



USAID
FROM THE AMERICAN PEOPLE

ProRep
Program Representasi

ProRep's

**year
journey**

Connecting People, Experts, and
Policymakers to Improve Public
Policies and Representation





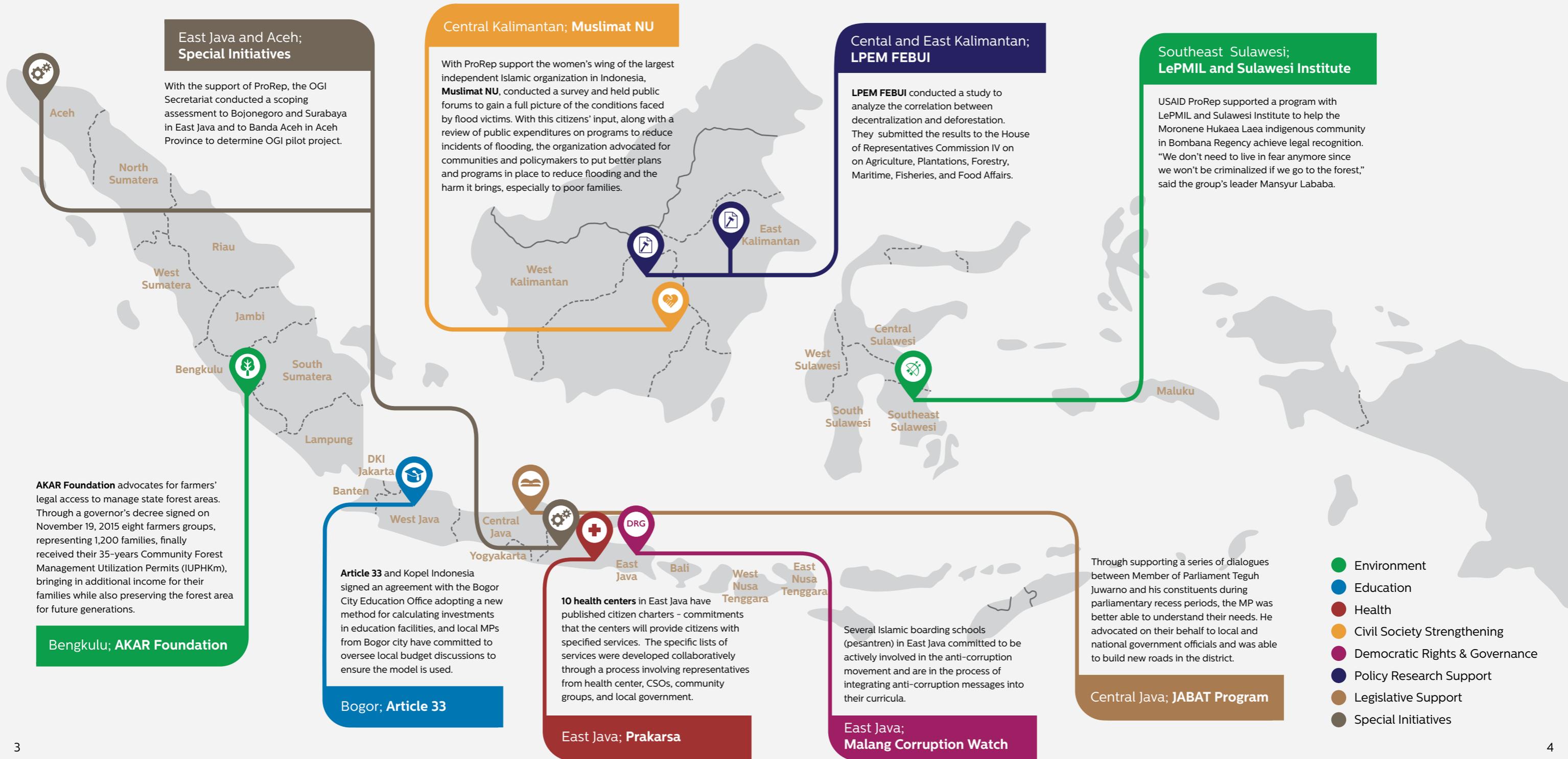
Indonesia is in many ways a success story. Its economy is the largest in Southeast Asia, has grown at over 5 percent per year over the past 15 years, and its middle class is expanding.

Since reformasi began in 1998, the military's role in politics has been reduced, political power has been decentralized, and democracy is largely consolidated. Yet many Indonesians feel that their voices are not being heard by the institutions that represent them, that the quality of nation's laws and policies do not reflect the nation's best research and thinking, and that transparency and accountability must be strengthened.

Program Representasi, or ProRep, was one means of addressing the need for better representation. Begun in 2011, this five-year program supported a number of civil society organizations, think tanks, and the DPR (House of Representatives) to better research and understand, articulate, and respond to citizen needs and improve public policies. Beginning in 2014, ProRep initiated a new "policy community" phase, supporting civil society, research, and government institutions' efforts to join forces to improve, and better implement education, health, environment, and anti-corruption policies.

Geographic Focus & Selected Program Highlights

ProRep and partners worked in **25 provinces across Indonesia**. This map shows where ProRep and partners conducted activities and highlights some program achievements.



- Environment
- Education
- Health
- Civil Society Strengthening
- Democratic Rights & Governance
- Policy Research Support
- Legislative Support
- Special Initiatives

ProRep In Numbers

<p>Strengthening Civil Society Organizations</p> <p>317 CSOs</p> <p>CSOs expanded membership, developed alliances, used new forms of media, and engaged with policymakers</p>	<p>Promoting Evidence-based Policymaking</p> <p>117 think tanks & research institutes</p> <p>Initiated an Indonesian Policy Research Network (alliance of 12 research institutes) Partnered with the Association of Expert Staff of Parliament (ATAP)</p>	<p>Improving the Policy Process</p> <p>4 policy communities on specific policy reform agendas</p> <p>Worked across stakeholder groups and utilized research to improve policies in health, democratic rights and governance, education, and environment</p>
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Life of Project Results



<p>1,300 activities (workshops, trainings, meetings, press conferences)</p>	<p>49,262 People Involved</p>
<p>111 partner-led programs including 76 grants, 19 subcontracts, and 16 letters of collaboration</p>	<p>59 policy initiatives promoted by partners over the life of the program</p>
<p>19 policies enacted influenced by ProRep partners</p>	<p>524 media articles, stories, and op-eds covering advocacy positions</p>
<p>74 Policy Briefs & 23 Policy Papers produced and shared with policymakers</p>	<p>Think tanks, advocacy groups, and policymakers discussed key policy issues in 133 multi-stakeholder forums (MSFs), developed formal recommendations for improving policy in 23 MSFs, and developed action plans for influencing policies in 12 MSFs</p>

Executive Summary

The USAID Program Representasi (ProRep) evolved in a number of ways over the five years of its implementation.

The achievements and lessons that resulted from successful partnerships with Indonesian advocacy organizations, research institutions, and government partners elevated democratic principles, while also integrating them into other sectors to enhance sustainable development in Indonesia. Through ProRep, USAID's Office of Democracy, Rights, and Governance collaborated with the Offices of Environment, Health, and Education, to deliver a program that went deep in terms of democracy – by aiding policymakers to act on sound policy research and citizen input – while also bringing about needed reforms to safeguard Indonesia's environment, enhance the access to and improve the quality of health care and education services, and promote greater transparency and accountability well into the future. ProRep is leaving behind institutions better equipped to represent their constituents and members, mechanisms to integrate citizen input into improvements in policies and programs, and a more deeply rooted culture of inclusive and evidence-based policymaking.



The policy community approach facilitated by ProRep – whereby advocacy and research groups collaborate with decision-makers on specific areas of policy or implementation – advanced targeted local level objectives, which in turn supported reforms at the national level. Policy communities also worked to improve implementation of national policy priorities at the sub-national level, further supporting Indonesia's decentralized system of governance. Over the life of the program, ProRep partners advanced progress on over 59 initiatives to improve policies or their implementation, and were ultimately successful in pushing for the enactment of 19 new policies. The policy agendas that ProRep partners worked on were developed with input across a range of stakeholders, were in line with the Government of Indonesia's own development priorities, and aimed to improve conditions for Indonesia's most vulnerable populations.



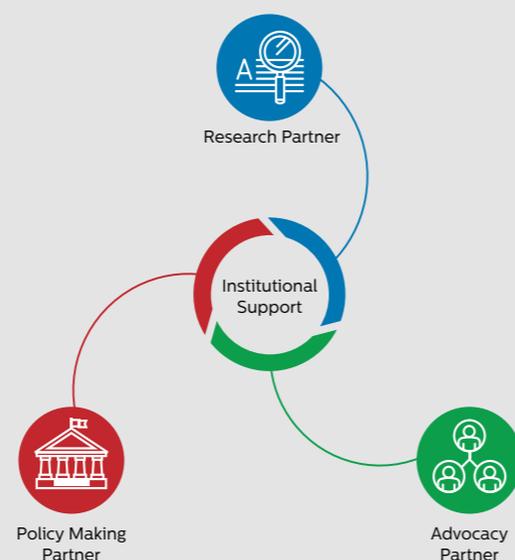
Program Components and Key Partners

Begun in 2011 and completed in 2016, ProRep was a five-year USAID Democracy, Rights and Governance project designed to strengthen representation in Indonesia by (1) strengthening the representational capacity of civil society organizations (CSOs); (2) building the capacity of selected research organizations to conduct policy-relevant research on key policy and governance issues, and to effectively share their findings with policymakers; (3) support more effective, responsive, and transparent legislative processes – working especially with Indonesia’s powerful House of Representatives (Dewan Perwakilan Rakyat – DPR); and (4) providing timely assistance for special initiatives needed to protect or advance democratic governance. Prime contractor Chemonics led the project team, which was made up of the Partnership for Governance Reform (Kemitraan), an Indonesian good governance organization; the Urban Institute, which played a vital role in support to research organizations; and Social Impact, which was responsible for monitoring and evaluation.

Project Implementation Phases

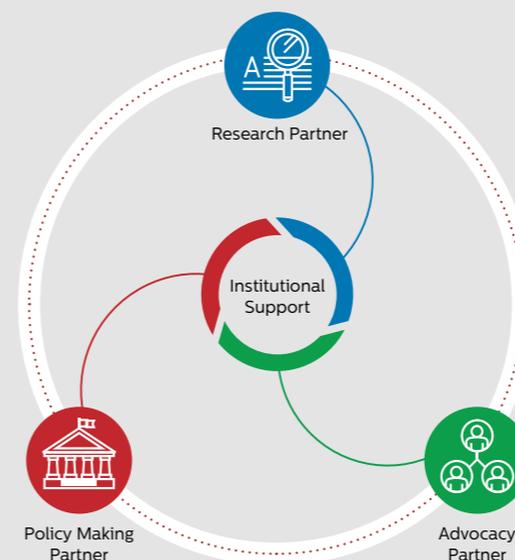
Over the five-year lifespan of ProRep, implementation evolved through three overlapping phases, with each building on and continuing the support provided in the previous phase.

Phase 1 : Institutional Strengthening



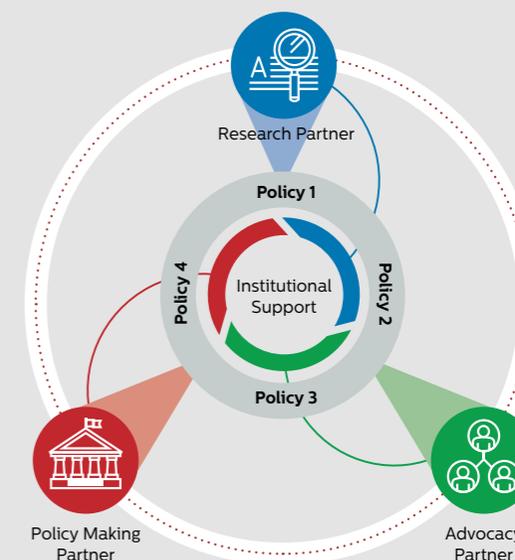
In the first phase, beginning in 2011, ProRep provided institutional strengthening support to our advocacy, research, and legislative partners. As these groups saw how ProRep’s objectives aligned with their own – making them stronger, more effective institutions – their trust in the project and its team grew.

Phase 2 : Institutional Strengthening and Collaboration



Beginning in 2012, and continuing for the remainder of the project, ProRep added to institutional support a growing emphasis on collaboration among the three sets of stakeholders. Increasingly, ProRep programs combined representatives from CSOs and research institutions, along with parliament members and staff, on measures to improve governance and policies. All three groups collaborated on measures to improve parliamentary transparency and performance, on the oversight of public funds, as well as on other regulatory matters. Trust developed among the three groups and with ProRep. This, along with the new skills and knowledge acquired through ProRep capacity building programs, laid the foundation for the third phase.

Phase 3 : Policy Communities



Beginning in 2014, the project entered its third and final phase, supporting policy communities. In this phase, stakeholder groups came together in alliances, using research and a strengthened collective voice in pursuit of specific policy changes that aligned with the objectives of USAID’s 2014–2018 Country Development Cooperation Strategy, citizen needs, and Government of Indonesia development priorities.

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Democracy only works if there is sense of responsibility. There is no democracy without responsibility.

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Mohammad Hatta



Strengthening Civil Society Organizations

ProRep partnered with organizations seeking to scale-up their influence on government to advance their members' or constituents' concerns. ProRep issued grants and conducted dozens of trainings, assessments, workshops; and mentored grant partners to help them expand their memberships and constituent bases, engage more frequently with legislators

and other policymakers, and become more adept at and more frequently use the media for advocacy and outreach. Partners included organizations representing journalists, women, farmers, migrant workers, small business owners, and fisherfolk. Partners also encompassed a broad spectrum of technical specialties, including parliamentary reform and systems, budgeting transparency and accountability, environmental law, and others. ProRep programs helped CSOs build their memberships and constituency bases, engage more successfully with policymakers, improve their advocacy, and become better at strategic planning and financial management. CSO partners effectively lobbied executive and legislative officials for improvements on a range of issues including budget transparency, freedom of information, gender equality, food security, and others.

Enhancing Civic Participation



317
CSOs

received capacity building and/or policy advocacy program support from ProRep

12 national and sub-national laws, regulations, legislative amendments, and parliamentary oversight proceedings influenced by CSO advocacy



CSOs employed 22 new methods to receive information and opinions from their members



In 83% of CSOs surveyed, 50-85% of constituents or members reported that the CSO had effectively advanced their interests



102 policy briefs/papers

presented to national and sub-national legislative and executive policymakers and substantively reflected in responsive legislation, oversight or budget proceedings

16

CSOs participated in and provided input to national and sub-national legislative proceedings



20 CSOs or CSO networks significantly expanded their membership or constituent base



524 media articles, stories, and op-eds covering CSO advocacy positions



Through ProRep, we as a CSO at the local level were given the chance to network with national-level organizations. We were even invited to a national-level event.

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Grantee, Focus Group Discussion, 2016

Highlighted CSO Accomplishments



Partner InProSuLA enlisted 485 farmers' associations in monitoring implementation of a national food subsidy program called "rice for the poor." They facilitated the government to source 1,200 metric tons of locally produced rice from farmers' associations in Kulon Progo for the program, and conducted a national workshop bringing the benefits of amending the national program to use locally produced food to the attention of several key ministries.



The Association of Indonesian Women's Unions, HAPSARI, transformed its advocacy strategy from confrontational street demonstrations to creative social media campaigns on Facebook, Instagram, and Twitter, and face-to-face meetings with government officials. HAPSARI now has national reach, more than 2,000 members, and 10 branch offices. HAPSARI secured a 360 million Indonesian rupiah (IDR) grant from the National Ministry of Cooperatives, and now markets its products at several minimarkets. One HAPSARI member has become a certified facilitator for a state-owned bank and has assisted 20 women to receive microenterprise loans.



ProRep assistance has also helped Central Java-based Yayasan Satu Karsa Karya (YSKK) to become a national-level player in education reform. It played a central role in two national-level conferences on education reform with the Ministry of Education and Culture, and has become a leader in the Civil Society Coalition for Education Transformation (KMSTP), which now represents more than 30 member organizations. ProRep trained YSKK to use social media to support its watchdog and advocacy efforts. As a result, YSKK launched websites and social media accounts for their organization and for their campaign to increase community involvement in monitoring the use of state funds for school operations.

Promoting the Application of Policy Research and Analysis

117 research institutes

received capacity building or policy research support from ProRep



13 research institutes

achieved a total of **25** organizational improvements in key areas



7 national & sub-national

laws, regulations, and legislative amendments influenced by research institutes' policy research and analysis



211 national and sub-national policymakers reported receipt of written research products and/or verbal presentations from research institutes



12 research institutes

actively involved with Policy Research Network (PRN)

112 parliament members

and/or staff reported using ProRep-supported research institutes' policy research products

Improving Policy Research

Research organizations in Indonesia desiring to impact public policy face several common problems: a lack of core funding, leaving them dependent on the changing interests of donors; little institutional demand in government or parliament for policy research; and policy decisions based on political influence rather than evidence. ProRep assistance was designed to improve research organizations' institutional and research effectiveness, increase its policy relevance, and to help research organizations better package their findings and communicate them to policymakers. Through grants, trainings, and mentoring – much of it from partner Urban Institute – research organizations learned to conduct better, more relevant research on pressing policy issues.

As with its assistance to advocacy groups, ProRep facilitated greater collaboration among project partners. This included collaboration among research organizations, and between research groups, CSOs, and policymakers. In 2013, the Institute for Economic and Social Research (LPEM FEUI), Centre for Strategic and International Studies (CSIS), Institute for Research and Empowerment (IRE), Women Research Institute (WRI), Paramadina Public Policy Institute (PPPI), and Prakarsa founded the Policy Research Network (PRN), which has since grown to 12 members. Its mission is to be a credible



ProRep provided input on how to translate our program's results into material that would be accepted by policymakers. We learned how to make effective 2-3 page policy briefs, because nobody wants to read dozens of pages of research results.

.....
Grantee, Key Informant Interview, 2016

and sustainable policy network, improve the quality of PRN-member research, and improve the relevance and influence of PRN-member studies on the policymaking process. Supported think tanks worked with CSO and DPR partners on establishing legislative priorities (*Prolegnas*), amendments to the State Finance Law, the Law on Legislative Bodies (MD3 Law), and others. The PRN has established a long-term MOU with the Association of Parliament Expert Staff (ATAP) and is developing formal media partnerships with a number of leading media groups.



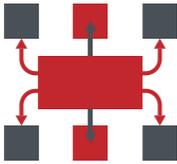
Legislative Support

311  with constituents held by ProRep-engaged parliament members

consultations

18,812

community members, media professionals, and local officials interacted with members of parliament through ProRep's constituent outreach program, JABAT

24  undertaken by the DPR contributing to better budget or program oversight

ProRep – supported actions

17 parliament members from **9** different political parties and their staff, participated in ProRep's constituent outreach program, JABAT



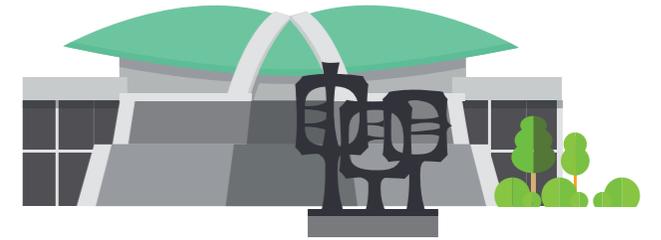
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ProRep partners-supported amendments or budget changes discussed in a committee, appeared on a committee agenda, and/or discussed in committee oversight hearings

9 DPR institutional reforms deliberated and **4** passed



More Effective, Responsive, and Transparent Legislative Processes



During its first three years ProRep worked with the DPR to assist the institution to become more effective, responsive, and transparent. ProRep supported the DPR to become more open and engage more substantively with constituents, advocacy, and research groups. The program assisted those outside the DPR to find avenues to communicate with and influence legislative partners, while also supporting DPR members, staff, and committees to be more responsive to civil society involvement. After establishing trust with individuals and organizations within the DPR, ProRep was able to work with a broad variety of stakeholders, including the Legislation Committee (BALEG), Public Accounts Committee (BAKN), the Secretary General's Office, Bureau for Budget and Budget Implementation, DPR expert staff, staff from the Assessment Bureau, and staff from the Regional Representative Council (Dewan Perwakilan Daerah – DPD). These relationships allowed ProRep to provide technical support through workshops and trainings to increase legislative partners' skills in areas such as legislative drafting, budget and fiscal impact analysis, audit report analysis, constituent outreach, and research and policy analysis.

Few Indonesians know their elected representatives and members of parliament (MPs) tend to lack strong ties to their constituents. To address this, ProRep conducted an innovative constituent relations program in 2012-2013 with MPs from each of Indonesia's nine political parties with seats in the DPR. Entitled JABAT, an acronym for *Jangkau dan Libatkan* – which means “to reach out and engage” – the program was designed to help DPR members improve the management of their constituent relations by becoming more accessible, sensitive, and responsive to the people they represent. ProRep partner Kemitraan assigned Constituent Relations Officers (CRLs) to advise MPs and their staff in planning and conducting constituency visits. A parallel small grants program supported a number of local CSOs to mobilize citizens to present local concerns to their MPs during their visits.

JABAT benefited DPR members and constituents in several ways. MPs met with thousands more constituents, and dozens more groups and organizations than they would have otherwise, and were better able to understand their needs and concerns. Learning of their district's needs firsthand, MPs then acted on constituents' behalf in concrete ways conveying their concerns to national and local officials, and securing local infrastructure improvements, such as new roads and ferries in their districts. ProRep published and distributed a guidebook for MPs and their staff on conducting effective constituency visits, and a video in Bahasa Indonesia and English highlighting the benefits of stronger constituent relations. ProRep also developed a practical guide for communities designed and were able to better understand the roles and functions of the DPR and how to voice concerns to their elected officials.

DPR members and staff credited ProRep trainings and programs with improved legal drafting capacity among DPR staff; improvements in budget implementation oversight techniques among DPR members and staff; better interaction and collaboration between offices and structures within the DPR and various civic interest groups and think tanks; and the establishment of the Association of Parliament Expert Staff (ATAP) as a more permanent supporting institution within the DPR.

Working with CSOs over the past two years [since ProRep], we see that the policymaking processes has improved because it is supported with evidence-based data. Indeed, it takes more time, but the quality is better.

Local Legislative Council Speaker/DPRD,
Focus Group Discussion, 2016

Special Initiatives Needed to Protect or Advance Democratic Governance

USAID included the Special Initiatives component in the ProRep program so that USAID and ProRep would have tools to address unforeseen obstacles and opportunities during the life of the project.



ProRep used funding from this component to conduct a U.S. electoral campaign study tour for Indonesian MPs and think tank and CSO leaders prior to the 2012 U.S. presidential election; and to facilitate group and individual participation in a number of workshops and meetings, including a seminar and congress of the CSO Council on the implementation the 2013 Law on Civil Society Organizations, and a study tour to the United States for members of the Policy Research Network.

The program also provided a range of assistance to the Indonesian National Coordination Team (NCT) to facilitate the design and development of its South-South and Triangular Cooperation program (including a joint Urban Institute-University of Indonesia study on possible Indonesian CSO, research organization, and private sector partnerships in Indonesian foreign assistance efforts); and to engage in studies and technical assistance to assist the Indonesian government to reactivate and rebuild its Open Government Partnership (OGP) program following the 2014 change in presidential administrations. These activities laid the groundwork for deeper U.S.-Indonesian partnerships in each of these areas.

ProRep Policy Communities



Policy Communities

4 policy communities

on specific policy reform agendas – on education, health, environment, and democratic rights and governance



41 policy initiatives

promoted by policy community partners



Think tanks, advocacy groups, and policymakers discussed key policy issues in

133 multi-stakeholders forums (MSFs)

developed formal recommendations for improving policy in

23 MSFs

and developed action plans for influencing policies in

12 MSFs



19 policies enacted

influenced by ProRep partners



524

media articles, stories, and op-eds covering CSO advocacy positions



97 policy briefs and policy papers

produced and shared with policymakers



ProRep Policy Communities

USAID initiated a new five-year Country Development Cooperation Strategy (CDCS) in 2014, and in line with this new strategy, ProRep began a new “policy community” or “policy cluster” program. This innovative approach built on ProRep’s experience over the previous three years and brought CSOs, think tanks, and national and local policymakers together to collaborate on specific policy reforms key to Indonesia’s progress in health, education, environment, and corruption prevention. The various

actors involved in the policy communities worked together to determine the priority issues to target. Policy communities developed strategies that focused on moving the needle on long standing issues – while also incorporating flexibility to mobilize action on emerging policy opportunities or threats. ProRep helped connect the various parties, facilitated their deliberations and activities, and supported their acquisition and application of the skills and tools needed to advance key reforms.

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The cluster approach enhances constructive engagement of CSOs with government, without CSOs being coopted by the government.

Grantee, Focus Group Discussion, 2016



Education Policy Community

Beginning with just four key partners, the education policy community mobilized a movement of over 30 Indonesia organizations focused on improving education policies and performance under the umbrella of the Civil Society Coalition for Education Transformation (KMSTP). The coalition conducted two national-level policy dialogues in the Ministry of Education and Culture (MoEC) with Minister Anies Baswedan and his top staff, placed a liaison officer in the ministry, and collaborated with the ministry on several programs and policy initiatives to improve the quality and management of teachers, the national curriculum, and public participation in school management, among others.

The community pioneered a new kind of advocacy in Indonesia – with the KMSTP’s formal partnership with the ministry leading to several KMSTP proposals incorporated into MoEC’s five year strategic plan, the bringing together of many organizations from across the nation to collaborate on reforms, and the inclusion of three USAID projects (ProRep, Kinerja, and Prioritas) in this effort. The community established the groundwork for a thriving partnership between civil society and government.

Even after the end of direct ProRep support to education policy community partners, former grantees are being called upon to provide policy ideas and technical support to the ministry’s reform agenda. Several initiatives are also taking root at the local level, such as the Bogor Municipality Education Office’s adoption of a new method developed by Article 33 to calculate investments in education facilities, and the city of Surakarta’s use of the YSKK *Sekolah Mantap* model to expand public participation in school management throughout the city. YSKK’s policy proposal to revise Gunung Kidul district’s local regulation on education was listed as a legislative priority (Prolegda) for 2016.



Environment Policy Community

Indonesia is home to one of the greatest concentrations of biodiversity on earth, but crucial ecosystems are rapidly being depleted. Saving it requires more than local protests and expert studies and expertise from abroad. The environment policy community, which mobilized 13 advocacy and expert organizations, engaged the Ministry of Environment and Forestry, the DPR’s Commission IV, international organizations, indigenous peoples’ groups, and several local governments and local legislatures to provide focused technical assistance, public consultations, and policy proposals. These efforts led to the enactment of several laws, regulations, and procedures addressing practical issues that stifled Indonesian efforts to stem the destruction of the environment. Most importantly, the policy community model has shown how government and non-government partnerships can work, practically, to solve critical environmental issues.

Together, ProRep partners have succeeded in facilitating reforms granting legal recognition of several indigenous groups – the Kasepuhan tribe in Lebak, Banten; the Tobu Hukaea Laea tribe in Bombana, Southeast Sulawesi; and the To Kaili and To Kulawi indigenous communities in Sigi and Central Sulawesi – as the first step in the process to restore their authority to manage ancestral lands in environmentally responsible ways. ProRep support has also been crucial in the enactment of a groundbreaking governor’s decree, which extended 35-year community forestry permits to eight farmers’ associations in Bengkulu. Further support has led to the creation of clear guidelines on the recognition of indigenous and community forest rights and enhanced wildlife protection mechanisms. Partners also shared research and developed policy proposals to advance forest and land fire prevention policies, better budgeting for environmental programs, and the development of long-delayed implementing regulations for key environmental laws.



Health Policy Community

Improving national health conditions is a priority for the Indonesian government, and new momentum was created with the creation of a national health insurance plan (Jaminan Kesehatan Nasional – JKN) launched in 2014.

ProRep’s health policy community created and implemented new multi-stakeholder forums (MSFs) and following consultations with USAID’s EMAS program, developed SMS gateway systems in West, Central, and East Java and South Sulawesi. MSFs and SMS gateways have enhanced community involvement in, and influence over, the health care they receive. MSFs bring together health care administrators, community representatives, and local government representatives to discuss challenges and improvements related to the local health care system, and in doing so, they help care providers make better informed decisions to respond to community priorities. As a natural technological extension of these fora, SMS-based public complaint systems allow citizens, regardless of economic status, to send in feedback and complaints, while referral features help midwives refer mothers in labor to available health-care facilities. Responding to public feedback, 10 local clinics (*puskesmas*) have published “citizen charters” – commitments to provide specific health services, developed in collaboration with local communities. Because of their concrete contributions, MSFs and SMS services are being made permanent features of health systems in Semarang and Surakarta, Central Java, and Jenepono, South Sulawesi through local regulations and government funding.

Other partners have harnessed the power of research to push for key reforms. For example, Frontiers for Health Foundation researched *puskesmas* staff accreditation and presented policy reform recommendations to the Ministry of Health to enhance health promotion and outreach efforts nationwide. Women Research Institute researched the impact of the new national health insurance plan on maternal and child health, highlighting troubling gaps in the new plans’ coverage of key services in a policy brief, and at a national conference at which Minister of Health Nina Moeloek served as the keynote speaker.

Together, the various communities, CSOs, and research institutions within the health policy community are finding ways to work in partnership with local- and national- level agencies to find and collaboratively implement practical solutions to pressing health problems. The health policy community appointed a liaison officer to facilitate communication with the Ministry of Health which led to the joint planning of a national dialogue on health issues, where the parties committed to collaborate on advancing the UN Sustainable Development Goals (SDGs).



“With joining the policy cluster, we got a lot of benefits, because in the cluster, there were CSOs that were strong in advocacy and also other CSOs like us that focused more on research, so we learned a lot from each other...”

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Grantee, Key Informant Interview, 2016

Democratic Rights and Governance Policy Community

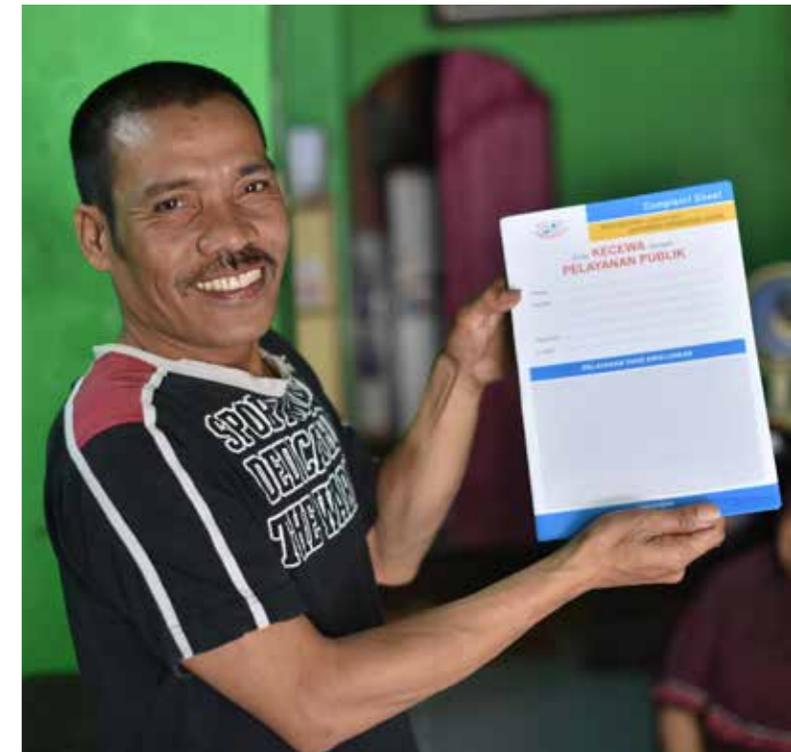
In early 2015, at the request of USAID and in response to events that threatened to erode much of Indonesia’s progress in strengthening accountability, ProRep developed a partnership with the Civil Society Coalition on Anti-Corruption and formed a new democratic rights and governance (DRG) policy community. The program, co-created with ProRep, supported six organizations to draw attention to the unjust “criminalization” of key anti-corruption advocates amid a campaign of harassment, arrest, and intimidation. Partners also monitored the selection process of the new leaders of the Corruption Eradication Commission (KPK), and made recommendations on how to improve the institution’s performance. Partner the Institute for Criminal Justice Reform (ICJR) conducted research, made recommendations, and is continuing to advocate for amendments to the Criminal Code (RUU KUHP), which is scheduled to be deliberated by the DPR this year. The community expanded its anti-corruption network in several regions of Indonesia and helped CSOs within the coalition to develop and adopt security standards to keep their advocates safe from intimidation and threats. Malang Corruption Watch engaged faith-based communities in their efforts and a number of religious leaders agreed to incorporate anti-corruption messages into religious booklets, pamphlets, and sermons for Friday prayers.

ProRep succeeded in building and delivering a substantive and useful anti-corruption program in a matter of months partly because of the policy community methodology it had already developed in the health, education, and environment communities. Even more important was the existence of an established anti-corruption movement in Indonesia which ProRep was able to engage, and work in partnership with, in advancing this important work.

“From a management aspect, the benefit of joining with ProRep was that we became more disciplined in our internal monitoring and evaluation... with several tools and verification from ProRep, we learned quite a few lessons.”

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Grantee, Focus Group Discussion, 2016



CONCLUSION

ProRep’s experience bringing together actors from different sectors – CSOs, research organizations, and policymakers – for improved representation and policies, provides several lessons that can be helpful for project designers and implementers working on multi- or cross-sectoral projects.

Lessons Learned



1 Structure is as important as strategy. The placement of three different kinds of organizations – civil society, think tanks, and policymakers – in one project, allowed for levels of collaboration and policy impact that would not have been possible otherwise. Collective impact literature states that “structure is as important as strategy” and the structural design for ProRep facilitated building a very high level of collaboration among disparate actors. Furthermore, ProRep staff possessed expertise in working with each of the three stakeholder groups, and the structure of the team was sufficiently flexible, allowing the project to adapt smoothly through the various phases of implementation.



2 The three-phase approach evolved, rather than followed a pre-developed plan. ProRep developed its three-phase approach more through “problem-driven, iterative adaptation” than through a “best-practices project design.” The program learned and adapted its approach each year. The relationships, skills, and working methods developed with the partners over the project’s first three years laid the foundation for ProRep to adjust to its final policy community phase.



3 Building trust was fundamentally important. Program progress and success took place “at the speed of trust”. Gaining access to and beginning work in the DPR; facilitating collaboration and negotiation of policy priorities among CSOs, think tanks, and policymakers; partners’ work to obtain local governments’ buy-in on innovative pilot programs including MSFs, SMS Gateway systems, and improved models for delivering food aid; and the openness of ministry partners to ProRep partners, all depended on trust – trust that existed before the ProRep project and trust built over the length of the program.



4 Policy reform is complex and requires long-term effort, but can be worth the investment. Policy reform requires sustained effort, but when the efforts are focused on changes that can “alter the rules of the game”, they are well-worth the investment. Several ProRep programs, especially the policy community and special initiatives programs, either have or will alter the rules of the game, and will benefit many. Such changes include the guidance environmental partners developed to assist government in granting legal recognition to indigenous peoples, assistance to re-establish the Open Government Partnership (OGP) program, and efforts to help Indonesia develop its South-South and Triangular Cooperation (SSTC) Program. Many of these efforts will need continued support, but costs are relatively small when compared to benefits, especially on potentially “game changing” programs.



5 There are benefits to working at both the national and local levels. Policy reform in decentralized Indonesia is a joint local/national enterprise. In many cases, ProRep partners were able to present the results of their programs to national-level ministries, potentially benefiting several other regions. In turn, policy community work eased and expanded the implementation of national policy priorities at the sub-national level.



6 ProRep is a useful model for implementing cross-sectoral policy reform. It was a “representation” project that utilized DRG-based tools and skills to promote an improved policy making process and policy change in four separate sectors: education, health, environment, and DRG.

ProRep Timeline

2011

APR

ProRep program is launched in partnership with the Urban Institute, Social Impact, and the Partnership for Governance Reform (Kemitraan).

ProRep conducts assessments on CSO, think tank, and legislative sectors and reviews programming opportunities to advance gender equality.

Working relationships initiated with the DPR's Legislation Committee (Badan Legislasi or Baleg) and the Public Accounts Committee (Badan Akuntabilitas Keuangan Negara or BAKN).

Working relationships commence with membership- and constituent-based CSOs and research institutes. Programs focus on national budget transparency and public access to information.

ProRep awards QuickStart research grants to support think tanks.

2012

JUL

ProRep partner ASPPUK uses enhanced skills to secure an IDR 750 million grant for women-owned small businesses from the local Ministry of Cooperatives office.

Five 19-month policy research grants awarded to research institutes to prepare and deliver rigorous research to policymakers and implement key organizational improvements.

BAKN study visit to the Public Accounts Committee (PAC) of the British Parliament and the Public Expenditure Committee of the Dutch Parliament, two of the world's best-established PACs.

ProRep continues to award CSO grants and initiates training series on creative advocacy, citizen journalism, constituent building, engagement with policymakers, and social media for advocacy.

Capacity building activities for National Parliament BAKN, BALEG, and Secretariat General staff begin.

Paramadina Public Policy Institute's (PPPI) conducted research on the implementation of performance-based budgeting (PPB) in six pilot ministries over the past ten years. PPPI researchers presented their model and initial findings at the 3rd International Conference on Government Performance Management and Leadership in Tokyo, Japan.

2013

JAN

The Association of Indonesian Women's Unions (HAPSARI) secures support from the Minister of Women's Empowerment and Child Protection during Women Empowerment National Workshop on promoting women's access to economic opportunities.

The Policy Research Network (PRN) is established. Over time, membership expands from five initial members to leading think tanks.

JABAT program is launched to strengthen MP-constituency relations, involving 14 MPs and five CSOs. More than 20,000 Indonesians participated in JABAT activities.

The Alliance of Independent Journalists (AJI) incorporated the budget transparency training module ProRep supported into its organizational program, increased its membership, and published 31 articles on budget transparency.

SEP

DEC

Association of Expert Staff of Parliament (ATAP) is established.

2014

DEC

SEP

Policy community/cluster activities in education, health, and environment begin.

CSOs successfully advocate for the inclusion of six bills in the 2015 – 2019 National Legislation Program (Prolegnas).

APR

ProRep concludes institutional support to the House of Representatives (DPR)

InProSuLA enlisted 485 farmers' associations in monitoring implementation of a "rice for the poor" program, and brought to the attention of several key ministries the benefits of amending the national food aid program to use locally produced food.

2015

FEB

Collaboration deepens between CSOs and Ministry of Education and Culture and the Civil Society Coalition for Education Transformation (KMSTP) is formed.

New program launched to support the coalition of CSOs promoting accountability in Indonesia, a Human Rights Working Group program to protect anti-corruption activists and whistleblowers.

Partners successfully advocate for local regulations to strengthen indigenous and community forestry in Bombana, Lebak, Lebong, Sigi.

Partners introduce SMS gateway systems and multi-stakeholder forums as new feedback mechanisms on health services in Jeneponto, Semarang, Surakarta.

DEC

Health policy community partners collaborate with Ministry of Health to promote achievement of Sustainable Development Goals.

APRIL

ProRep program concludes.

Local/national governments seek ProRep partners' technical support to strengthen vocational education, enhance transparency of school management, and to improve budget allocations for educational infrastructure.

ProRep provides assistance to reestablish the Open Government Partnership Initiative in Indonesia.

ProRep supports greater coordination and stronger strategic planning for CSO members of the anti-corruption coalition.

2016



ProRep's Legacy

From 2011–2016 ProRep has worked to connect people, experts, and policymakers to improve public policies and representation. These are some of the assets that ProRep leaves behind. Many can be built upon in future development efforts.

A number of policies in environment, education, health, and DRG are in advanced stages of advocacy. Research has been conducted, proposals developed and submitted, and in many cases buy-in from key decision makers has already been secured. As policy reform requires a long term vision and continuous effort; this good progress on the issues can be furthered so as to not lose momentum.

The education policy community has formed a formal coalition (KMSTP) including over 30 education-focused organizations with a close working relationship with the Ministry of Education and Culture.

Those involved are committed to continue developing this collaborative policy reform model. Learn more about KMSTP here: www.transformasipendidikan.org

ProRep supported the DPR's expert staff in their efforts to establish the Association of Parliament Expert Staff (ATAP) in March 2014. ATAP is a vehicle for the experts to develop their skills and improve their bargaining stance, and on the other hand, ATAP serves as a bridge for think tanks and CSOs to channel their research products and advocacy agendas to the DPR.

Partners in the health, environment, and DRG policy communities have developed closer working relationships among each other and in key ministries, DPR commissions, and other relevant government agencies; laying the groundwork for future policy reform efforts.

In January 2013, ProRep supported the development of the Policy Research Network (PRN), an alliance of research institutions striving to exert greater influence over public policymaking. Currently, the PRN consists of 12 members and has been actively engaged with policymakers and media through joint research, public discussions, and advocacy activities. The network functions as a facilitator for think-tanks to circulate research findings to decision makers and civil society organizations (CSOs) to advocate for evidence-based policies. Learn more about the PRN here: www.thinktanknesia.org.

ProRep partners have developed numerous initiatives at the local level to promote social accountability. These empowered citizens with training and tools to play an active role in providing oversight of government services. Many of these have been formalized and adopted by local governments including the use of multi-stakeholder forums and SMS Gateways for the improvement of health services.

ProRep has developed individual skills and institutional capacities within advocacy and research organizations and within the DPR.

ProRep provided support for the reactivation of Indonesia's Open Government Partnership (OGP) program, and the development of Indonesia's South-South and Triangular Cooperation (SSTC) program. These promising government initiatives will be strengthened through partnerships with civil society, private sector, and others.

ProRep created the Representation Toolkit – a portal containing training materials and other resources relevant to Indonesia's agents of change. The representation toolkit can be accessed at www.transformasipendidikan.org

Representation Toolkit



Indonesia Program Representasi (ProRep) is a five-year project on democracy and governance from the United States Agency for International Development (USAID). Its aim is to connect people, experts, and policymakers to improve public policies and representation.

Published in March 2016.

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