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Advocating accountability and tolerance

Through data gathering, public consultations and advocacy, local CSO partners increase the demand for better service delivery and hold LGs accountable to make this happen. In each district, an LP facilitates a multistakeholder Learning Forum that implements a local Thematic Action Plan based on selected thematic issues: maternal and neonatal health (12 districts), frontline service improvements (10 districts), village fund transparency (seven districts), communal tolerance (two districts) and natural resource management (one district). Through a co-creation process, CSOs/Learning Forum members in each district develop innovative local solutions that address community-identified thematic challenges and a thematic action plan in collaboration with LG agencies, private sector representatives, frontline workers and end users. These demand-side solutions (described in more detail in the FY 2021 Annual Report) encourage supply-side reforms and provide concrete data and user-informed solutions that the Government can consider and adopt, with the ultimate aim to improve public services in the respective sectors. From the collaborative process, MADANI has developed eight steps for thematic action interventions, where LP CSOs and Learning Forums — in consultation with targeted stakeholders — take the lead in implementation. Figure 1 shows the eight steps; most LPs are now in stages 5 or 6.

In each step of the collaboration process, LPs use a participatory approach and co-design the interventions with various local actors to identify problems, map solutions and improve community awareness and engagement for a better quality of care.

Box 1. The Tasikmalaya district government, in partnership with civil society, delivers survey results and recommendations critical to maternal and child health (MCH) service improvements.

In November 2021, MADANI's local CSO forum in Tasikmalaya district (West Java), AKSARA and the District Health Office (DHO) delivered to selected community health centers (Puskesmas) the results and ensuing recommendations of a complaints survey on MCH services in the district. The survey is a milestone for Tasikmalaya, as it is the first time the DHO has worked with local CSOs to assess the service quality of frontline Puskesmas. As a result of the survey, Tasikmalaya's DHO will publish a Service Improvement Pledge (*Janji Perbaikan Layanan*) for MCH and schedule a meeting to brief the head of the Tasikmalaya government (*bupati*) to spur further action.

During Q1 of FY 2022, MADANI started implementing Thematic Action Plans and piloting local solutions. Twenty-four out of 32 LPs have started piloting local solutions, while the remaining districts in West Kalimantan and Banten are in the final preparation phase. Box 1 shows an example of an LP from West Java implementing a new complaint-handling mechanism. Four districts use complaint-handling mechanisms, while other districts use community scorecards (22 districts), social audits (five districts) and citizen report cards (one district) to handle complaints. Another example of local solution implementation is in Brebes

(Central Java), where MADANI's partner and local DHO field-tested a new web-based complaint-handling system for maternal, newborn and child health care. Taking advantage of Atma Connect's social media platform, the new system will receive complaints related to basic service delivery and forward them to Brebes' DHO and selected Puskesmas for immediate response. If successful, the pilot will be replicated in other health centers in Brebes and possibly in other MADANI districts.

As a result of local solution implementation, LPs are starting to report improvements in service delivery, particularly in increasing access of various groups. For instance, Sabadesa in Sukabumi (West Java) is revitalizing the Adolescent Youth Service Health Post (*Posyandu Remaja*) and extending the reach of health services to young women. The regent has also recognized the program through a charter (*piagam*). In all 12 districts focusing on MCH, LPs are improving poor households' access to health facilities, including providing basic outreach and education on reproductive health, maternal nutrition and vaccination for newborns. Six LGs and private sector actors in pilot areas committed to supporting the scaling up of these local solutions. Another recognition of a MADANI partner's work is shown in Box 2, where a local solution developed by Learning Forum members has been recognized by the LG and has contributed to the city winning a national award.

On communal tolerance, MADANI's two CSO partners in the city of Bogor — LP Metamorfosis and district support partner (DSP) *Badan Sosial Lintas Agama* — have contributed to improving religious tolerance in the city. In 2015, the Setara Institute ranked Bogor 94th and last among all cities in Indonesia in terms of religious tolerance. In 2020, Bogor improved and ranked 67th. One of the indicators used by the Setara Institute related to civil society dynamics increased drastically between 2018 and 2020, which could be partly attributed to the work of MADANI's partner *Badan Sosial Lintas Agama* in 2020. Bogor now aims to become a Human Rights City (*Kota HAM*). LG agencies are working closely with various CSOs, including several of those in Learning Forums, to improve the human rights situation in the city.

To further accelerate the implementation of Thematic Action Plans, MADANI has prepared grants for four service providers in Q1. These grants will start to deliver TA in Q2 in the form of mentoring and coaching for LPs, focusing on MCH, frontline service improvements, village funds transparency and communal tolerance.

Improved collaboration and relationships

Through MADANI's collaborative governance approach, CSOs build relationships with LGs and the private sector to create more possibilities for collaboration. The increased interaction builds trust and increases CSOs' credibility and legitimacy that contribute to the development of their local communities. It also sparks LGs' openness to partner with CSOs by providing funding for capacity development and increasing access to information about their priorities and budgets. Two examples of this are elaborated in Box 3: Bogor's LG in West Java has adopted MADANI tools, and Surakarta's LG in Central Java has agreed to fund a local civil space. Also during Q1, the Regional Agency for National Unity and Politics (*Badan Kesatuan Bangsa dan Politik*, Kesbangpol) offices in Bulukumba, Madiun, Malang, Pangkep and Surakarta have allocated additional funding for CSO empowerment and adopted MADANI tools in providing TA.

In Q1 of FY 2022, MADANI's partners secured six additional agreements (see Table I) with LGs, private companies and philanthropic institutions to advance local priorities, for a cumulative total of 18 agreements.

In Q1, LG officials and the private sector also showed behavioral changes in dealing with CSOs, including:

- Engaging with CSOs in public hearings
- Providing funding to use the Organizational Performance Index (OPI) for capacity development of local CSOs in three districts
- Improving LG data regarding CSOs by promoting a new digital database endorsed by two LGs
- Rolling out training materials to 100 local CSOs by MADANI's Kesbangpol in Bogor (see Box 3)

However, the most important behavioral change is the improved relationships between CSO partners, frontline service providers and village governments. MADANI's partners report renewed energy and high engagement from frontline workers and community members through community-based forums established around local solutions. The challenge now is to maintain the continued collaboration, supported by LP mentoring and Learning Forums by FCs, PSPs and other TA providers on Thematic Action Plans.

As a follow-up to a national technical committee meeting in September 2021, MADANI conducted a joint monitoring visit to the District of Serang (Banten) with the Minister of Villages, Disadvantaged Areas and Transmigration in December 2021. The aim was to introduce a selected local solution in the district as an example of MADANI's demand-side approach and explore how MADANI could collaborate with the Ministry of Villages to scale up local solutions.

Policy and advocacy impact and enabling environment

As part of the core MADANI mandate, during Q1 of FY 2022, 47 MADANI partners¹ carried out policy advocacy in two ways. First, as described in the previous section, MADANI LPs and Learning Forum members lobby and advocate local solutions to service delivery issues in their selected thematic areas. Through their participation in piloting local solutions, LG agencies are increasingly willing to listen to them and incorporate civil society policy recommendations. MADANI's partners have engaged reform-minded officials and put public pressure on the Government to respond to citizens' demands by presenting the results of the citizen perception survey and piloting local solutions.

Second, MADANI's partners are providing inputs to various regional policy documents. During Q1, 13 LPs participated in government hearings at the local level, promoting greater opportunities for citizen participation, transparency of information and improved accountability of government agencies. See Table 2 for 17 policy recommendations submitted by MADANI's partners during this quarter.

As a result of these activities, the local enabling environment for CSOs is improving, and CSOs are seen as more relevant and responsive. Seven policy documents have been issued during Q1 in the targeted districts that foster an enabling environment for CSOs to contribute to positive change (see Table 3). LPs have engaged with officials from the Regional Development Planning Agency (*Badan Perencanaan Pembangunan Daerah*, Bappeda) and Kesbangpol to

¹ Thirty-two LPs, four DSPs and five national partners conducted advocacy interventions using MADANI's assistance in Q1 of FY 2022.

improve LG support for CSOs. This is done by disseminating the OPI self-assessment for the use of non-MADANI CSOs and promoting a digital database of district-based CSOs. Seven additional decrees between LGs and LPs have been signed during Q1, for a cumulative total of 25.

MADANI's partners are starting to report the results of their policy advocacy. In the cities of Bogor and Tangerang (Banten), the district budget allocations for improving the access of people with disabilities (PWD) to basic needs have increased after strategic advocacy campaigns during Q1. In Bulukumba (South Sulawesi), the LP Pimpinan Daerah Nasyiatul Aisyiyah (PDNA) has reversed a proposed reduction of MCH funding in the 2022 local budget draft and instead obtained a more significant allocation.

Strengthened organizational capacity and improved performance of CSO partners

During Q1, MADANI organized 90 TA sessions on 12 topics for 1,050 participants during multiple training sessions (see Table 4).

In addition to the above formal TA sessions, much of the improved capacity came from practicing and rolling out Thematic Action Plans and providing advocacy recommendations on key policy issues. LPs have continued to tailor their internal SOPs to their organizations and have ensured that transparency, accountability and social inclusion are part of local solution implementation. This was supported closely by the FCs and the PSPs, who provided mentoring and coaching to LPs as they accelerated their activities to achieve impact.

As a result of MADANI's training, LPs now understand the relationship between their activities and strategic plans. It was demonstrated during Q1 through the drafting of strategic communication plans, where stakeholder mapping enabled organizations to communicate their vision and mission to various stakeholders more clearly. In the past, CSOs could not properly articulate how their vision and mission translate into their activities and how to measure results. However, mentoring by PSPs and FCs on the five SOP areas has supported LPs to present them clearly as parts of their communication and MEL plans.

MADANI continues to broaden its coalition and impact by ensuring that the project's resources are accessible to local actors. As a result of the improved capacity of LPs, other organizations are looking to adopt MADANI's training tools. In late October 2021, MADANI's partner PDNA — the young women's association of Muhammadiyah, the second-largest Islamic organization in Indonesia — led a workshop in the District of Bulukumba (South Sulawesi) on the OPI. This USAID-developed self-assessment measures capacity gaps in CSOs and identifies ways to address them. The workshop inspired Muhammadiyah to apply the OPI to six other partner organizations active in Bulukumba (including those for women, youth, scouts and students). The provincial Muhammadiyah branch that joined the workshop is also reviewing whether the OPI could be scaled up to Muhammadiyah's organizations located in 24 districts in South Sulawesi.

While MADANI primarily focuses on district-level civil society, regional and sectoral CSO networks have also been strengthened to amplify the voice of CSOs. Local CSO alliances are becoming more established, with PSPs and LPs taking leadership and facilitating roles. Through Learning Forums, MADANI reaches more than 420 local CSOs. An example is the

establishment of the Banten Civil Society Coalition (see Box 4), coordinated by PATTIRO Banten (MADANI's PSP).

During Q1 of FY 2022, LPs organized a total of 293 Learning Forum meetings in the six MADANI provinces, bringing together 2,485 participants, including 676 government officials.

Acceleration activities

In August 2021, MADANI began to intensify its activities in the existing 32 districts, as agreed with USAID in July 2021. Through this acceleration, MADANI will expand its support of the LPs and Learning Forums and its advocacy and social accountability interventions in FYs 2022 and 2023. Eight high-performing LPs have been identified in Q1 for top-up funding to accelerate their impact. Revised agreements for these LPs are currently being drafted. MADANI will also intensify the impact of Learning Forums by providing TA on Thematic Action Plans and piloting local solutions. Service providers will begin to provide TA in early Q2. As part of the acceleration strategy, additional grants are also being prepared for the Indonesia Corruption Watch (ICW), the GusDurian network, FITRA and the AKATIGA Center for Social Analysis.

Strengthening democracy

This section will provide information on how MADANI contributes to bolstering local democracy in Indonesia in connection with the global Summits for Democracy in December 2021 and the end of 2022.

Unlike countries such as the Philippines, Thailand, Brazil and India, Indonesian democracy has been stable over the past decade. The 2019 presidential elections were peaceful and resulted in a legitimate president and government. More than 270 mayoral and gubernatorial candidates in the December 2020 elections went unchallenged and had, in many places, produced a new batch of innovative local leaders. There is a high degree of trust in the government. Voter alienation and polarization (due to vaccine hesitancy, for instance) is very low.

However, Indonesia is not immune to a decline in democracy, and there are some worrisome trends. First, even though democratic institutions, procedures and regulations are mainly in place, there are few policies to bolster everyday democracy and citizen participation beyond elections. Second, limitations on freedom of expression and assembly are increasing, which may spill over to democratic institutions if left unchecked. Cyberbullying and online abuse have become more common on social media. Activists criticizing government policies are being sued for defamation, just like what happened recently to the Instagram page of a MADANI partner in Bogor, which was hacked and deleted two days after a post criticizing the lack of action by the Ministry of Education on religious tolerance in schools. Laws such as the Information and Electronic Transaction Law No. 11/2008 and the Social Organization Law

“WE WILL USE THE OPI AS THE BASIS TO DEVELOP A WORK PLAN TO INCREASE THE [LEARNING] FORUM’S PERFORMANCE.”

Arifiah Ulfiah, PDNA Bulukumba Chairperson

No. 17/2013 include vague terms such as “defamation” that, when interpreted broadly, risk narrowing freedom of expression and the right to assembly. Third, some actors are interested in undermining local democracy by canceling direct

elections of mayors and governors and having them selected by local parliaments (DPRD) instead, as under the previous authoritarian regime. Currently, local elections scheduled for 2022 and 2023 have been postponed to 2024, when the presidential and parliamentary elections are scheduled.

As a result, Indonesia has been categorized by the Economist Intelligent Unit as a mid-level “flawed democracy” and as “partly free” by Freedom’s House Global Freedom Score, and with declining ratings in both. Indonesia’s civil society and fight against corruption have also seen declining scores in the USAID/FHI 360 CSO Sustainability Index and Transparency International Indonesia’s Corruption Perceptions Index.

MADANI is actively advancing a democratic renewal in Indonesia in different ways. First, MADANI promotes local democracy by encouraging Learning Forums to provide new channels for citizen participation and new spaces for active citizens to organize themselves around local priorities. The collaboration with government officials has increased since Learning Forums formalized a role for civil society that has allowed them to have a bigger seat at the table. Formalization of the collaborative governance process makes it more difficult to ignore or discredit civil society’s demands. MADANI strengthens partner CSOs’ networks with other local actors through Learning Forums, which have revitalized local civic activism and improved governance practices. LGs and local CSOs in MADANI’s target areas have shown significant changes in their working relationships — from having mutual distrust and suspicion to growing openness and willingness to address local development challenges together.

A core aspect of strengthening democracy is to improve access to and quality of public services since government legitimacy is dependent on its ability to meet the needs of its citizens. To address this aspect, each MADANI district has developed an operationalizable action plan (with a Thematic Action Plan and local solution, as described above) with specific and jointly agreed desired improvements in service delivery. To make public services more sensitive to community demands, MADANI’s partner CSOs strengthen civil society accountability practices by using community scorecards and holding interface meetings to share citizens’ feedback and data analysis and pressure LG agencies.

MADANI also promotes an inclusive democracy that counters illiberal actors, right-wing populists and enablers (who undermine and weaken democratic values). The project does this by supporting CSOs’ moderate community activists, public intellectuals, media channels and cultural groups that promote social inclusion and diversity. Their activities include creating community declarations against intolerance, identifying common community challenges resulting from intolerance and promoting cooperation among people of different backgrounds to reduce insularity.

Information, communications and technology are vital in combating misinformation and supporting accountable and transparent governance. A prosperous and informed citizenry is better placed to hold local and national governments accountable and strengthen democracy. MADANI promotes this by supporting independent media and countering the spread of disinformation, ensuring that local CSOs have the space to assemble and the tools to express their voices and call out discriminatory actions in the project’s target districts and cities.

Corruption stunts human development and undermines democracy. An active and empowered civil society and public is imperative to succeed in the fight against corruption and abuse of public power. As was noted by several speakers at the 2021 Indonesia Civil Society Forum, the fight against corruption is not only the burden of the Corruption Eradication Commission; it must be fought by everyone. MADANI promotes more accountability in the fields of anticorruption and local budget transparency to ensure that LG expenditures are transparent and address the needs of communities, including people in underrepresented groups such as women, youth and PWD.

Together, these MADANI activities aim to demonstrate to communities outside of large urban centers the benefits of democratic institutions — that democracy is the most effective form of government to meet citizens' needs. Democratic institutions can deliver responsive services accountable to citizens if they are properly facilitated and resourced while also building civil society's resilience.