actively supported and promoted the implementation and coordination of the ILO pilots in parallel to PNPM at each level. Strong coordination and involvement of PNPM stakeholders at each level proved to be highly valuable for the development and integration of the pilots. Significant

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<sup>1</sup> Note this number is based on reports received to date. Some reports from implementing BDSPs are still to be finalized. As such, the number of beneficiaries could be higher.



support from PNPM partners, (with the exception of PMD, who were the only partner at the national level who did not actively participate in the oversight of the program), is indicated in their overall response to the program and desire to continue/adopt ILO tools and approaches following only 7 months of grassroots implementation.

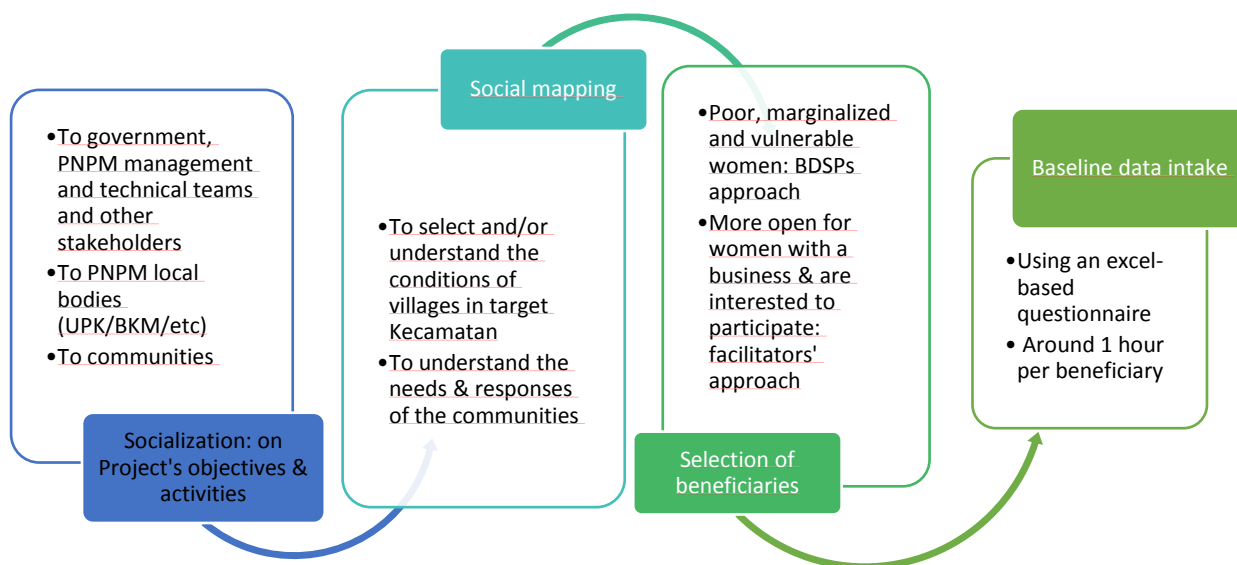
Areas for future improvement include obtaining greater involvement and commitment from PMD for program development and implementation. The inability of the Project to secure active support for the pilots from PMD, including a letter of support from PMD to the provincial and local levels, somewhat impacted on the timely delivery of the program as well as the degree of collaboration between ILO facilitators and PNPM facilitators in the rural areas. The involvement and support of Bappenda in East Java was also inconsistent, however, this had minimal impact on program delivery.

The Project advertised vacancies for the 14 livelihood facilitator positions and received an overwhelming response from applicants. A total of around 350 people applied (150 in North Sumatera and 200 in East Java). Project staff short-listed the applicants based on a review of their CVs and relevant experience in community facilitation and livelihoods. The Project promoted recruitment of women to the role and gave preferential treatment to women candidates when they scored equally with men. Five (5) out of the 14 livelihoods facilitators recruited were women (36%). Most had prior experiences working for or in collaboration with PNPM. All have prior experiences in community engagement or facilitation. Some were local people (of target Kecamatan/Kabupaten), but some other come from another Kabupaten. Some have experiences in entrepreneurship development or have/had their own small business.

Prior to engaging with their work in the field, the facilitators were put through an induction training. The training materials and tools for the facilitators were developed by ILO MAMPU project. These materials were validated during the training and based on ongoing feedback from the facilitators in the field, were revised and consolidated to reflect training needs.

During the life of the Project, the facilitators were also given separate technical trainings on gender equality, business group formation, monitoring and evaluation, reporting and C-BED. These trainings were tailored to the capacity needs of facilitators as identified during monthly coordination meetings as well as from their monthly reports.

The sequential process carried out by the facilitators in terms of socialization of the Project, social mapping and selection of beneficiaries is shown in below graph:



PNPM Perkotaan (MPk) suggested a list of villages prior to the above process, while PNPM Perdesaan (MPd) did not. Social mapping thus, was aimed to select villages in MPd's Kecamatan and to reconfirm that MPk's recommended villages were willing and had the resources to participate in the Project. This process was implemented in consultation with local governments and PNPM.

Following selection of villages, the livelihood facilitators continued discussions with local government and PNPM and with communities, in order to understand communities' needs and responses to what the Project could offer. Villages selected were those whose (1) local officials supported the Project; (2) demonstrated good performance in the implementation of PNPM (i.e. good return rate among women beneficiaries and active PNPM local bodies), and (3) where communities were supportive of the Project and wanted to take part in Project's activities.

The dissemination of information on the Project, selection of villages and establishment of collaboration with PNPM stakeholders was a lengthy process. This somewhat delayed the delivery of Pilots, but enabled strong buy-in from local government and communities to the Project and also provided adequate time for the facilitators to fully understand the Project objectives and strategies for implementation.

Selection of beneficiaries was carried out using the Project's criteria of beneficiaries. During this process, it was discovered that many women who did not fulfil the criteria or were unable to participate in 8 hour training days over 5 days wanted to receive training on entrepreneurship. These women were directed to become the beneficiaries of the facilitator-led program, CBED, which provided greater flexibility in terms of the delivery of training. By the end of the Project, all training needs assessments implemented by the BDSPs indicated that the appropriate training program to respond to beneficiaries' needs was the GET Ahead training package. This reflects the selection

criteria applied to beneficiaries, which emphasised the selection of poor, vulnerable and marginalised women.

Given the timing of the implementation of this pilot (training by facilitators and BDSPs began in November 2013), it is too early to measure performance changes in the beneficiaries' enterprises and practices. Anecdotal evidence collected during missions in North Sumatra and East Java, as well as from reports of facilitators indicate that the training provided was well received by the ultimate beneficiaries. They indicated in post-training questionnaires that they would use various aspects of the knowledge gained in the management of their enterprises. The discontinuation of this component of the Project also means only this anecdotal evidence is available at this time.

## **Output 2. The ILO established a coordination and technical assistance mechanism to support the BDSPs and facilitators**

### ***Key results :***

BDSPs in North Sumatra received capacity building on ILO training programs – SIYB and GET Ahead, were certified to implement ILO training programs for women-run MSEs and implemented high quality training programs using ILO modules with beneficiaries.

Additional BDS trainers in East Java were provided on-the-job learning for the delivery of SIYB and GET Ahead training during implementation of BDS programs with Riwani Globe.

BDSPs in North Sumatra and East Java conducted and disseminated results of mappings of financial and non-financial resources to link beneficiaries to these services.

Bappenas and PNPM MPk, (through their PPMK) indicated they would like to adopt ILO entrepreneurship modules, particularly C-BED, given the low costs and flexibility of implementation of the Program as well as positive feedback from beneficiaries. They also indicated interest in adopting the ILO's induction training manuals for livelihoods facilitators. TNP2K is also interested in using ILO's entrepreneurship training programs for the Government's KUBE program under Cluster 1.

Bappeda in North Sumatra requested ILO's expertise and tools to replicate some of the enterprise development work implemented under the Project to support the creation of 60,000 new jobs. This request was based on informal observance of the implementation of various ILO trainings in North Sumatra.

The Ministry of Cooperatives and SMEs requested support for the integration of the ILO SIYB and GET Ahead training in their annual national BDSP training program based on observance of ILO training of BDSPs in North Sumatra. The Ministry agreed to cost-share this integration and rollout of the program.

## **Progress towards output** – Output and key indicators for timeframe of Project achieved.

The BDSPs in North Sumatra (Cikal USU, Pinbis and PNM Madani) were selected through a call for proposals. The BDSPs were largely selected on the basis of their demonstrated technical expertise, potential for sustainability beyond the life of the Project, and their motivation to support the Project's objectives. Riwani Globe, in East Java was directly engaged based on its expertise and past experience implementing programs with the ILO. The selection of BDSPs in North Sumatra was accompanied by a training needs assessment implemented by an international consultant. This assessment indicated key capacity building needs of the BDSPs who were selected as partners, some of which were addressed by the Project (see *Needs Assessment Report* for more information).

The Project provided capacity building to selected BDSPs in North Sumatra, including a training of trainers on SIYB and on GET Ahead. Other indirect capacity building was provided during focus group discussions with the Project's Enterprise Development Specialist. Post-training questionnaires indicated that all BDSPs in North Sumatra enjoyed the trainings, new methodologies provided and were keen to integrate these learning styles and materials in their core work.

Officials from the Ministry of Cooperatives and SMEs observed the trainings in North Sumatra with the BDSPs and, based on their observance of the ILO's technical content and participatory training methods, were keen to develop and cost-share the institutionalisation of SIYB and GET Ahead training in their annual BDSP training courses. This would have enabled up-scaling and sustainability of the Project's approach to enterprise development. However, this partnership will not be pursued in the next phase of the Project due to the discontinuation of this component of the Project, supporting enterprise development.

The BDSPs in North Sumatra were keen to adapt their working methods and to integrate into the Project. They also demonstrated openness to extensive coordination with the ILO and livelihoods facilitators during planning processes. The BDSPs in North Sumatra were also transparent with their budgets for training activities and openly shared information on their trainings and other activities (mapping of resources) with livelihoods facilitators and the communities. On the contrary, Riwani were less collaborative in their operations, which proved to be difficult for the facilitators in East Java, who wanted to understand how to budget and prepare for the training sessions. This led to direct liaison between Riwani and communities in East Java, with facilitators being largely excluded from the coordination processes for trainings. During knowledge sharing workshops, facilitators indicated their preference for the approach of the BDSPs in North Sumatra.

The BDSPs worked with facilitators to conduct training needs assessments of all selected beneficiaries. They then tailored their enterprise training to respond to identified needs. Given the low levels of literacy and capacity of beneficiaries, GET Ahead training programs were predominantly identified as the appropriate training program. Following the 5 days of training, the BDSPs conducted follow up mentoring/coaching meetings with the beneficiaries and also conducted a mapping of financial and non-financial resources available to beneficiaries to support business

growth. A community meeting to disseminate the results of the mappings also took place in each target location.

In terms of sustainability and follow up to the Project's initiatives, the BDSPs in North Sumatra, particularly CIKAL USU and PNM MADANI, demonstrated high levels of commitment to Project beneficiaries and have indicated that they would develop strategies to continue to support poor, vulnerable and marginalised women entrepreneurs in their respective programs. They also planned to link ILO beneficiaries to their existing services, e.g. to be involved into CIKAL marketing exhibition, CIKAL's business cluster coaching, MADANI's access to finance program and MADANI's ULLAM services. The intention of the Government in North Sumatra to finance the rollout of some of the Project's strategies for enterprise development is also promising in terms of providing support for continued implementation of ILO programs for vulnerable groups of women by partner BDSPs.

Regarding quality of program delivery, beneficiaries, facilitators and staff in both North Sumatra and East Java reported satisfaction with the entrepreneurship training and coaching sessions. During the provincial and national knowledge sharing workshops held in January 2014, the Project received positive responses from the Government and possible adoption of these methods were discussed with Government agencies, particularly at the national level and in North Sumatra.

Existing ILO CBED materials were adapted to ensure gender-responsiveness of the modules and to respond to key challenges and issues identified in Indonesia. The CBED approach was developed to complement and compare the implementation of basic enterprise development training by facilitators with that of BDSPs. Facilitators were trained on the implementation of CBED and held a series of trainings with women who nominated to partake in the BDSP program, but who were not selected or unable to attend 5 days of trainings at the scheduled times.

During implementation, the following strengths and weaknesses of each approach emerged. It is, however, premature to comprehensively compare and conclude on the effectiveness of each approach on the development of women's enterprises for target beneficiaries.

Strength of BDSP Approach	Weaknesses of BDSP Approach
High quality training with technical experts.  Quality assurance in delivery of capacity building.	Beneficiaries do not want to or are unable to afford BDSP services.  Cost of implementation is high.
Approach taken by the Project involved comprehensive and structured trainings, coaching, training needs assessments, quality modules and tools, as well as an M&E system	Women in MSEs need continuous coaching: time & cost increase.
Because of the structured approach, beneficiaries of SYB/GA are easier to follow-up and monitor, e.g. through coaching and evaluation forms.	BDSP trainers need to be trained first by ILO: cost increases.

Ability to adjust training to match training needs of beneficiaries of different capacities.	Unable to provide much flexibility in terms of delivery of the program. Ideally: 40 hours over 5 days. If communities want to change that, e.g. by having more days with fewer hours per day, this will result in higher costs.
Participative and interactive learning experiences.	Need an ideal venue (spacious, quiet, not hot, etc)
Training provided to BDSPs by ILO enables these service providers to expand their services and beneficiaries	Some concerns from stakeholders that if invest in developing SYB/GA trainers within their organization, then these persons will one day leave to work independently and they will lost their investments.

#### CBED approach -

Strengths of CBED approach	Weaknesses of CBED approach
A good module for poor, vulnerable and marginalised women with limited entrepreneurial capacity as it delivers basic enterprise training.	Relies on a self-learning and embedded learning process which many facilitators do not necessarily feel confident implementing.  Facilitators can sometimes assume the role of a 'trainer' when in fact these modules require facilitation techniques instead.
Provides beneficiaries with flexibility (i.e. can arrange the time of the C-BED sessions between existing commitments of beneficiaries)	
Encourage community's commitment and involvement; and exchange of knowledge among them.	Depends on the willingness and commitment of the community in order to work (in terms of time, small money for food/drinks and sustainability).
Informal learning, in informal settings. Can be less intimidating than class-room learning	Trainings can be less focused, because it can be organized anywhere, so there are more distractions (e.g. children, family, not quiet, etc).
Cost effective. Very cheap to run; able to reach rural areas without high costs; and low costs associated with training of facilitators to implement modules.	Quality of training can vary from facilitator to facilitator and group to group depending on embedded capacities of the persons involved. Without a trained and qualified enterprise development professional involved, it may be difficult to ensure quality levels implementation.
At the operational issue, it is straight forward easier to implement, because facilitator both prepare and conduct the sessions and they live close to the communities.	Rather difficult to monitor the quality of services. CBED does not currently have a structured quality control system. Thus, external processes to monitor the quality of services/C-BED sessions delivered by facilitators need to be implemented alongside CBED.

- **Output: The Project will strengthen the capacity of MWPRI to improve its interventions and to expand its network**

### **Key results :**

New knowledge products were developed in collaboration with MWPRI for implementation. These include – gender equality training package; legal literacy for homeworkers; organising homeworkers; leadership for homeworkers; advocacy for homeworkers; financial literacy for homeworkers and self-empowerment tool for vulnerable women.

Training on knowledge products; CBED; monitoring and evaluation; research (qualitative and quantitative); reporting; financial management; proposal writing and management were provided to MWPRI. Improvements in facilitator reporting and documentation of data were evident; training tools were implemented in the field.

MWPRI organised over 993 workers in East Java, including 798 new homeworkers (homeworkers they had not engaged in the past).

MWPRI organised awareness-raising and action-based workshops with trade unions and CSOs in East Java.

MWPRI expanded its network with CSOs and trade unions through knowledge sharing workshops facilitated by the Project as well as national and provincial tripartite workshops in Jakarta, North Sumatra and East Java.

Research on homeworkers in East Java; and *Social Security and Homeworkers* were conducted (to be finalised in March/April 2014).

**Progress towards output** – Output achieved. Indicator related to social security for homeworkers was delayed due to delays in conducting research on SS as well as the development of BPJS.

During the reporting period, the Project provided a grant to MWPRI to organise homeworkers and to engage in advocacy and networking activities. MWPRI members were also invited to join ILO facilitated workshops on home work at the national and provincial levels as resource persons and participants in discussions. The Project designed and tested a number of new knowledge products to support MWPRI in its activities. These were developed through consultation and collaboration with MWPRI and were validated through test trainings with MWPRI facilitators and management. During trainings on the knowledge products, staff and facilitators were encouraged to take the lead in the delivery of the modules. This enabled the ILO and consultants to provide active feedback on participatory training methods as well as the substantive content of the materials. It also assisted in identifying areas where materials required greater information or revision for future implementation. Members of Bitra were also involved in each of these training programs.



The focus of MWPRI's activities in 2013 was chiefly on organising homeworkers and developing networks and relationships with local government, trade unions and civil society organisations. During the first nine months of implementation, MWPRI was able to successfully organise 993 homeworkers. This included consolidation of 10 existing groups and 195 homeworkers in Malang City and Mojokerto and development of 31 new groups involving 798 homeworkers. These groups have been established in the focus areas in East Java - Malang city, Malang regency, Surabaya, Sidoarjo, Mojokerto and Jember.

It emerged during 2013 that the key strengths of MWPRI are their facilitators and the ability of facilitators to engage and organise homeworkers through grassroots strategies and activities. MWPRI community facilitators used a range of approaches to engage homeworkers in organising activities. In Mojokerto, facilitators worked with the local government to provide facilities for skills training activities. Provision of skills training proved to be a highly successful way of initiating engagement with homeworkers. Facilitators also found that individual and personal approaches with homeworkers, particularly community leaders, were key. In some areas, engagement with employers or their intermediaries also supported interactions with homeworkers. In these instances, employers were supportive of activities to improve homeworkers' working conditions. It was noted that homeworkers who have had prior experience in organising and engagement with employers were more difficult to organise as a result of their disillusionment with collective action.

Most groups have already engaged in regular meetings and have participated in various trainings with facilitators, including leadership training, organising training, legal literacy, advocacy and practical skills trainings for alternative income generation when homeworkers do not receive orders of work from their employers. The groups of homeworkers have also been empowered to design and create their own programs. These include regular meetings, initiatives for developing cooperatives for various purposes, organising a joint exhibition for the selling of homeworker products and skills training.

The Project provided responsive capacity building to MWPRI based on an institutional needs assessment conducted in early 2013. The institutional needs assessment identified a broad range of areas where MWPRI required institutional strengthening. During 2013, the focus was on supporting MWPRI to develop practical tools for organising and supporting homeworkers, as well as basic project management training. Further institutional capacity building and networking is required (see Project Proposal for Phase 2 for key areas identified for capacity building in 2014) prior to MWPRI being in a position to promote the establishment of HOMENET Indonesia (a membership-based organisation and consortium of homeworkers and homeworker organisations).

MWPRI have initiated workshops and networking activities with trade unions and civil society organisations in East Java. A basic advocacy plan has been developed among these partners to promote local government reforms. MWPRI have also begun to engage with local governments while conducting their activities with homeworkers. This has already proven to be useful in terms of responding to some of the homeworkers' practical needs in terms of skills training. However, MWPRI have not yet been able to engage in constructive dialogue with the local government to

address the strategic needs of homeworkers – such as law reform, extension of social security, development of policies or programs for homeworkers etc. This is a persistent weakness in MWPRI's activities. While some efforts have been made, particularly with the Ministry of Women's Empowerment and Child Protection in terms of research collaboration there is a need for further institutional capacity building of the management and facilitators in MWPRI to support strategic government engagement.

MWPRI also demonstrated persistent managerial weaknesses. Issues related to institutional structure need to be addressed to prevent further and future disputes and problems. Reporting, both financial and narrative, were weak and consistently late. The Project shall provide greater oversight and support to MWPRI to complete more timely and consistent reporting in 2014.

Collectively, activities with MWPRI during 2013 supported the individual learning of MWPRI management and community facilitators and provided resources for MWPRI to gain greater experience in project delivery, management and organising homeworkers.

- **Output: Capacity of unions and CSOs to promote the rights of homeworkers and organise non-standard workers is strengthened**

**Key results :**

Partner unions have increased understanding of homeworkers' issues and strategies to organise and represent homeworkers as a result of trainings and the development of responsive materials provided by the Project.

CSOs (TURC, YASANTI, BITRA) and partner trade unions agreed to participate as Project partners in actively promoting and representing homeworkers' rights and interests.

**Progress towards output** – Output achieved. Indicator related to capacity to train on cooperatives and union management was delayed due to development and prioritisation of additional and other knowledge products, which were not anticipated at time of developing Project logframe for this period.

Training workshops and informal discussions took place with trade unions and CSOs to raise their level of awareness on homeworkers. A one-week training course with unions from Jakarta, East Java and North Sumatra also took place in November 2013 to strengthen their capacity to engage with homeworkers and to organise and represent their rights and interests at work. Additionally, national and provincial tripartite workshops and consultations were held to discuss homeworker issues and to open collective dialogue on strategies to address identified challenges. Comparative experiences from other countries as well as ILO standards on Home Work were disseminated by the Project during these workshops and consultations to support greater understanding of international good practices with respect to homeworker policies and programs. These workshops and consultations, as well as separate workshops organised by MWPRI, led to greater awareness among civil society

organisations of the existence of homeworkers and strategies to engage them through individual as well as collective actions, involving the Government and/or employers and other stakeholders. Key CSO and union partners were identified for future Project partnerships based on their demonstrated interest, motivation and capacity to engage in homeworker issues.

In terms of knowledge sharing and collective activities, the Project sponsored MWPRI to participate in a regional knowledge-sharing workshop with HOMENET SE Asia in the Philippines in October 2013. In January 2014, a knowledge-sharing workshop involving MWPRI, trade unions and other CSOs was organised to support institutional sharing of strategies as well as collective action planning for joint activities in 2014. This KS event resulted in the development of consensus on joint drafting of an alternative Bill for Home Work as well as collective advocacy campaigns, to be organised on the anniversary of the ILO Convention No.177 on Home Work.

It emerged that addressing the practical needs of homeworkers – chiefly to obtain alternative incomes during off-seasons, was paramount for organising homeworkers. Leadership, gender and advocacy training for the organisations, as well as for homeworkers was also identified as key priority areas that the Project needed to provide capacity building support. Given these priorities, the Project developed a leadership training package for homeworkers and an advocacy training package for CSOs/Unions and homeworkers, as well as a financial literacy training program for homeworkers. The financial literacy program is being implemented in collaboration with the Bank of Indonesia. MWPRI facilitators also received CBED training. These training materials were designed to support existing work and needs of MWPRI – the only partner who received a grant during 2013. As discussed earlier, MWPRI led the skills training activities in East Java and linkages with local providers. Support for union management was postponed due to higher prioritisation of other capacity needs during 2013. These training materials will be developed in 2014.

- **Output: Awareness and the ability of national and provincial governments to respond to the needs of home-based workers and discrimination against women in employment is strengthened through Project policy advice and technical assistance.**

### ***Key results :***

Representations by National and Provincial Governments were made on the need to develop a specific regulation for home work as a result of awareness raising activities and dialogues on home work.

Research and technical advice provided to the national Government for the development of a national policy on home work. Technical advice provided to provincial government to develop programs for homeworkers.

Tools developed and research conducted to support policy development and implementation for homeworkers' wages and social security

Partnership with BPS established to include a supplement in the national Labour Force Survey to collect data on homeworkers

Nine in-depth articles/media coverage of gender discrimination issues in employment were published in national Indonesian media through media fellowships provided by

the Project.

**Progress towards output** – Output and key indicators for timeframe of Project achieved.

The Project organised a series of national, provincial and district level workshops and consultations with the Ministry of Manpower, Bappenas (Bappeda) and Ministry of Women's Empowerment and Child Protection to raise awareness on homeworkers as well as to determine the legal status of homeworkers in Indonesia. During this process significant variations in interpretations and understandings of homeworkers and their legal protection by national labour laws were identified. Significant time was dedicated by the Project to promote a consistent understanding of homeworkers and their legal status under the national labour laws among all stakeholders (Government, private sector and civil society), as well as to promote collective action to address identified challenges to decent work. As a result of awareness-raising activities, the MOMT and Bappenas at the national level and provincial level as well as in some districts in North Sumatra and East Java now have a consistent understanding of homeworkers and knowledge of the challenges faced by homeworkers to decent work.

Policy support was provided by the Project to both the Ministry of Women's Empowerment and Child Protection (MOWE) and the Ministry of Manpower and Transmigration (MOMT) to develop a regulation for the protection of homeworkers. A *Review of the Regulatory Framework for the Protection of Homeworkers in Indonesia* was developed and disseminated to stakeholders, policy notes and policy advice for regulating home work as well as specific tools, comparative experiences and good practices for the regulation of wages and social security for homeworkers were developed and disseminated to stakeholders for consideration. Through Project coordination, the MOWE and MOMT agreed to issue one single regulation on home work (rather than two separate ministerial regulations/policies).

The impact of consultations and workshops with stakeholders of the Project resulted in the establishment of collective consensus on the need to regulate home work. During provincial participatory workshops, strong recommendations from provincial government, private sector representatives and civil society were given for a regulation to be developed to strengthen understanding of roles and responsibilities of employers vis-à-vis homeworkers. The Legal Bureau of the MOMT at the national level echoed these recommendations. Challenges remain, nonetheless, in terms of receiving active support from all interested units in the Ministry in the notion of establishing a policy/regulation on home work. Further support to stakeholders to develop policy positions and specific technical assistance to the MOMT for program development will be provided by the Project during 2014.

Research was undertaken to identify the 'costs and benefits' of formalisation for women-run micro and small entrepreneurs. This research (*The Formal-Informal Nexus and Women-Run MSEs*) identifies gender-based and general barriers to business growth and formalisation as well provides clear recommendations for policy reform and programmatic support to address identified challenges. Research was also undertaken on social security and homeworkers. This study is still in draft form and will be finalised for publication and dissemination during the first quarter of 2014.

Partnership with the National Statistics Bureau (BPS) was also sought during 2013 in order to include additional questions in the national labour force survey (sakenas) to identify the prevalence and characteristics of homeworkers. This relationship is now being formalised and the supplement and guidance to the supplement to the LFS have been developed and provided to BPS for incorporation.

A broad range of advocacy materials, including professional photos of homeworkers; posters; practical brochures on homeworkers and their rights at work; wrist bands; face masks and other materials were developed for dissemination to Project partners and stakeholders. Following the media training held with AJI (alliance of Indonesian Journalists) in early 2013 on gender equality issues in employment, the Project provided media fellowships to various journalists to write and publish in-depth articles on discrimination against women in employment. Three of these included a television segments on Berita Satu on employment and gender equality.

- **Output: International buyers and Apindo will use project guidance to train their local employers and members on their responsibilities**

#### **Key results :**

Good practice guidelines for the employment of homeworkers were jointly developed and published with Apindo.

Guidelines were disseminated and promoted by Apindo to employers and international buyers during consultations, trainings and meetings.

Ministry of Manpower officials use the APINDO/ILO Guidelines as a reference point for standards that should be applied to homeworkers.

#### **Progress towards output – Output and key indicators for timeframe of Project achieved.**

The Project worked in close collaboration with APINDO to develop the *Good Practice Guidelines on the Employment of Homeworkers*. This process was lengthy undertaking due to the lack of clarity and different perspectives of employers and other stakeholders on the status of homeworkers and relevant standards that employers should be held accountable for. Once drafted, these guidelines were validated by APINDO members and were issued jointly by the head of APINDO and the ILO. The Guidelines have since been used as a reference point for the roles and responsibilities of employers to homeworkers in Indonesia. Both the Government and trade unions have adopted principles and good practices from these Guidelines as the standard that should be promoted in their individual institutions and work with partners.

The Guidelines, along with *Employers' Guidelines on Non-Discrimination in Employment* were disseminated to employers involved in the putting-out system at the national level as well as in Solo, East Java and North Sumatra. Apindo led training of employers and international buyers on the guidelines and emphasised responsibilities of employers within global supply chains and, particularly, the importance of adhering to social compliance standards in their work. During

dissemination workshops, the Project was also able to solicit information from employers and international buyers on their perspectives and challenges faced in the employment of homeworkers. This information will support the design of an employer survey and follow up work during 2014.

- **Output: A community model for PNPM for childcare which will also generates employment for (mostly) women is developed and tested.**

### **Key results :**

Informal needs assessment of women's groups

Manual and training package for developing community-based childcare services drafted

**Progress towards output** – Output and key indicators for timeframe of Project delayed.

This output was significantly delayed in terms of implementation due to challenges associated with finding appropriate consultants to develop the childcare services manual and training package. At the close of the first phase of the Project, a draft manual and training package for developing community-based childcare services remains in draft form. This requires further work to finalise.

### **Other Challenges and Responses**

The Project faced human resource challenges mid-way through 2013. The anticipated hiring of an international staff member to support M&E and research was delayed, initially due to delays in finalising the amendment to the Agreement with Australian Aid, then later due to visa problems. Rather than being hired for the anticipated 8 months, the international staff was recruited in early December. Due to health problems, this person prematurely resigned from the Project and left Indonesia in mid January. This impacted on the Project's ability to conduct thorough and timely M&E of activities and implementing partners' activities, reporting, various research items and other outputs. Financial delivery was also compromised due to the unused 6.5 work months. The existing staff on the Project absorbed these additional tasks, however, it has resulted in some delays in delivery of some anticipated activities.

### **Summary**

	<b>Planned activities as per original logframe</b>	<b>Quantity Completed / Progress to Date</b>
<b>Output 1. Pilot program to strengthen the</b>	1.1 Subdistricts for PNPM and identified and introduce program to PNPM	7 sub-districts in North Sumatera and East Java selected
	1.2 Adapt and develop facilitator training, including development of facilitator-led training package for women-run MSEs	Training of facilitators has taken place. Training materials to be consolidated based on feedback from training.

<b>conditions of work and social protection of women in micro and small businesses is initiated</b>	1.3 Recruit facilitators	14 facilitators have been recruited
	1.4 Facilitator training in NS and EJ	Completed in July 2012
	1.5 Facilitators conduct community engagement and coordination with local PNPM and Government	Conducted from September – February.
	1.6 Identification of target beneficiaries through community engagement (for BDS and childcare services)	Completed in September with some revisions made in November/December
	1.7 Needs assessment of women-run MSEs and baseline established	Completed by facilitators and BDSPs in December/January
	1.8 Training of beneficiaries (BDS) and facilitators (in selected sub-districts)	Completed from November – February
	1.9 Post-training support (BDS) and facilitators, in selected sub-districts	Completed, but this was rushed a little given the discontinuance of the PNPM component and therefore need to finalise all activities
	1.10 Facilitator coordination and collaboration with local government and support for incentives for formalisation; ILO support for provincial and district level discussions on incentives for formalisation	Completed in North Sumatra. Research including interviews with local governments in East Java and North Sumatra conducted.
	1.11 Facilitators are trained to deliver business group formation training to target beneficiaries	Completed in January 2014.
	1.12 Facilitators support business group formation of women-run MSEs	Training began, but due to close of this component of the Project, facilitator energy needed to be directed toward wrapping up of existing activities.
	1.13 Perform monitoring and evaluation of impact of year one interventions on BDS providers and beneficiaries	Monitoring missions in East Java and North Sumatra took place as well as knowledge sharing workshops to gather information on impact and challenges in implementation. Comprehensive monitoring did not take place due to staffing issues (see above).
<b>Output 2. Capacity of business development service providers to provide pro-poor services and respond to the needs of target beneficiaries is strengthened</b>	2.1 Workshop with potential BDSPs – presentation of opportunities and challenges	Completed with over 20 BDSPs attending event
	2.2 Selection of BDSP	Completed based on proposals and pre-established criteria for selection.
	2.3 Needs assessment of BDSPs (North Sumatra) and development of indicators and M&E framework to measure BDSPs performance and impact on target beneficiaries (both provinces)	Completed by consultant and M&E framework integrates indicators for performance of BDSPs
	2.4 Capacity building of BDSP in North Sumatra	All trainings implemented (total of 3)
	2.5 Direct implementation (needs assessment, training, follow up coaching and mentoring see 1.7-1.10 above)	All components of training and follow up completed by all BDSPs.
	2.6 Support BDSP to establish linkages to financial and non-financial support services	Completed in January and February 2014
<b>Output 3. Organisation,</b>	3.1 Mapping of homeworkers, relationships, working conditions and social protection (baseline on women	Data collection completed, report and analysis still in draft form.



<b>leadership and access to services for homeworkers is improved</b>	homeworkers established)	
	3.2 Adapt and validate participatory evaluation tool for Indonesia	Completed
	3.3 Develop impact assessment indicators based on participatory evaluation, mapping and needs assessments	Completed, however participatory tool has not been used by MWPRI.
	3.4 Adapt materials for organising (building on lessons learned and needs assessment)	Completed and used by MWPRI.
	3.5 Adapt and validate materials for legal literacy training for homeworkers	Completed. MWPRI have trained homeworkers with this.
	3.6 TOT on organising homeworkers and on participatory evaluation tool. Community activists to implement participatory evaluation and report during initial organising activities;	Training completed, but MWPRI has not yet used the participatory evaluation tool
	3.7 Organising of homeworkers by community activists	Completed – MWPRI organised over 900 homeworkers in East Java
	3.8 Homenet are trained to implement legal literacy materials	Completed
	3.9 Homenet implement legal literacy training through organisers	Completed – see MWPRI reports
	3.10 Financial literacy training for homeworkers is adapted and implemented	MWPRI to implement with support from Bank of Indonesia.
	3.11 Rapid impact assessment of interventions on beneficiaries and assess areas for improvement in interventions/strategies.	Informal independent monitoring mission in February 2014. Further and more comprehensive monitoring planned for April 2014.
	3.12 NS/Other NGO is twinned with Homenet (training and study tour)	Completed. Bitra attended all capacity building activities with MWPRI and trade unions, Bitra, YASANTI and TURC attended KS workshops with MWPRI.
<b>Output 4. Capacity of unions and CSOs to promote the rights of homeworkers and organise non-standard workers is strengthened</b>	4.1 Institutional needs assessment (review of past initiatives and assessment and identification of capacity needs)	Completed in January 2013.
	4.2 Adapt training materials for Homenet (unions and other NGOs) to engage in advocacy and awareness raising on homeworkers	Completed with final version following validation and testing in January 2014.
	4.3 Homenet, unions and other CSOs are trained and conduct advocacy work	Completed, however, advocacy by MWPRI is still weak.
	4.4 Adapt leadership and union management training for homeworkers and conduct TOT	Delayed. To be implemented in 2014.
	4.5 Adapt coop management training as per identified needs and priorities and conduct TOT	
	4.6 Develop model for health insurance, education fund and/or other coop services as identified by homeworkers in participatory evaluation	Research completed – finalisation of study in first quarter of 2014.
	4.7 Awareness raising on homeworkers and supporting networks with Trade Unions	Completed through a series of workshops with unions and CSOs
	4.8 Adapt modules and conduct training for unions on organising non-standard women workers, leadership for women and ;	Completed and partner unions identified for phase 2.

	support unions to conduct activities and train unions	
	4.9 Support homenet to establish and formally register with 60% homeworker membership	Delayed due to institutional weaknesses of MWPRI. They are not yet ready to form this type of MBO. Further support to move towards this is planned for 2014 and 2015.
	4.10 Assessment and design of model for homenet to develop/link in with skills training programs to respond to practical income generating needs of homeworkers	Completed by MWPRI
	4.11 Support for unions to institutionalise organising initiatives for non-standard workers	Completed through development of action plans by unions
	4.12 Capacity building of homenet to respond to identified institutional needs	Completed, but more work to be done.
	4.13 Review of interventions	Completed
<b>Output 5 Awareness and the ability of national and provincial governments to respond to the needs of home-based workers and discrimination against women in employment is strengthened</b>	5.1 National consultations to discuss homeworkers, raise awareness and support GoI action	Completed
	5.2 Baseline on homeworkers – legal framework and government capacity to respond to needs	Completed and shared with all stakeholders.
	5.3 Facilitate inclusion of women's issues in tripartite meetings	Completed during tripartite consultations and workshops
	5.4 Development of awareness raising materials (homeworkers, sexual harassment, pay equity, maternity etc)	Completed. A broad range of materials have been developed for dissemination.
	5.5 Technical assistance and support to TURC to bring cases to court	In progress
	5.6 Media fellowship	Completed. 9 stories published/aired.
	5.7 Consultations with BPS and technical assistance to integrate homeworkers into labour force survey	Completed
	5.8 Enumerator training on homeworkers	Postponed to 2014 due to lack of funds in 2013.
	5.9 Baseline on incentives/costs of formalisation (in target districts and national)	Completed – final draft in review prior to translation.
	5.10 Dialogue on incentivising formalisation (national and local levels)	Completed in context of home work, but delayed for MSEs due to time required to finalise study above (5.9)
<b>Output 6 Capacity of employers to implement responsibilities to protect and empower women workers is strengthened</b>	6.1 Employer guidelines for hiring homeworkers are developed	Completed and adopted by Apindo.
	6.2 Employer workshops to raise awareness on legal obligations and apply guidelines (non-discrimination and homeworkers guidelines) are conducted with Apindo	Completed with Apindo taking the lead.
	6.3 Technical assistance and support Apindo to implement activities with employers to raise awareness and strengthen compliance/ develop incentives	Completed, but further work, including research on incentives to be conducted in 2014.
	6.4 Technical support and assistance to Apindo to research the reasons for and	Completed through consultations and FGDs.

	challenges faced by employers in hiring homeworkers	
	6.5 Design support for employer innovations with Apindo (to support women in employment)	To be conducted with IKEA in 2014. Delays in formalising partnership with IKEA occurred as a result of confidentiality concerns on the part of IKEA. Now have clearance to move forward with partnership.
<b>Output 7 Barriers to employment for women are reduced through the establishment and testing of a community child care model</b>	7.1 Needs assessment of identified women's groups (in terms of developing business unit for childcare etc)	Complete
	7.2 Local government is engaged to discuss and support initiatives	Not completed
	7.3 Infrastructure is developed and equipment installed	Not started due to delays in developing content of program
	7.4 Develop minimum service standards; competency based training for childcare staff and business model for childcare service	Partially completed.
	7.5 Training on each component of 7.4 for local government, facilitators and CSOs and training to address capacity needs of women's groups	Not started.

## Partnerships

Generally, all partnerships formed during the first phase of the Project were constructive, collaborative and proved to be supportive of the Project objectives.

**Ministry of Manpower and Transmigration** – Strong relationships with various units at the national and/or local levels within the Ministry of Manpower and Transmigration, including the Discrimination Analysis Unit, the Wages and Social Security Directorate, the Legal Bureau, the Occupational Safety and Health Unit, the Labour Inspectorate, the Outsourcing Unit, and the Tripartite Relations Directorate, were formed during the Project. These individual relationships have been productive in terms of raising awareness and later discussing and designing approaches to respond to specific needs of homeworkers. During 2014, a more cohesive and comprehensive approach, involving multiple units in the design of individual and collective responses to homeworkers' challenges is required. Support has been highly positive at the National and local levels, however, activities and actions have been wholly driven by the Project to date. During 2014, the Project will support the Government to take a greater lead on homeworkers issues.

**Ministry of Women's Empowerment and Child Protection** – The Ministry has a strong will to develop policies and programs to work the Project to protect homeworkers, however, they lack the institutional capacity and mandate at the local level to design and deliver programs. The Project will continue to engage this Ministry in communications and collective events.

**Apindo** – The partnership with Apindo has been highly collaborative and mutually supportive. Apindo have demonstrated strong leadership in the areas of discrimination against women in employment and home work. There has also been a strong desire from Apindo to take on more of a lead in the organisation and development of activities to support homeworkers. These are positive

developments that were not anticipated at the beginning of the Project. There were some delays in implementing training activities with Apindo due to changes to initial plans to work collaboratively with Apindo's PLAN International gender program.

**MWPRI** – Persistent challenges remain in terms of 'professionalizing' MWPRI's management and functioning as an organisation. Weaknesses in reporting and project implementation, as well as conflicts among MWPRI staff involved in the implementation of their activities also posed challenges, which urgently need to be addressed. The Project has designed various types of support to try to address these issues during 2014. Despite MWPRI's traditional lead in terms of representing homeworker issues in Indonesia, it is envisaged that the Project's new implementing partners (coming on board from 2014) may challenge that position due to their institutional and managerial strengths. This is a key issue MWPRI will need to respond to through institutional changes if they wish to retain their status as the most representative organization for homeworkers.

**Trade unions** – following initial needs assessments, consultations and trainings during 2012 and 2013, trade union partners for implementation of Project activities related to organizing and representing homeworkers have been selected. Selection was based on demonstrated capacity, interest, relevance and motivation to support homeworkers. Union partners include federations in the manufacturing sector from the following confederations, KSBSI, KSPI, KSPSI (Kalibata) and KSPSI (Pasar Minggu).

**PNPM partners (Bappenas, PMD, PU, TNP2K, Menko Kesra, PSF)** – Despite some coordination issues with PMD and Bappeda East Java, all partnerships with PNPM stakeholders at the national and sub-national level were highly constructive. Developing these relationships and a relevant coordination mechanism took some time at the beginning of this phase of the Project, however, once formed, each partner provided significant support and collaboration in the design and implementation of Project pilots. There is a strong willingness on the part of these partners to continue/adopt elements of the Project's pilots in the future despite discontinuation of this component of the Project.

**Ministry of Cooperatives and SMEs** – The Ministry was involved in observing training programs with BDSPs in North Sumatra as well as in monitoring the work of the Project. As a result of collaboration during 2013, the Ministry proposed to include the ILO's SIYB and GET Ahead training programs in their annual BDSP capacity building program. It was initially agreed this would be conducted on a cost-sharing basis, with the Ministry contributing more than half the resources required to integration and implementation of the training programs. This partnership has now ceased due to discontinuation of the enterprise development work under the Project.

### **Contribution to longer-term results**

In this section, this report is only detailing the activities of the Project that will continue in Phase 2 of the ILO MAMPU Project.

The institutional support of each stakeholder involved in the Project indicates that the immediate objectives will be achieved over the coming few years. Interactions and capacity building with MWPRI and trade unions have already led to the organisation and training of women homeworkers as well as greater institutional capacity of partners to deliver relevant and responsive services and

programs to homeworkers. As such the immediate objective of increasing voice, representation and decent work for homeworkers is on track after the first year of Project implementation.

In relation to employers and the immediate objective of ‘employers promote decent work for homeworkers’, partnerships with Apindo, IKEA and individual employers in the rattan industry have been highly positive and are moving toward the development and implementation of pilot programs in 2014-2015 to support improvements in homeworkers’ working conditions.

In relation to the immediate objective related to the strengthening of national laws, policies and programs to promote decent work for homeworkers, the commitment and collective consensus and recommendations emerging from dialogues with the Government (namely MOMT), Apindo and civil society, including trade unions, to develop regulations and programs to address specific barriers to decent work faced by homeworkers indicates that the Project is on track to meet this objective in the next few years. This objective heavily relies on partners’ knowledge and understanding of homeworkers and homeworker issues and their willingness to develop responsive initiatives. Consultations and workshops during 2013 have already led to the MOMT, Apindo and civil society both collectively and individually designing programs with the ILO MAMPU Project to respond to various challenges. These developments are encouraging for future work in this area.

#### Human Interest Story

Ibu Uswatun, Pakis, Malang, East Java.

Uswatun has been doing embroidery work from home, in the Pakis subdistrict of Malang, for more than seven years. She works every day of the week for up to ten hours a day. “No holidays,” she says, with a laugh. In September of last year, Uswatun was approached by Sarno, the Mitra Wanita Pekerja Rumahan (MWPRI) facilitator, not just to join a local group of women homeworkers, but to take on the role of group leader.



“I do not have small children, so I have more free time than the other women,” said Uswatun, responding to her eagerness taking the role of the group leader. Her two children are already in their teens and, unlike many homeworkers, Uswatun does not have elderly or extended family members living with her, for whom she needs to provide financial support and care.

Uswatun embraced her new role and became active with MWPRI, recruiting other homeworkers to take part in the group and participating actively in meetings and trainings. While the whole experience has been empowering, the women’s leadership workshop in particular resonated with her.

She explained that she had “issues” with her husband who can be controlling and would prevent her from participating in activities he was uncomfortable with. The workshop, she said, “helped me learn how to talk to him better,” gaining greater independence for herself.

She is also gaining skills that have helped her improve working conditions for her and her other

group members, who all do embroidery for the same employer. “I’ve only asked for a raise once,” she said, and it happened shortly after joining the MWPRI homeworker group. Through the meetings and Sarno’s facilitation she learned that she and the other women deserved better pay so she approached their employer and negotiated on the group’s behalf.

Uswatun said her fellow group members are her inspiration. “I feel empathy for them and so I work to get them everything,” she explains. Initially she asked for double the 6,000 rupiah per product rate they were receiving at the time. In the end they were able to increase their rate by 2,000 rupiah but their ambition doesn’t end there. The women have begun a savings and loan cooperative and they hope to use the funds they collect to start a group business using their common textile skills.

## Risk Management

The only significant risk that materialised during the first year of implementation of the Project relates to the institutional buy-in and support from PMD to the development and implementation of ILO-PNPM pilots. This could potentially be addressed, if this component of the Project were to be pursued, through greater coordination and decision-making collaboration with PMD.

## Lessons Learned

Given the nature of the Project, covering two very distinctive and complex programs (PNPM and homeworkers), the Project engaged with a large number of stakeholders and coordinated various steering committees for each aspect of the program. Given this situation, the implementation plan, outputs and activities designed for achievement in 2013 were rather ambitious. Some of the PNPM components fell slightly short of fulfilment as a result of various delays in the development of the institutional framework for delivering these pilots.

A few key lessons learned during 2013 include the following –

### PNPM components

- Significant guidance and support was required to implement the pilot programs under the PNPM components. Despite prior experiences with PNPM and community facilitation (which were advantageous in the delivery of pilots), facilitators required highly responsive support and ongoing capacity building in every aspect of the deliver of pilots. This had a significant impact on the Project in terms of allocation of human resources. Frequent individual communications, monthly meetings and technical trainings were crucial in this respect.
- Training modules (both technical and introductory) were highly appreciated by facilitators and PNPM observers. ILO training methodologies, focusing on participatory learning styles, were considered particularly innovative and relevant.

- Social mapping and selection of beneficiaries was a lengthy process, however, in areas where PNPM was already well received by communities, facilitators found it easier to disseminate and mobilize participation in the program.
- The Project's criteria for beneficiaries emphasized selection of vulnerable and poor groups. These groups were largely excluded from PNPM programs in the past. Although not universally supported by PNPM stakeholders, the application selection criteria successfully involved previous marginalized and excluded groups on community empowerment activities.
- High-level support from PNPM partners at the national level is essential for program implementation and integration.
- Through the application of both the BDSP and CBED approaches, the Project was able to target and include beneficiaries from a range of economic backgrounds facing different limitations.
- Knowledge sharing workshops offered valuable insight and input to the future direction of the Project from stakeholders and partners. These workshops were considered a useful exercise to obtain higher levels of support and to improve implementation modalities.
- Homeworkers activities
  - Activities with MWPRI. MWPRI's institutional capacity needs were greater than anticipated and technical assistance provided to date has not yet resulted in significant improvements. MWPRI's strengths lie in the knowledge, experience and ability of their community facilitators to organize and support homeworkers.
  - Engaging homeworkers through the delivery of skills trainings proved to be a highly successfully mechanisms to develop relationships promote organization of homeworkers at the village level.
  - Activities with trade unions. The lengthy selection process for trade unions and phased approach – needs assessment and trainings prior to selection of partners, ensured participation of highly motivated and capable unions in the Project.
  - Activities with IKEA. Significant lead-time is required to develop and formalize relationships with international buyers. Informal partnerships at the local level are not always possible.
  - MOMT. Engaging and mobilizing support from social partners for the promotion of decent work for homeworkers is a useful strategy to solicit support from the MOMT. Officials made frequent reference to APINDO/ILO Guidelines on decent work for homeworkers when developing policy and program positions and plans.
  - Data and research on homeworkers is required to promote policy and program development. Targeted data from one province only is not sufficient to justify national-level policy development.
  - Policy development by line ministries must involve the active support of the MOMT if the issue relates to employment or labour. The failure of the MOWE to sufficiently engage MOMT in consultations and the drafting of their policy on home work led to the eventual decision to postpone its issuance.



- Other
  - Costs and time associated with integrating additional questions into the BSP Sakenas (Labour Force) Survey were higher than initially predicted. At least one-year of advanced planning with BPS is required.

Moving forward, the Project will build on the lessons learned during 2013 in the design and implementation of Project activities in 2014. During 2014, the Project shall hire a full-time M&E and knowledge-sharing officer. This will enable consistent monitoring and evaluation of implementing partners' activities, the documentation of lessons learned and enable higher responsiveness of the Project to challenges as they arise and to the promotion of good practices when found. The Project shall also engage an external evaluator during 2014 to assess the progress of the Project in terms of achievement of objectives.

**Annexes:**

1. Financial Report
2. Project document and work plan for year one of Phase 2

# minute sheet

PARDEV

**Ref.:** INS/12/05/AUS

**Clearance:** EWEW

**Date:** 25 April 2014

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**To:** Mr Van Rooij, CO-Jakarta

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**cc:** CO-Jakarta  
ROAP  
GED

PARDEV  
BUD/CT

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**From:** Ms McKenzie, PARDEV

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**Subject:** Submission certified final financial statement

<b>Project</b>	Women in leadership: Access to Employment and Decent Work
<b>TC Symbol:</b>	INS/12/05/AUS
<b>IRIS project No:</b>	103435

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1. I am pleased to send you the certified final statement of income and expenditure for the above project for your transmission to the donor.
2. Please request the donor to advice regarding the arrangements for the remaining balance. As per the signed Agreement, the unspent balance of USD 147,549.00 shall be returned to the donor or may be used by the ILO as agreed in writing with the donor.
3. Should the donor request that the funds be returned, please ask for their bank account details (including IBAN), and inform PARDEV and BUD/CT by providing a copy of your correspondence with the donor.
4. Should the donor request the ILO to keep the unspent balance, please send PARDEV and BUD/CT the donor's e-mail confirmation specifying that either the:
  - The ILO may re-allocate the balance to another project (TC Symbol should be mentioned) funded by the same donor, or
  - The ILO may re-allocate the balance to the ILO's PSC-account.  
This means that the ILO will use the balance at its discretion to support technical cooperation.
5. Please note that the balance cannot be returned to a project that is funded by a different donor, and the balance cannot be used as RBTC/RBSA.

Thank you for your response on this issue.

**International Labour Organization**  
Final Statement of Income and Expenditure  
for Department of Foreign Affairs and Trade, Government of Australia  
for Agreement INS/12/05/AUS (501091)  
(Expressed in USD)

**Agreement Summary**

Agreement Name	INS/12/05/AUS (501091)
Title	Women in Leadership
Approved Budget	2,155,570.00

**Income:**

Contribution	2,010,605.00
Jun-2012	528,317.00
Mar-2013	600,000.00
Sep-2013	700,000.00
Mar-2014	182,288.00
<b>Total Income (A)</b>	<b>2,010,605.00</b>

Description	(1) Prior Year(s) Expenditure	(2) Expenditure 2014	(1+2) = (3) Total Expenditure (B)
International Professional Staff	229,119.00	86,389.00	315,508.00
International Consultants	46,854.62	29,100.35	75,954.97
Local Support Staff	36,772.00	4,671.00	41,443.00
National Professional Staff	232,066.00	48,701.00	280,767.00
National Consultants	15,457.00	9,890.00	25,347.00
Consultants / National Professional Staff	24,199.38	-0.35	24,199.03
Travel Project Staff	5,084.00	6,266.00	11,350.00
Travel Other Staff	5,120.00	0.00	5,120.00
Subcontracts	198,825.00	102,960.00	301,785.00
General Operating Expenses	36,629.00	6,640.00	43,269.00
Communications	1,182.00	275.00	1,457.00
Furniture and Equipment	21,292.00	16,831.00	38,123.00
Seminars	402,782.00	81,617.00	484,399.00
Programme Support Costs	163,200.00	51,134.00	214,334.00
<b>Total</b>	<b>1,418,582.00</b>	<b>444,474.00</b>	<b>1,863,056.00</b>

**Final Balance (A - B) : 147,549.00**



Certified by : Sietse Buijze

Chief

Technical Cooperation Budget Unit

Budget and Finance Branch

16.04.2014