

**ASIAN DEVELOPMENT BANK**

**TAR:INO 36010**

**TECHNICAL ASSISTANCE**  
(Financed from the Asian Currency Crisis Support Facility)

**TO THE**

**REPUBLIC OF INDONESIA**

**FOR**

**GENDER EQUITY IN POLICY AND**

**PROGRAM PLANNING**

**March 2002**

## **CURRENCY EQUIVALENTS**

(as of 12 March 2002)

Currency Unit	–	Rupiah (Rp)
Rp1.00	=	\$0.000100
\$1.00	=	Rp9,980

## **ABBREVIATIONS**

ADB	–	Asian Development Bank
BAPPENAS	–	Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
NGO	–	Nongovernmental organization
PROPENAS	–	Program Pembangunan Nasional (National Development Plan)
PROPEDA	–	Program Pembangunan Daerah (Regional Development Plan)
SMWE	–	State Ministry of Women's Empowerment
TA	–	technical assistance
WSC	–	Women Study Center

## **NOTES**

- (i) The fiscal year (FY) of the Government ends on 31 December.
- (ii) In this report, "\$" refers to US dollars.

## I. INTRODUCTION

1. During the 2001 Country Programming Mission, the State Ministry for Women's Empowerment requested from the Asian Development Bank (ADB) technical assistance (TA) for strengthening the mainstreaming of gender equity concerns into policies, programs, planning, and implementation in relevant government institutions. The TA<sup>1</sup> has been included in ADB's 2001 country assistance plan for Indonesia. The TA fact-finding mission visited Indonesia from 12 to 20 November 2001 and reached an understanding with the Government on the TA's objective, scope, cost estimates, implementation arrangements, schedule, and outline terms of reference for consulting services.<sup>2</sup>

## II. ISSUES

2. Women in Indonesia have achieved significant advances during the last quarter century. Women live longer, are more educated, and have more control over their reproductive functions. However, the development has not progressed equally in all areas. Women earn 70 percent of what men earn.<sup>3</sup> Women are more likely to be in the informal labor market and to be unpaid family workers; 71 percent of workers officially recorded as "unpaid family workers" are women.<sup>4</sup> At higher levels women are in a very disadvantaged position as well: only 7 percent of senior administrators and managers are women.<sup>5</sup> Women have little input into and influence over national development programs, policies, and laws. Women comprise only 10 percent of the membership in Parliament, 4 percent of the highest two echelons of the civil service, and just 2 percent of village leaders.<sup>6</sup>

3. The Government of Indonesia has emphasized the importance of gender equity in key chapters of the National Development Plan (PROPENAS) or Law 25/2000, and through the assurance of Presidential Instruction on Gender Mainstreaming (9/2000). According to the PROPENAS (June 2000 version), attention to gender equity and equality is required in 6 key areas: (i) removing barriers to participation through legal reform of gender discriminatory laws, (ii) mainstreaming gender equity and equality through institutional strengthening,<sup>7</sup> (iii) promoting women in economic life, (iv) improving women's health and promoting reproductive rights, (v) promoting gender equity in education and avoiding gender stereotypes, and (vi) developing gender-based variables to be used for monitoring and evaluating implementation in the PROPENAS in all key areas.

4. The presidential instruction on gender mainstreaming (9/2000) requires all government ministries, nondepartmental government agencies, Indonesian National Armed Forces, the policy force, the Attorney General, governors, regents, and mayors to mainstream gender perspectives in the planning, development, implementation, monitoring, and evaluation of all national development policies and programs. The perspectives are to be in accordance with the scope, responsibility, function, and authority of each institution.

---

<sup>1</sup> The TA was first listed in the *ADB Business Opportunities* on February 2002.

<sup>2</sup> The mission consisted of Susanne Wendt, Social Development Specialist (Mission Leader); Danya Hakim, Gender Consultant, IRM.

<sup>3</sup> Mayling Oey-Gardiner. 1999. *Men and Women at Work*, Insan Hitawasanya Sejahtera. Indonesia.

<sup>4</sup> Mayling Oey-Gardiner. 1999. *Women and Men at Work in Indonesia*. Indonesia.

<sup>5</sup> Human Development Report 1999. 2000. *United Nations Development Plan*. Washington DC.

<sup>6</sup> World Bank. 2001. *Indonesia, Constructing a New Strategy for Poverty Reduction*. Washington DC.

<sup>7</sup> Institutions here refer to government institutions as well as NGOs that support women's empowerment.

5. Although the commitment to gender mainstreaming is clear at the highest level, awareness or support of the need for gender equity in the rank and file of the government machinery is uneven. With decentralization in effect, national efforts to promote gender and development through the Presidential Instruction on Gender Mainstreaming (9/2000) are being disregarded by some district governments.

6. The rapid changes caused by the implementation of regional autonomy are requiring that the gender mainstreaming strategies be adapted to the institution evolving under decentralization. District governments need to strengthen their capacity to mainstream gender equity concerns in their policies and programs. So far, resources have been allocated mainly to build capacity of the State Ministry of Women's Empowerment (SMWE) and line ministries at the national level. This TA will focus on mainstreaming gender equity concerns in policies and programs at the district level. Strengthening the capacity of local government will assist SMWE to meet its goals for gender mainstreaming and will support the process of decentralization. Support for the process of decentralization is in line with ADB's country operational strategy for Indonesia. Focusing on the capacity building of local government to mainstreaming gender equity concerns will also help improve implementation of ADB-financed loans that have been designed to be poverty-focused and gender-inclusive. Support to SMWE will assist it to meet its development goals for gender mainstreaming.

7. Previous ADB assistance to strengthening gender mainstreaming capacity within ministries includes (i) a small-scale TA<sup>8</sup> to strengthen SMWE's capacity to coordinate, monitor, and evaluate the Government's plan to mainstream the concerns of women into all sectoral policies, plans, and programs; and (ii) TA<sup>9</sup> to review and compile a knowledge base on the sociolegal status of women in Indonesia.

8. Assisting the Government to mainstream gender equity concerns in development policies, programs, and projects is consistent with ADB's policy on gender and development, which also promotes gender mainstreaming as a crosscutting concern.

### III. THE PROPOSED TECHNICAL ASSISTANCE

#### A. Purpose and Output

9. The TA will assist the Government to mainstream gender equity concerns in development policies, strategies, program design, and implementation at the district level. The assistance will be in accordance with the Presidential Instruction on Gender Mainstreaming (9/2000), Law on Regional Autonomy (22/1999), and Law on the National Development Plan (25/2000). More specifically, the TA will (i) assist the Government to develop sustainable community-based approaches to strengthen mainstreaming of gender equity concerns in development policies, strategies, program design, and implementation at the district levels; (ii) assess and strengthen the institutional capacity for gender equity at the district level, with specific focus on the management teams to enhance the role of women;<sup>10</sup> and (iii) identify and implement strategic pilot projects focusing on community-based approaches for mainstreaming gender equity concerns in development programs. The TA will target four districts in two provinces.

<sup>8</sup> TA 2038-INO: *Institutional Strengthening of the State Ministry for the Role of Women*, for \$600,000, approved on 23 December 1993.

<sup>9</sup> TA 5700-REG: *Socio Legal Status of Women in Indonesia*, for \$450,000, approved on 20 August 1996.

<sup>10</sup> The decree on "Management team ("P2W") to enhance the role of women" was adopted in 1992. The management team is responsible for monitoring programs in terms of gender concerns

10. The expected outputs of the TA are the integration of gender equity concerns in district policies, strategies, and programs, and a review of the district Regional Development Plans (PROPEDAs). The logical framework of the TA is in Appendix 1.

11. The TA is divided into three parts. Part A will assist SMWE to conduct workshops at the provincial level to identify various approaches and points of entry to gender sensitive policy and program planning and implementation. The objective of the workshops is to identify strategies for facilitating mainstreaming of gender equity concerns in regional development policies and programs (PROPEDAs).

12. The workshops will conduct an initial analysis of existing developments on gender equity under decentralization, from the administrative, legal, and local communities' perspectives. It will also identify entry points for strengthening gender equity, and how existing procedures can be strengthened for gender-inclusive planning. The output gained through these workshops will (i) provide critical inputs for the development of a gender mainstreaming strategy and implementation action plan, (ii) feed into the regional development plans, and (iii) be critical to the development of PROPENASs.

13. Part B will strengthen four district governments' capacities to (i) develop gender sensitive policies and programs (PROPEDAs), (ii) systematically and effectively mainstream gender equity in policy and program planning and implementation, and (iii) cooperate with nongovernment organizations (NGOs) and civil society. Pilot projects will be identified in the four districts. Priority will be given to pilot projects that address strategic gender concerns. The pilot projects may be related to development programs that are in the districts and do not have gender concerns mainstreamed in their design or implementation. The pilot projects will be selected in cooperation with the district government, NGOs, and civil society. (Appendix 2 provides criteria for selecting pilot projects.)

14. A key focus of this component will be to build institutional capacity to enable local government staff to systematically and effectively mainstream gender equity concerns in policy and program planning and implementation at the district level. The institutional capacity building will include strengthening the ability of the management teams to enhance the role of women, in particular, to strengthen the teams' capacities to mainstream gender equity concerns in policies and programs and enable them to monitor the implementation of gender mainstreaming in PROPEDAs. The gender balance in the local civil service and the pool of women available for promotion will be identified. Training needs for promoting women will be assessed.

15. Part C will collate lessons learned from the pilot projects (parts A and B) and disseminate these findings to other districts. The findings will also feed into the national gender policy, and provide recommendations for future PROPENAS and PROPEDAs. Additionally, the findings will contribute to future gender mainstreaming programs and projects initiated by multilateral and bilateral funding agencies.

16. The findings of the pilot projects will be documented by the Women Study Center (WSC), management team to enhance the role of women, and TA consultants. A workshop will be held including all four districts. The purpose of the workshop is to consolidate the findings of the pilot projects, and develop suggestions for mainstreaming gender equity in policy planning and development of programs and projects that will be critical inputs for developing a gender mainstreaming strategy at the regional and national levels.

## **B. Methodology and Key Activities**

17. The workshops, which will aim to identifying approaches and points of entry to gender sensitive policy and program planning and implementation, will be conducted at the provincial level. The workshops will include participation from local government officials at provincial and district levels, including the technical staff, village representatives, WSCs, women's groups, and other NGOs.

18. The capacity building of selected district governments will be undertaken through (i) participatory processes assessing organizational structure, processes, procedures, and institutional arrangements of the district governments to mainstream gender equity in policy and programs; (ii) organizational gender audits to identify areas of good practice and obstacles to gender equity initiatives; (iii) assistance to people specifically assigned to advocate for gender equality, to help them develop skills in advocacy, negotiation, and other necessary "change agent" qualities; (iv) dialogues, meetings and briefings for staff on gender issues that are relevant to their work; and (v) separate training programs for key stakeholders involved in planning and implementing development plans addressing issues such as community-based planning approaches, gender budgeting, and development of gender sensitive indicators. Where possible, case studies of ongoing projects will be used to demonstrate why and how gender mainstreaming can be achieved.

19. SMWE, the management team, and the TA consultants will develop an action plan for each district. The plan will include baseline data disaggregated by gender, target milestones, and gender indicators so that progress in carrying out the plan can be monitored and evaluated.

20. **Involvement of Civil Society.** To strengthen cooperation between local government and NGOs and civil society, the representation of WSC, NGOs, and civil society in the management team to enhance the role of women will be strengthened. Community facilitators from previous or ongoing projects will disseminate information on the project, and seek village groups' responses to existing development policies and programs. Focusing on existing institutions, such as management teams to enhance the role of women, and established community facilitators will enable efficient communication with local communities and will contribute to the sustainability of the TA.

21. **Pilot Projects.** Pilot projects will be identified and implemented in four districts. The purpose of supporting pilot projects is to adopt new modalities for implementing projects involving local government in cooperation with NGOs, and support projects that address strategic important gender issues. The management team for women's empowerment and the TA steering committee will select pilot projects eligible for support. Criteria for selecting projects and examples of eligible types of projects are provided in Appendix 2. Existing programs and/or projects may be selected to ensure sustainability of the pilot project, and to benefit from synergy. The experience of the pilot projects will feed into the regional development plan, and into SMWE's work.

## **C. Cost and Financing**

22. The total cost of the TA is estimated at \$560,000 equivalent, consisting of \$170,000 in foreign exchange and \$390,000 equivalent in local currency costs. The Government has requested ADB to finance \$400,000 covering all foreign exchange costs and \$230,000 equivalent of local currency costs. The TA will be financed by ADB on a grant basis from the Asian Currency Crisis Support Facility, funded by the Government of Japan. The Government

will provide \$160,000 equivalent in office accommodation, counterpart and support staff, workshop facilities, and other related services and facilities. Detailed cost estimates and the financing plan are presented in Appendix 3.

#### **D. Implementation Arrangements**

23. SMWE will be the Executing Agency for the TA. It will coordinate with its other capacity building and related initiatives. A steering committee with representatives from at least SMWE, National Development Planning Agency (BAPPENAS), Central Bureau of Statistics (BPS), Ministry of Religious Affairs (MORA), Ministry of National Education (MONE), and Ministry of Home Affairs (MOHA) will be established to oversee implementation of all TA activities. Detailed terms of reference and organizational arrangements for the steering committee will be developed and agreed to at the inception meeting. The TA director will be identified by SMWE. The director will provide the overall coordination with guidance from the TA steering committee. The TA consultants will be located at SMWE and in the four selected districts for carrying out the components. At the provincial level, a team will be established to coordinate activities at the district level. Counterpart staff will be assigned by SMWE and the district governments to work closely on the components with the TA team.

24. The TA will be implemented over a period of 12 months, from April 2002 to April 2003, and will require 46 person-months of consulting services (5 person-months of international consultant services, 37 person-months of domestic consultant services, and 4 person-months of NGO services). The consultants will be recruited as individual in accordance with ADB's *Guidelines on the Use of Consultants*, and other arrangements satisfactory to ADB for the engagement of domestic consultants. The individual consultants expertise will be within the area of gender and development and implementation of gender policies and programs. The team leader will be expected to prepare a detailed work program, and inception, midterm, and final reports. Equipment will be procured in accordance with ADB's *Guidelines for Procurement*. The outline terms of reference for the consultants are provided in Appendix 4.

25. SMWE has assured ADB that counterpart staff will be assigned to the TA, and office space, furnishings, utilities (including local communication), and workshop facilities will be provided throughout the TA. Funding channeling will be based on ADB's guidelines on TA implementation.

#### **IV. THE PRESIDENT'S DECISION**

26. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance, on a grant basis, to the Government of the Republic of Indonesia in an amount not exceeding the equivalent of \$400,000, for the purpose of Gender Equity in Policy and Program Planning, and thereby reports such action to the Board.

## TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p><b>Goal</b></p> <p>1. Reduced gender inequality in access to and benefits from public services.</p> <p>2. Enhanced participation and responsibilities of women in development programs at district level</p>	<p>Gap in human development index reduced, including province and district specific gender empowerment measurement and gender development index</p>	<p>National Socioeconomic Survey (SUSENAS) survey and data</p>	<p>Support of national and subnational governments for gender mainstreaming</p>
<p><b>Purpose</b></p> <p>1. Strengthen approaches and points of entry to gender sensitive policy and program planning and implementation at the district level</p> <p>2. Strengthen local governments' capacity to better understand and implement gender mainstreaming in programs and projects at the district level</p> <p>3. Increase awareness and skills in approaches and points of entry to gender-sensitive development policies and programs</p>	<p>Local government demonstrates understanding of the importance of applying a community-based gender-sensitive approach to implementing their work</p> <ul style="list-style-type: none"> <li>• Gender unit formally established within the institutional framework of local government</li> <li>• Gender mainstreaming strategy adopted routinely conducted for all local government activities</li> </ul> <p>More gender sensitive approaches adopted in implementing programs and projects</p>	<p>Technical Assistance (TA) Review</p> <p>TA review</p> <ul style="list-style-type: none"> <li>• Consultants reports</li> <li>• TA review</li> </ul> <ul style="list-style-type: none"> <li>• Consultants reports</li> <li>• TA review</li> </ul>	<ul style="list-style-type: none"> <li>• Support from the governments and civil society</li> <li>• Linkages with local and national authorities are established</li> </ul> <p>Political will of local governments to adopt gender sensitive planning and implementation</p>
<p><b>Outputs</b></p> <p><b>Part A Workshops</b></p> <p>1. Two provincial workshops</p> <p>2. Workshop reports on approaches and points of entry to gender-sensitive policy and program planning and implementation produced</p> <p>3. Four pilot projects implemented in two</p>	<p>Regional development plans are gender sensitive in planning and implementation of their programs and projects</p> <ul style="list-style-type: none"> <li>• Four innovative pilot projects addressing</li> </ul>	<p>Workshop assessments</p> <p>Review of regional development plans</p> <p>In general, Asian Development Bank (ADB) TA</p>	<p>Support of provincial and district governments for gender mainstreaming</p> <p>District decision-makers assigned the necessary human and financial resources to fully participate in TA activities</p>

<p>provinces</p> <p><b>Part B Capacity building</b> 1. Increased capacity of local government to implement gender-sensitive policies and programs</p> <p>2. Institutional framework of gender mainstreaming at district level improved</p> <p><b>Part C Information and Best Practices Disseminated</b> Best practices on community-based gender-inclusive planning and implementation disseminated</p>	<p>gender inequality issues implemented</p> <ul style="list-style-type: none"> <li>Pilot projects developed in cooperation with local government and nongovernment organizations (NGOs) and other civil society organizations.</li> <li>Local governments demonstrate understanding of the importance of gender equity concerns when implementing their work</li> <li>Number of women trained</li> <li>Representation of Women Study Center (WSC), PKK, NGOs, and civil society in the management team to empower women</li> <li>Annual provision level or increased funding for gender-related activities</li> <li>Four pilot projects implemented in two provinces</li> </ul> <p>Report on best practices reviewed</p>	<p>review mission</p> <ul style="list-style-type: none"> <li>Consultants' progress report</li> <li>TA director's report</li> <li>TA director's report</li> <li>ADB TA review mission</li> <li>TA director's report</li> </ul> <p>ADB TA review mission</p> <ul style="list-style-type: none"> <li>Workshop feed back and assessment</li> </ul>	<p>District government technical staff willing to participate in capacity building programs</p> <p>WSC and representatives of civil society assign the necessary human and financial resources to fully participate in TA activities</p> <p>Adequate pilot projects identified</p> <p>Commitment from local government, NGOs, and civil society to participate in workshops</p>
<p><b>Activities</b> <b>Part A – Workshop</b> 1. Conduct participatory workshops for government senior and technical staff at provincial and district level, WSCs, NGOs and other civil society organizations to:</p> <p>(i) Analyze gender</p>	<p>By month 1-2</p>	<p>Workshop reports</p>	<p>Willingness of government staff and others to participate in workshop</p>

<p>equity under decentralization,</p> <p>(ii) Identify entry points for strengthening gender equity, and</p> <p>(iii) Strengthen gender-inclusive planning</p>			
<p><b>Part B–Capacity Building/ Involvement of Civil Society</b></p> <p>2. Assess organizational structures and processes and institutional arrangements addressing gender issues at the district level</p> <p>3. Reorganize management team to enhance the role of women to include NGOs and civil society organizations</p> <p>4. Determine gender gaps in current policies, plans and program</p> <p>5. Develop a gender mainstreaming strategy and implementation action plan</p> <p>6. Identify training needs</p>	<p>By month 1-4</p> <p>By month 2-5</p> <p>By month 2-5</p> <p>By month 5-9</p> <p>By month 3-5</p>	<ul style="list-style-type: none"> <li>• Consultants progress reports</li> <li>• ADB TA review</li> <li>• TA director's report</li> </ul>	<p>Local government staff assigned and fully committed to participate in TA process</p>
<p><b>Pilot Projects</b></p> <p>Four pilot projects implemented by local government in cooperation with NGOs and civil society organizations</p>	<p>By month 3-12</p>		<p>Commitments from local government, government institutions, and NGOs to work together</p>
<p><b>Part C–Information Dissemination</b></p> <p>Conduct workshops for local government staff, NGOs, civil society organizations etc. to</p> <p>(i) consolidate findings of pilot projects, and develop community-based approach to mainstream gender equity concerns in planning and implementing development projects</p>	<p>By month 10-12</p>	<p>Workshop reports</p>	<p>Commitment from local government staff, NGOs, and civil society organizations to actively participate in the workshop.</p>

<b>Inputs</b>			
International consultants (\$120,000)	5 person-months	Standard ADB procedures for recruiting and monitoring staff consultants followed	Timely recruitment and deployment of consultants
Domestic consultants, NGOs (\$130,000)	37 person-months 4 person-months		
Training and workshops (\$87,000)	Training material developed and four workshops conducted	Consultants' midterm and final reports	Timely provision of Government counterpart funding (in kind)
Other ADB financing (\$73,000)		Consultants' final reports and TA review	Timely deployment of counterpart staff
Counterpart financing (in-kind) (\$160,000)			

### **CRITERIA FOR SELECTING PILOT PROJECTS**

1. The criteria are as follows:
  - (i) Each district selected for a pilot project should have started forming a team to manage women's empowerment projects.
  - (ii) At least one member of the team should represent a nongovernment organization (NGO) consortium.
  - (iii) The pilot project should be community based.
  - (iv) The proposal will address gender equity concerns. (para. 2)
  - (v) Proposals developed in cooperation with local governments, Women Study Center (WSC), NGOs, and other civil society agencies will be preferred.
  
2. Examples of eligible types of projects are those that
  - (i) address women in decision making positions,
  - (ii) address women's participation in economic activities,
  - (iii) contribute to increase women' political participation,
  - (iv) involve women in media,
  - (v) develop mechanisms for mainstreaming gender within government structures at the district level, and/or
  - (vi) develop coordination groups for gender mainstreaming at district level.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Asian Development Bank Financing</b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	110.0	0.0	110.0
ii. Domestic Consultants	0.0	130.0	130.0
b. International and Local Travel	10.0	0.0	10.0
c. Reports and Communications	0.0	4.0	4.0
2. Equipment <sup>a</sup>	10.0	0.0	10.0
3. Training, Seminars, and Conferences			
a. Facilitators	0.0	3.0	3.0
b. Training Program <sup>b</sup>	0.0	59.0	59.0
c. Workshops	0.0	25.0	25.0
4. Surveys	0.0	0.0	0.0
5. Miscellaneous Administration and Support Costs	0.0	9.0	9.0
6. Representative for Contract Negotiations	0.0	0.0	0.0
7. Contingencies	40.0	0.0	40.0
<b>Subtotal (A)</b>	<b>170.0</b>	<b>230.0</b>	<b>400.0</b>
<b>B. Government Financing</b>			
1. Office Accommodation and Transport	0.0	40.0	40.0
2. Remuneration and Per Diem of Counterpart Staff	0.0	60.0	60.0
3. Workshop facilities and training	0.0	35.0	35.0
4. Miscellaneous support costs	0.0	25.0	25.0
<b>Subtotal (B)</b>	<b>0.0</b>	<b>160.0</b>	<b>160.0</b>
<b>Total</b>	<b>170.0</b>	<b>390.0</b>	<b>560.0</b>

<sup>a</sup> Four computers, printers, and associated software for each district for use by Technical Assistance (TA) consultants during TA implementation. Equipment will be turned over to the executing agency on completion of the TA.

<sup>b</sup> Training programs include studies and other related activities to be implemented under the pilot projects.  
Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. Team Leader and Gender and Institutional Specialist (domestic, 12 person-months)

1. The team leader should have a post-graduate degree in gender studies or relevant social science qualifications with experience in gender and development, and knowledge of structures and administrative systems; gender policies and programs; and organizational structures and practices at the national, provincial, and district levels.

2. Under the guidance of the Technical Assistance (TA) steering committee and the TA Director, and in consultation with senior officials within the State Ministry of Women's Empowerment (SMWE) and the National Development Planning Agency (BAPPENAS), the consultant will do the following:

#### (i) general tasks

- (a) act as a team leader and be responsible for managing the team, and all TA activities;
- (b) develop a detailed work plan for the TA, and prepare an inception report by the end of the first month that includes the detailed work plan, activity schedule, and staffing plan; a midterm report after the first five months; and a draft final report at TA completion;
- (c) ensure that quarterly work progress reports are prepared and submitted to the steering committee;
- (d) develop and maintain linkages with appropriate governmental institution such as the National Development Planning Agency (BAPPENAS), Ministry of Finance (MOF), Central Bureau of Statistics (BPS), Ministry of Religious Affairs (MORA), and Ministry of Housing and Regional Autonomy (MOHARA), with nongovernment organizations (NGOs) and with appropriate funding agencies and groups;
- (e) review relevant government strategies and policies at the national and district levels;
- (f) review studies and report on mainstreaming gender equity in policies and programs;
- (g) in cooperation with the project director, organize periodic meetings and orally report the progress of the TA to the steering committee meetings;
- (h) assist the steering committee in defining selection criteria and select the four districts to be included in the TA;
- (i) assist SMWE in preparing criteria for selection of pilot projects.

**(ii) specific assignments**

- (a) in cooperation with the TA consultants, design and conduct workshops in two provinces to identify community-based approaches to gender sensitive policy and program planning and implementation;
- (b) in cooperation with TA consultants, prepare workshop papers and the final workshop report (based on findings from the provincial workshops) with recommendations and a plan of action, identifying constraints and strategic entry points for mainstreaming gender equity in policies and programs at district level;
- (c) assist SMWE and TA consultants to develop a gender mainstreaming strategy and an action plan for a management team to enhance the role of women, which includes baseline data disaggregated by gender, target milestones, and gender indicators to monitor progress in implementing the plan;
- (d) assist SMWE and the TA consultants to identify training needs of local government staff and other key stakeholders;
- (e) assist SMWE and the TA consultants to assess and conduct training programs for key stakeholders involved in the planning and implementation of development programs at district level;
- (f) coordinate with the experts, consultants, and advisers working under other capacity-building support for SMWE, and facilitate coordination;
- (g) assist the steering committee in defining selection criteria for and selecting pilot projects to be included in the TA;
- (h) coordinate with other funding agencies working in the two selected districts;
- (i) monitor the implementation of pilot projects, and report to the steering committee and the TA director on progress; and
- (j) assist SMWE and the TA consultants to prepare and conduct a workshop at national level and prepare final reports, including findings of the pilot projects, and recommendations based on the workshop.

**B. Gender and Development Specialists, 2 (domestic 25 person-months)**

3. The gender and development specialists should know the institutional framework for gender mainstreaming, have had experience formulating and implementing a gender strategy, and understand the steps required to develop a gender mainstreaming strategy.

4. Under the guidance of the TA director and the direction of the team leader, the consultants will

- (i) assist SMWE and the team leader in conducting workshops in two provinces to identify community-based approaches to gender sensitive policy and program planning and implementation;

- (ii) prepare workshop reports including recommendations and a plan of action, identifying constraints and strategic entry points for mainstreaming gender equity in policies and programs at the district level;
- (iii) work with staff at the district level to review existing institutional mechanisms and operating procedures at provincial and district levels in terms of capacity to mainstream gender equity concerns in policy and program planning and implementation;
- (iv) assess the roles, functions and capacity of management teams for women's empowerment to enable teams to promote and facilitate mainstreaming of gender concerns in policies and programs; and review and propose terms of reference (TORs) for roles and functions of the teams;
- (v) assist SMWE and the TA consultants to identify training needs of local government staff and other key stakeholders;
- (vi) assist people specifically assigned to advocate for gender equality to develop skills in advocacy and other necessary change agent qualities;
- (vii) help organize dialogues, meetings, and briefings for staff on gender issues that are relevant for their work;
- (viii) work with staff at the district level to organize separate training programs for key stakeholders involved in planning and implementing development plans;
- (ix) assist SMWE and the team leader in preparing and conducting a workshop at national level, and help prepare final reports;
- (x) help prepare the inception, midterm, and final reports; and
- (xi) carry out other activities as assigned by the team leader.

**C. Short-Term Specialists** (international, 5 person-months, nongovernment organizations [NGOs], 4 person-months)

5. International consultants nongovernment organizations (NGOs) will be recruited as needed for short assignments throughout the TA. The assistance may be required, in the following (and other) areas:

- (i) translation,
- (ii) strategic planning,
- (iii) gender budgeting, and
- (iv) project management.