

SPAK Evaluation 2016/2017

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The views expressed in this publication are the author's alone and are not necessarily the views of the Australian Government.

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TABLE OF CONTENTS

1. INTRODUCTION	5
2. CONTEXT AND BACKGROUND	6
3. THE EVALUATION	12
4. FINDINGS	17
5. MANAGEMENT ARRANGEMENTS - CURRENT AND FUTURE OPTIONS	54
6. VALIDATING THE THEORY OF CHANGE	66
7. RECOMMENDATIONS FOR NEXT PHASE OF SPAK	68
ANNEX	70



photo: SPAK Polwan South Sulawesi

ACRONYMS AND ABBREVIATIONS

AIPJ	: Australia Indonesia Partnership for Justice
BAPPENAS	: <i>Badan Perencanaan Pembangunan Nasional</i> (National Development Planning Agency)
CSO	: Civil Society Organisation
DFAT	: Department of Foreign Affairs and Trade (Australia)
DPO	: Disabled Peoples' Organisation
DPRD	: <i>Dewan Perwakilan Rakyat Daerah</i> (Regional People's Legislative Assembly)
DWP	: <i>Dharma Wanita Persatuan</i> (Organisation of the Wives of Civil Servants)
GERAK	: <i>Gerakan Antikorupsi</i> (Aceh Anti Corruption Movement)
IPAK	: <i>Indeks Perilaku Antikorupsi</i> (Corruption Perception Index)
JAGA	: Android-based application (literally means 'Guard')
KPK	: <i>Komisi Pemberantasan Korupsi</i> (Corruption Eradication Commission)
MoRA	: Ministry of Religious Affairs
OASE	: Group made up of wives of National Government Ministers and senior government executives
ORI	: Office of the Ombudsman
NGO	: Non Government Organisation
PKK	: <i>Pemberdayaan Kesejahteraan Keluarga</i> (Committee for Empowerment of Family Welfare)
SPAK	: <i>Saya, Perempuan Antikorupsi</i> (I am a woman against corruption)
TI-I	: Transparency International, Indonesia
ToT	: Training of trainers

1. INTRODUCTION



Saya, Perempuan Antikorupsi! (SPAK) - I am a Woman Against Corruption

was launched through a partnership between the Australia Indonesia Partnership for Justice (AIPJ) with Indonesia's Corruption Eradication Commission (Komisi Pemberantasan Korupsi, KPK) on 22nd April 2014.

SPAK is a national network of women (Agents) taking action against corruption in Indonesia. The SPAK model consists of two elements. The first is training and support of the Agents, and the second is the action that the Agents take, both their own personal change and through the sharing of anti corruption materials to raise awareness of corruption and prevention with the aim to positively influence behaviours of others that may include family, community and in the work place or place of study. The model is supported through a range of carefully developed information resources and communication materials that the agents can use in their activities.



Komisi Pemberantasan Korupsi

Komisi Pemberantasan Korupsi (KPK) was established as an independent state body in 2004 through the Law No. 30/2002. Its responsibilities are:

- Coordination with authorised institutions to eradicate corruption
- Supervision of authorised institutions to eradicate corrupt acts
- Conducting investigations, and prosecutions of corruption
- Conducting acts of corruption prevention; and
- Monitoring the implementation of state governance¹.

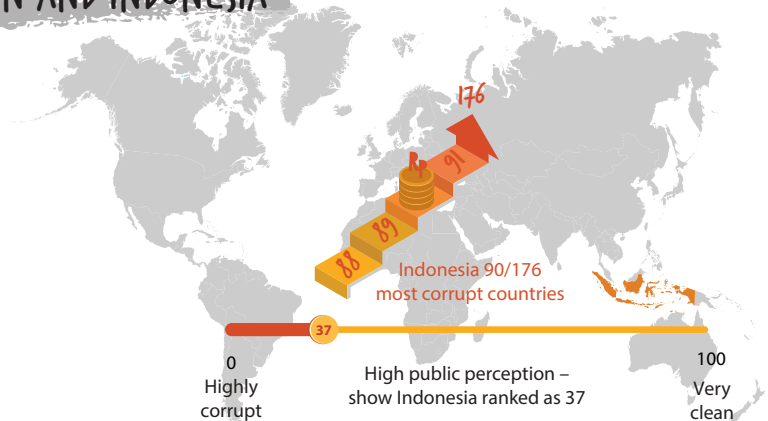
Australia Indonesia Partnership for Justice 2

Australia Indonesia Partnership for Justice 2 (AIPJ2) is a partnership program between the Government of Australia and Indonesia with planned contributions up to AUD 40 Million over five years period (2017-2021). The partnership is designed as a flexible facility that allows different approaches that are in line with both governments' reform priorities. It is also based on ongoing reform efforts as well as learning from previous programs and partnerships formed over the years between Australian and Indonesian institutes.

¹ <https://www.kpk.go.id/id/tentang-kpk/fungsi-dan-tugas>

2. CONTEXT AND BACKGROUND

CORRUPTION AND INDONESIA



Indonesia is ranked 90 out of 176 in Transparency International's (TI) 2016 corruption index. The public perception of corruption is high - ranked as 37 on TI's scale, where 100 is very clean and 0 is highly corrupt². When the public perceives corruption as highly prevalent and it has been "normalized" within the prevailing culture, individuals typically feel powerless to change the situation. The presence of persistent systemic corruption in societies tends to be further embedded through the collective belief that " -- efforts to resist, abstain from, or fight corruption will be wasted. This is because many people assume the vast majority of others will engage in corruption³".

Findings from studies completed by KPK in 2012-2013 in the cities of Solo and Jogjakarta indicate that only four percent of parents teach honesty values to their children in relation to their daily life and behaviour. Given the influence that values and behaviours instilled in childhood have throughout life, this finding raised concerns of staff in KPK and AIPJ and was an important factor that influenced the design of SPAK.

In 2012, Presidential Regulation No. 55 was issued as part of the National Strategy for Corruption Prevention and Eradication⁴, and in 2015 the current President issued instruction (No. 7/2015) on the Actions for Prevention and Combating of Corruption⁵. These edicts provide direction on actions to reform corruptive behaviour in government offices, schools, universities; and to implement comprehensive anti-corruption awareness campaigns that target the public and private sector.

The 2012 Anti-Corruption Index (Indeks Perilaku Anti-Korupsi, IPAK) in Indonesia identified the role that women play in relation to corruption in family and household: 69 percent of respondents stated that a wife receiving money from her husband that is beyond his salary, without asking the origin of that money, is 'less proper' or 'not proper'. The same survey found that approximately one third of wives do not ask their husbands the origin of the additional funds.

² <https://www.transparency.org/country/IDN#>

³ Peterson, Rothstein and Teorell, (2013) cited in *Corruptive and Collective Action*, Heather Marquette and Caryn Peiffer January 2015

⁴ http://www.unodc.org/documents/indonesia/programme/PaparanStranas_english.pdf

⁵ http://biro hukum.bappenas.go.id/data/data_presentasi/6%20Indonesian%20Gov%20Perspective-Hendra%20Prabandani.pdf

SAYA, PEREMPUAN ANTI KORUPSI! – SPAK

A Social Movement

Social movements are forms of collective action that emerge in response to and as a way to counter different forms of oppression, inequality or other social, political, cultural or economic imperatives. Movements bring together individuals, often from different backgrounds, who hold the same concerns and desire to pursue a common cause or agenda by using a range of different tactics and actions.

Movements may be initiated by an organisation or program (as in the case of SPAK) or start through the action and commitment of individual members. The structure of movements will vary - some may be quite formal and resemble organisations, while others are looser and more flexible entities. Ultimately the strength and sustainability of a movement relies most on the commitment and capacity of the members; the continued presence of the cause; and the freedom and opportunity to take action in pursuit of desired change⁶.

Evolution and expansion

AIPJ with KPK identified there was an opportunity to tackle corruption in Indonesia in a different way. The prevailing high levels of corruption, the findings from the studies completed by KPK, and the political commitment from the President's Office are key factors that encouraged them to design the concept of social movement that brings together women who want to take action to prevent corruption in Indonesia. This approach aligned well with the focus of women, particularly poor women and their access and contribution to justice, which was a focus of AIPJ.

During the three years since SPAK was launched it has grown into a national movement. In November 2016 it has 1025 SPAK Agents active in each of the 34 provinces in Indonesia. These are women who have completed the initial 3 days Training of Trainers (ToT) and the follow up Post ToT that takes place 3 months after the initial training.

The movement that is made up of individual SPAK Agents is not bounded under any formal organisational or governance structure. This is intentional – the strength of the movement being its basis on voluntarism and its strength drawn from the affiliation and commitment of its members.

The principle of Multi-Level-Marketing has been successfully used to expand the movement's membership. This has been achieved by targeting women from a range of employment and professional backgrounds, and who are active in voluntary organisations and networks, including those associated with other KPK activities. During 2015/2016 certain groups of women were specifically targeted by AIPJ, KPK seeking out and recruiting particular subgroups including women who have a legal background, law enforcement (police officers), entrepreneurs, students, and members of certain professional groups - pharmacy, pre-school teachers and business women.

⁶ Batliwala, 2012 cited in Gender and Social Movements, Jessica Horn (2013)

A “member-gets-member” recruitment approach is increasingly being used whereby current Agents identify and nominate women who they think are suitable and are interested to join the movement. AIPJ and KPK staff also identify new Agents, and they are responsible for making the final decision regarding the selection of new members. Criteria that guide their decisions relate to qualities and background described above. It is also determined by that capacity available to provide training; currently the demand for new Agents to be trained exceeds capacity.

In addition to the Agents there are other volunteers (known as Imitation Agents or known as KW). There are over 1,000 throughout Indonesia and in Makassar alone there are 700 women who have been introduced to SPAK through socialising activities but have not completed the training; and Semai Agents (girls and boys) who have completed training using a modified form of the SPAK games. People with disabilities have also been recruited as Agents, and a specific group SPAK Disabilitas Inklusif was located in Bandung was formed in 2015.

Key Characteristics

Certain key characteristics distinguish SPAK from other programs and organisations tackling corruption in Indonesia. The focus on prevention rather than retribution; targeting women as agents of change; and the innovative participatory and inclusive pedagogy used in training and for wider communication and socialising of concepts.

The Theory of Change

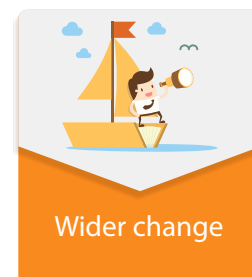
The Theory of Change (ToC) of SPAK is simple. It focuses on three area of change:



Understand what constitutes the different forms of corruption



Be corruption free in ones own life



To stop corruption in families, communities and systemically

Assumptions

There is a set of key assumptions about how change in corruption prevention is expected to take place that provide the rationale for the choice of strategies applied in the SPAK approach:

Indonesian women traditionally hold an influential position in the family and households that can be harnessed to positively influence changes in behaviour in relation to corruption

Awareness and understanding about what constitutes every day corruption is low and is a key reason that people engage in corruption – by making people aware of their part will give them a reason to change

A movement that starts with individuals can over time bring wider change in different ways starting within families and then extending more ambitiously outside to other individuals, groups and networks so influencing the culture and systems that support corruption

Women from the “middle section” of society provide an important entry point for recruitment of SPAK Agents due to their capacity and resources to commit time as a volunteer and through being well connected to influential elite power-holders and decision- makers and every day “grass root” people.

SPAK inclusiveness is enhanced by the participatory and fun approach and the accessible tools and resources used which helps engage and motivate people from a diverse range of ages, social and educational background

The message that “corruption is everyone’s business” is reinforced by the focus on prevention rather than retribution which helps to motivate people to take action and improve the situation

Sharing successes between members of the movement helps to motivate and give courage to others that they can also take action and be successful in tackling corruption

Training

There are two stages of training that need to be completed to become a SPAK Agent

- i **Training of Trainers (ToT)** is a 3 day program that introduces laws and regulations related to corruption, and the SPAK specific communication materials and tools (“the games”) that are used to disseminate information, develop facilitation skills that are shared with the trainees through a range of simulated activities that the Agents may themselves use later in their own socialisation activities. At the end of the training the Agents develop a personal 3 month activity plan that outlines the ways in which they want to disseminate information on corruption prevention. The plans vary according to each individual’s own situation, their ambitions and the confidence they have to apply their knowledge. Agents are encouraged to start their SPAK activities modestly - to initially focus on socialising within the family and then extend out to community and work groups as they gain confidence and feel able.
- ii **Post ToT** brings Agents together for another day about 3 months after the initial training. This provides an opportunity for the Agents to share their experiences so far in practicing SPAK both in their own lives and in socializing anti-corruption with others. It provides a time for additional training and inputs on certain technical skills and knowledge – for example helping Agents on how to handle challenging situations when undertaking SPAK socialisation events; how to develop networks with local government, local media, anti-corruption communities or movements that are both local and national; how to use SPAK tools in creative ways; how to make best use of the resources in the KPK ACCH (Anti-Corruption Clearing House) to enrich their knowledge. These events bring together Agents from different Provinces to help enhance the range of experiences shared and as a way of strengthening personal links between members of this growing national movement.

Communication Materials and Tools

Key to the success of SPAK is a series of facilitation and promotional materials that have been specifically developed to support the approach used in training and for socialising the concepts. These materials have supported the development a high profile brand that has strong recognition and identity. During 2016 new materials and tools were added to the existing range of card and board games, T Shirts, notepads, pens, bags, pins and key rings. The new materials include SPAK flyers; a sticker for the mobile phone cover – intended to attract people’s attention; Majo Yunior– a game modified and targeting corruption in schools; *Saya Pelajar Antikorupsi* (I am a student against corruption) sticker and wrist band to promote Majo Yunior; and a new game TRATA about management of the village budget due for release in April 2017.

Connecting and Coordinating within the movement

Social Media



Facebook (FB), Instagram, Twitter and WhatsApp are important channels that help to foster and maintain connections between Agents. FB Group Saya Perempuan Anti Korupsi Indonesia, and FB Fanpage provides an opportunity for all Agents to share information about their SPAK activities. The AIPJ Program Manager who shares photo and stories that she receives direct to her timeline actively manages the page. There are approximately 15 Provincial FB groups and one for SPAK Disabilitas Inklusif. Each Province also has its own WhatsApp group which members use to share experiences and to facilitate coordination locally, and the instagram and twitter provides an opportunity to share positive change stories that helps support strong brand recognition and commitment.

SPAK Coordinator



The aim is that each Province puts in place a Coordinator who is an Agent selected by her peers to facilitate coordination and communication between Agents in the Province and with AIPJ and KPK in Jakarta. This role is voluntary and the Coordinator is accountable to her peers. All 34 provinces have a SPAK coordinator. The way in which each Coordinator operates varies and is dependent on the individual's preferred way of working and the number and location of Agents in the Province. Some Coordinators work with a group of Agents who assist them, while others take on the responsibility alone.

3. THE EVALUATION

Purpose

This evaluation took place during SPAK's third year, and 15 months after the first evaluation of SPAK was completed. The key recommendations made in the first evaluation report⁷ are in five areas:

- i Continue to develop SPAK Agents
 - Recruit new Agents
 - Develop existing Agents
 - Continue to facilitate peer-to-peer links
- ii Explore the value of strengthening links to other anticorruption initiatives
- iii Continue to evolve
- iv Expand outreach
- v Emphasise KPK leadership and support of SPAK

This evaluation has explored the extent to which the targets set by KPK leadership and DFAT in the period to December 2016 have been achieved, and ways in which SPAK as a women's social movement has contributed to improved knowledge and changes in behaviour that support prevention of corruption at an individual, organisational and system level in Indonesia. The evaluation findings and recommendations are expected to assist KPK and AIPJ in setting priorities and strategies for the next phase of SPAK in AIPJ 2, particularly in relation to its continued growth; new areas of activity; and options for ensuring longer term sustainability of the SPAK movement.

Methodology

"Formative evaluation allows you to develop a better understanding of the process of change, and finding out what works, what doesn't, and why. This allows you to gather the knowledge to learn and improve future project designs and implementation"⁸

To provide evidence and as basis for the recommendations made to guide the next phase of SPAK, a formative approach was applied in the evaluation. This evaluation approach helps to improve understanding about the factors internal to SPAK and external in the operating context that are influencing the effectiveness of current implementation strategies, and information that will enhance aspects of design and performance in the next phase. This approach (looking forward) was complemented by summative investigation that captured the results, outcomes, and impact of SPAK's activities, including the processes and approaches used that have contributed. The evaluation focused on the period since the previous evaluation.

7 http://www.aipj.or.id/uploads/reports_publication/48_f_20160728-020535_Evaluation_Report_SPAK_2015_ENG_01B_Low.pdf

8 http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=24&Itemid=125

Certain factors influenced the choice of methodology used:

Timeframe

SPAK is in its third year of implementation and will continue to be implemented for up to five years in the next phase of AIPJ II that commences in April 2017, meaning there is time available to design and implement enhanced strategies.

Anti-corruption work is sensitive and poses certain risks to those who take action

some informants may be reluctant to openly share information with external evaluators, and care needs to be taken in how the data, particularly about individual agents is shared in the evaluation report

Learning and capacity building

the evaluation provides an opportunity for KPK and AIPJ and SPAK Agents who will be part of the next phase of SPAK to work collaboratively and enhance their individual and shared knowledge and understanding about the movement, and the strategies that are most effective and work best

Areas of Enquiry

Evaluation Questions

Evaluation questions guided enquiry in four areas:

- i **Individual change** experienced by Agents and Semai (children) Agents through participation in SPAK?
- ii **The influence** that SPAK Agents have on those they engage with?
- iii **The growth of SPAK** as a social movement internally through its increase in members and externally through its links with different external actors?
- iv **The appropriateness** of management - the current and future options?

The full details of the evaluation questions are provided in Annex 1.

Evaluating Empowerment

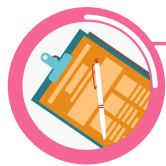
To guide data collection and analysis for the first three area of enquiry the *Alternative Forms of Power framework*⁹ was used. This considers power as a positive empowering force that is described in three dimensions:



This framework has relevance for SPAK as it captures the way it is anticipated that change will take place at an individual and collective level. It was used in the evaluation to guide the analysis of data and the presentation of findings.

Data Collection and Analysis

Data was collected by:



Survey

through semi structured questionnaire distributed to all SPAK agents



Field visits

to 5 provinces where focus group discussions (FGDs) and interviews with SPAK gents, semai agents and other participants and stakeholders took place



Interviews

with KPK leadership, ministry and government officials, and other CSO / NGOs working on anticorruption and corruption prevention



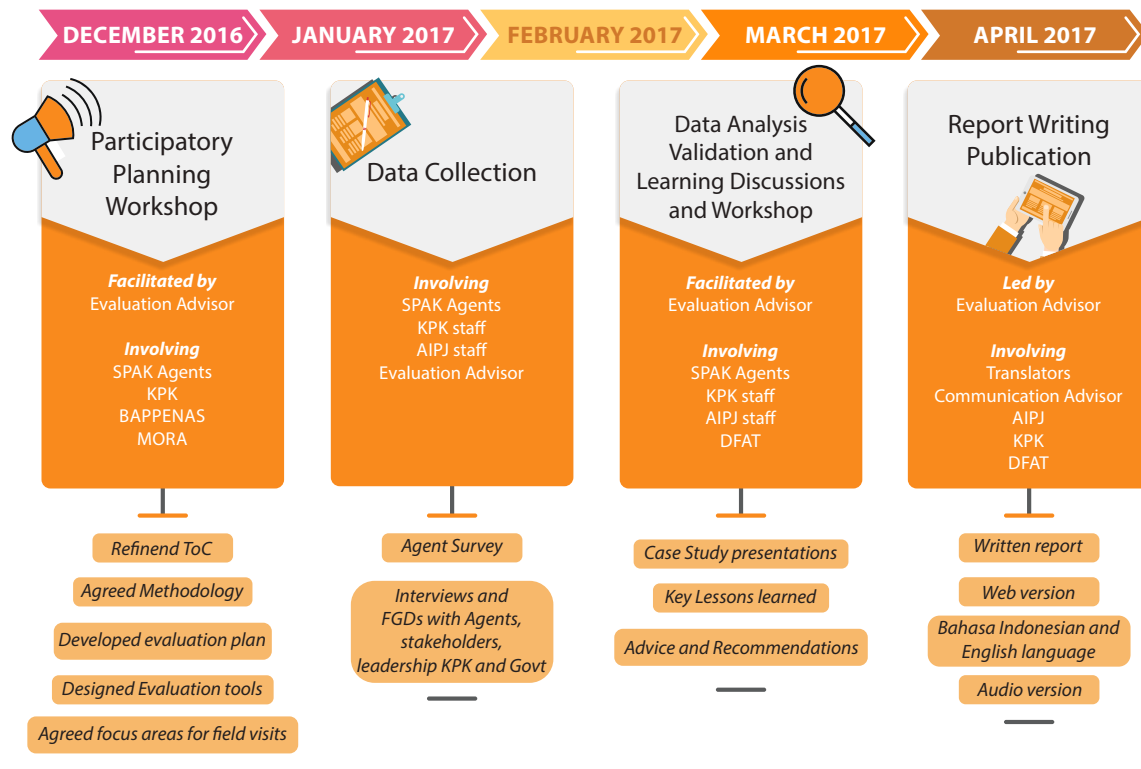
Document review

of reflections of SPAK agents following Post ToT completed in the last 12 months, media and Facebook postings

The full detail of the evaluation tools and data sources is provided in Annex 3 and 4.

⁹ Rowlands, VeneKlasen and Miller (2002) in Power and Empowerment handout <https://www.powercube.net/wp-content/uploads/2009/11/Handout-on-Power-and-Empowerment.pdf>

Figure I. Summary of the evaluation process-timeline and data sources



Survey Data

A semi-structured survey¹⁰ was distributed to all SPAK Agents (n=1014) by email. Three weeks was given for its completion and return. The return rate was relatively low (n=146) - 14% being received within the three week time period allowed for collection and analysis (note, many more responses came after this time). Data was obtained from Agents in 30 of the 34 Provinces where SPAK operates. The largest proportion (18%) was received from South Sulawesi and the next largest number (8%) from Aceh.

The majority of the Agents that responded to the survey are new to SPAK. Seventy percent of the survey respondents had completed their ToT within the last 12 months (during 2016). Seventy six percent had completed their Post ToT within 12 months and a majority 51% had completed within the past 6 months.

The number and make up of the respondent group (large number from one Province and the majority recently joined SPAK) needs to be taken into account when reviewing the findings presented in the next section. There is a further risk of bias of the survey data – those who replied are more likely to represent Agents who are engaged and active, which means the views of less committed Agents may not be captured in this data. This potential bias should be taken into account when the results of the survey presented in this reports are reviewed.

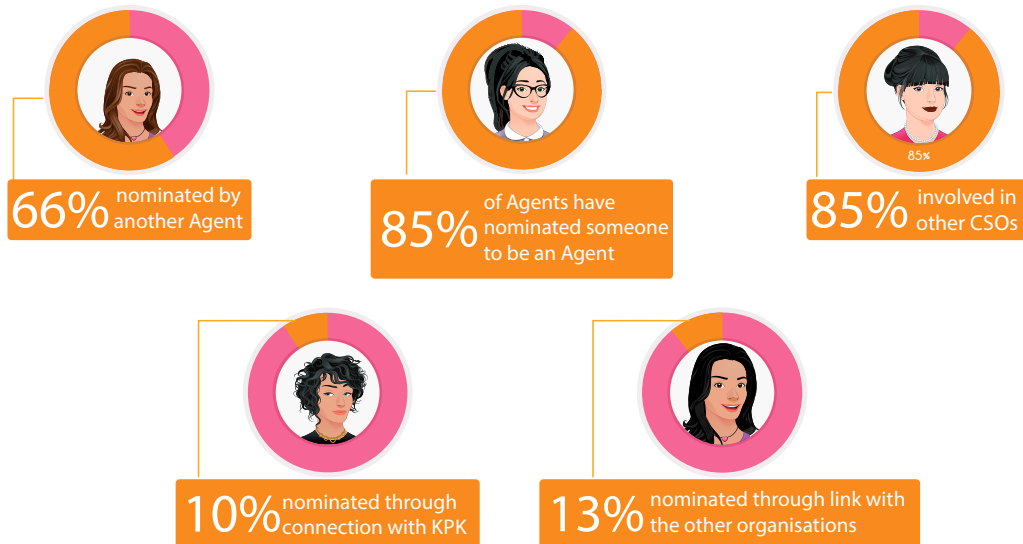
The evaluation did not make enquiry into the reasons for the pattern of returns, so it is not possible to determine why fewer Agents who have been members of SPAK for a longer period of time responded less than more recent recruits. The strong engagement of the SPAK coordinator in South Sulawesi is the reason given anecdotally for the high return rate from this Province that is also recognised as having active and engaged members.

Some additional analysis was undertaken of the results from South Sulawesi and the trends reported for this subgroup of respondents overall aligns with what was found for the whole group. The findings from the survey data were triangulated with other data collected from the interviews and focus group discussions, and through analysis shared between participants during the validation and learning workshop. The small number of respondents means it is only possible to present trends, and limits the validity of disaggregating further data or completing any meaningful statistical analysis.

10 Refer to Annex 3

4. FINDINGS

4.1 THE AGENTS



During 2016 SPAK doubled in size to 1025 Agents that are active in 34 Provinces – this number exceeds the target set by DFAT and KPK.

Recruitment

Most Agents are recruited through "member-to-member" nomination, whereby existing active Agents nominate women who they believe will add value to the movement. This approach has been instrumental in achieving the rapid growth during the past 12 months. This high level of peer recruitment indicates the commitment that members have to strengthen their movement.

KPK and AIPJ identify and nominate a smaller number of women. Often these women are known to KPK through their involvement in other KPK events and activities. Recently AIPJ staff have targeted and gained new members through professional associations (legal, educational, business women) and by targeting certain Government Ministries and Departments (Ministry of Religious Affairs and the Police Force).

In addition to the trained Agents there are volunteers, in Makassar, they are called Agent KW, who have received initial socializing in different ways from Agents. Many are active in different ways in socialising and local SPAK activities facilitated by Agents, although AIPJ and KPK do not have precise detail about the activities of this volunteer group, and more specific enquiry of their activities was not investigated in this evaluation.

Agent's Background

Use of "Multi-Level-Marketing" principle for recruitment, which is targeting women representing the "middle section of society", has been effective. AIPJ and KPK approve the selection of the applicants and the Coordinators in their location monitor their contributions, which helps to ensure those selected demonstrate commitment to the principles of SPAK.

The SPAK Agents come from different employment and professional backgrounds in the public and private sector. Seventeen percent of the survey respondents work in education – university lecturers, school and pre-school teachers. Ten percent in the legal sector (judges, lawyers and working in legal aid organisations), and 7% were social workers. The remaining was made up of graduate students, government employees including senior management, and consultants. Just more than half (51%) of the Agents surveyed have positions in NGOs and CSOs (including women's groups, wives associations, community based organisations and an organisation representing Indigenous people). They are employed as staff, member activists or volunteers in these organisations.

The majority of Agents are also active in other civil society organisations. Many identified multiple organisations that they are involved with, and they have used these links effectively to help advance their work as SPAK Agents. Other programs in AIPJ (eg Countering Violent Extremism; Reducing Early Marriage; Community Mediation) now take advantage of the SPAK network. Approximately 97 different organisations were named by Agents in the survey including national networks and movements for women active at village and district level, many of which are partners in the DFAT funded initiative MAMPU including KPI, PKK, PEKKA, BaKTI, Yasalti. Many Agents are members of DWP (*Dharma Wanita Persatuan*) the network of the wives of civil servants. A large number of national and local level NGOs including those that focus on child rights, youth, indigenous people, paralegal networks, and religious groups were also identified.

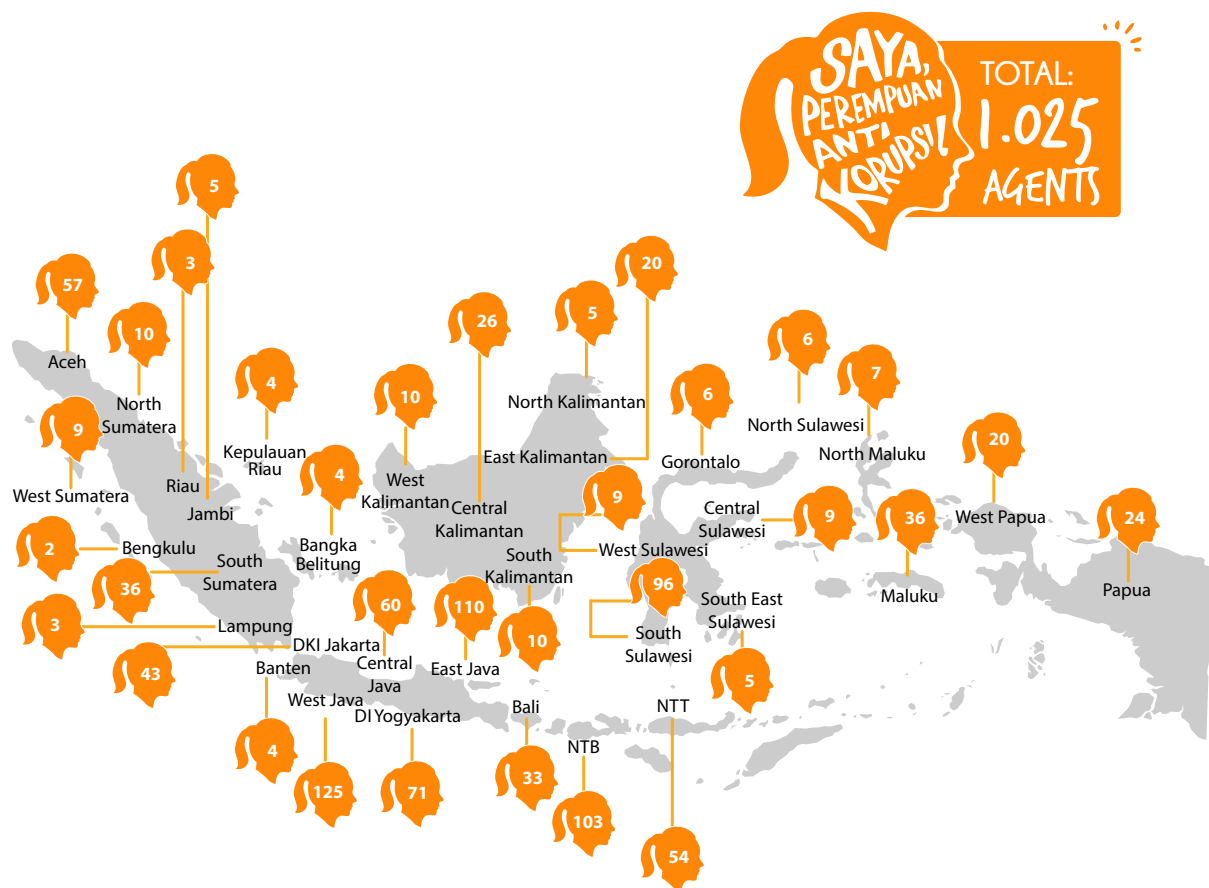
The range of backgrounds of the survey respondents aligns with the mix of background for all SPAK Agents



SPAK - BACKGROUND

Provinces

SPAK Agents are present in every Province in Indonesia, although the number in each varies greatly. East Java and West Java have the highest number of trained Agents, followed by NTB and South Sulawesi. There are many Provinces that currently have less than 5 Agents. The number of Agents does not necessarily correlate with the level of activity in the Province. As discussed in later sections additional different external factors in the operating context influence the scale of activities and the results achieved.



NUMBER OF SPAK AGENTS BY PROVINCE

4.2 EMPOWERMENT

POWER WITHIN - Feelings about self

“ *“Before I became an Agent I did not speak much and did very few facilitation activities such as guiding SPAK games. I had refused the position of a Chair of our village and was not active as I was not confident and did not dare to speak in front of groups of people. Since I became a SPAK Agent I now have confidence to speak, facilitate games and have even begun to dare to answer questions”.* **”**

Reflection from NTT SPAK Agent during the Denpasar Post ToT

Overwhelmingly women who became SPAK Agents report positive changes at a personal level. The knowledge they gain during the training, particularly through debates and discussions with other women, about corruption and prevention is both very revealing and motivating. Many comment on the shock when they realised that they too are perpetrators of corruption. Although for many it is a shock, it also helped them recognise that they can quite easily play a part in reducing corruption, through first starting with changing themselves.

“ *“I now have a different perspective about myself as I realise I too was a perpetrator [of corruption]”.*

-Darwani-

“There is a desire now to improve myself ---”

SPAK Agent comment in survey **”**

Many women in their Post ToT reflections describe feeling positive that they now understand that they too are part of the "problem" of corruption through their acts of giving small payments of gratification – commonly to their children's school teachers, for traffic offences or to speed up processing of official document and licenses in local government offices, and pushing in front of queues or accepting money or gifts from their husbands knowing it is from gratification payments.

The evaluation findings clearly support an assumption in the ToC that, by increasing awareness that corruption is present in every day life and through a focus on prevention rather than retribution people will understand their part and be motivated to take action against corruption. The knowledge that Agents gained through use of the specifically designed games, and from the interaction with other women in a very powerful way helps Agents have confidence that they can contribute. The Agents express feelings of having a greater sense of purpose and increased motivation through being part of a movement that is working to make change. The women are keen and proud to be recognised as Agents of change for corruption.

“ *“I have self confidence and am self willing to facilitate SPAK in every opportunity, and self motivation to be better and more enthusiastic for the sake of the future generations --- I am happy now as I have a lot to do.”* **”**

Agent from Papua

“

"Need to be brave to live a life of anti-corruption ----- [to be an effective SPAK agent]-- you need to be strong and committed" - Agent Papua.

"After doing the SPAK training I now have more self confidence and now I understand what the fight is about" - SPAK Agent comment in survey.

”

The evaluation did not specifically make enquiry about the wider impact beyond anti-corruption in terms of gender equality and self-empowerment of Agents. This is an area that will be included as part of monitoring and review in the next phase. Some Agents were forthcoming in giving examples of positive changes. Individual Agents reported that they had greater respect in the community and family through recognition of their position and commitment to preventing corruption, and the positions of leadership that they have taken in advocating and enacting anti-corruption measures - for example in local level elections and with school and parent groups, and in the work place. In the family home some Agents now question their husbands sources of income and are now more actively part of understanding and managing domestic financial decisions.

Some Agents expressed the need for more information and knowledge to help them to have greater confidence to take action as a SPAK Agent, particularly to take action alone. Most prefer and need the support of other Agents to help increase their confidence. Even active and committed Agents understandably had greater self-confidence and felt better able to take action when they could work together with others in the movement. They identify that SPAK Agents need personal strength and dedication, and at times even bravery.



POWER TO - Take action

"If you can get to the woman, you can get to their families and their neighbours"

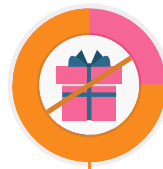
-Husaimah Husain, Regional Coordinator-

Since becoming SPAK Agents, 99% of the survey respondents reported that they have taken action by doing something different or new, against corruption.

ACTION - Own behaviour



89%
have refused
to pay a bribe



75%
have refused
to accept a gift

All of the survey respondents (n=146) reported that since becoming SPAK Agents that they had taken action in relation to their own behaviour. The most common change in behaviour was refusing to pay a bribe (89%), and 75% reported that they no longer accepted gifts, unofficial payments or bribes when offered.

Women most often shared examples of no longer giving their children's teachers gifts; or pay additional fees to officials at the sub district office to expedite processing of documents; and they now wait their turn in line

A mother and daughter in Papua are both SPAK Agents. Since they became Agents the changes they identify are: being more honest and transparent, stopped making fictitious receipts; stopped using connections to expedite matters in the government offices; and returned voting papers when sent duplicate copies. The daughter says she is now more confident, she has developed public speaking skills and she developing a wider network to work with on anti-corruption.

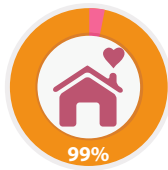
From interview in Papua

ACTION - Inform others

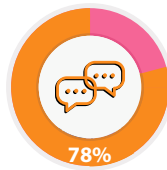
"—each Agent has their own way to work on anti-corruption – they can SPAK as one in any part of society and spread the [SPAK] virus"
Post ToT reflection Palangkaraya

During their ToT the Agents are encouraged to develop a plan that outlines their ideas about how they will socialise SPAK concepts with others. The plans they develop are for their own reference, and are not used for external accountability or monitoring purposes. Agents are encouraged to focus first on their own behaviour and then gradually extend their influence starting with family members, and then extending to neighbours, and as they feel confident and able to then consider ways to reach further out to others in their community and work place. The survey results show that Agents are applying this style of progressive engagement and influence.

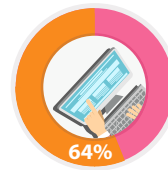
Where agents socialised SPAK



99% FAMILY



78% COMMUNITY



64% WORKPLACE

The way in which each Agent socialises the anti-corruption message is highly individualised. The participatory process used in the ToT and the emphasis on use of facilitation techniques helps the Agents to apply the knowledge and use the information and communication resources (the SPAK games, posters, pins) in the ways in which they are confident to and makes most sense in their own situation. In their training Agents are encouraged, but are not pressured, to take action, and they are reminded to work safely and be mindful of the risks that they may face when socialising information about corruption and its prevention.

In the first review of SPAK (in 2015) certain negative impacts were identified that women who are part of the movement experience. Some were also identified through programme monitoring in 2016.

- *A SPAK Agent in Bali felt pressure from her boss to resign from her job when she refused to pay a bribe to a court official when registering a case in the court and she demanded a copy of the verdict – she now has become a business women*
- *Pressure from co-workers who were committing many corrupt actions and identified by an Agent led to the Agent changing her work unit*
- *SPAK Agents are ridiculed and targeted within community and the work place and even called "crazy" because of their action against corruption*

During training as part of risk mitigation on potential negative impacts the Agents are reminded to care for their safety and well being and area advised to:

- *Start to make change within themselves*
- *Start to make change in a safe and supportive areas*
- *Don't force others to make change - encourage and first work with those who show interest and willing to change*
- *If corrupt behaviours are found - seek the help of others and look for those who work with or are part of "watchdog" CSOs*

In addition to this advice AIPJ and KPK facilitate direct contact and provide support to Agents experiencing difficulties and exposure to personal risk. Based on recommendations made in the 2015 review and through the action of the local SPAK Coordinators, communication have been made. Enhanced connections and links between the Agents and the police and courts locally in some areas have been formed. The WhatsApp groups provide a useful way for Agents who feel at risk to gain support, encouragement and advice from others in the network, and as a way to share experiences and learning.

As a follow up to the recommendations made in 2015 review SPAK has formed links between SPAK Agent of South Sulawesi with ACC; Agent SPAK Aceh with SAKA / GERAK; SPAK Agent of Jogjakarta with Pukat UGM; SPAK Agent Jakarta and Bogor with ICW / TII; SPAK Agent NTT with PIAR, SPAK NTB Agent with SOMASI. During 2016 SPAK has Polri Agents in South Sulawesi, Central Java, and Religious Court Judges in Lamongan, and State Administrative Judges in Jogjakarta

Seventy one percent of the survey respondents had facilitated six or more SPAK events since becoming an Agent. Seventy five percent estimated that they had socialized SPAK's anti-corruption messages to more than 100 people in total. This is a high level of activity given 75% had completed their ToT only within the past 12 months, and indicates that the majority of Agents feel adequately prepared on completion of their training.

The Agents gave short written reflections after their Post ToT. In these reflections the Agents shared many different ways they have socialised SPAK's messages. Many have created innovative ways and have been opportunistic introducing the concepts as part of other every day activities and events.

"A SPAK themed wedding "

"Include as part of lecture to university students"

"play the game at an airport while waiting for a flight"

"discuss on a talk back radio show"

"at the place where I teach Yoga"

"share with parents when they pick up kids from after school homework group"

"part of discussions at Sunday school"

"Kartini day events in the school"

"part of celebrating international women's day"

"play games in the shopping mall"

"in between formal activities at work training event"

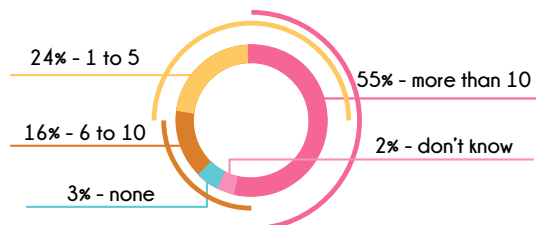
"Islamic women's reading group"

"at cultural and art exhibitions"

"play the games in the café"

"socialising with my husband and his work colleagues"

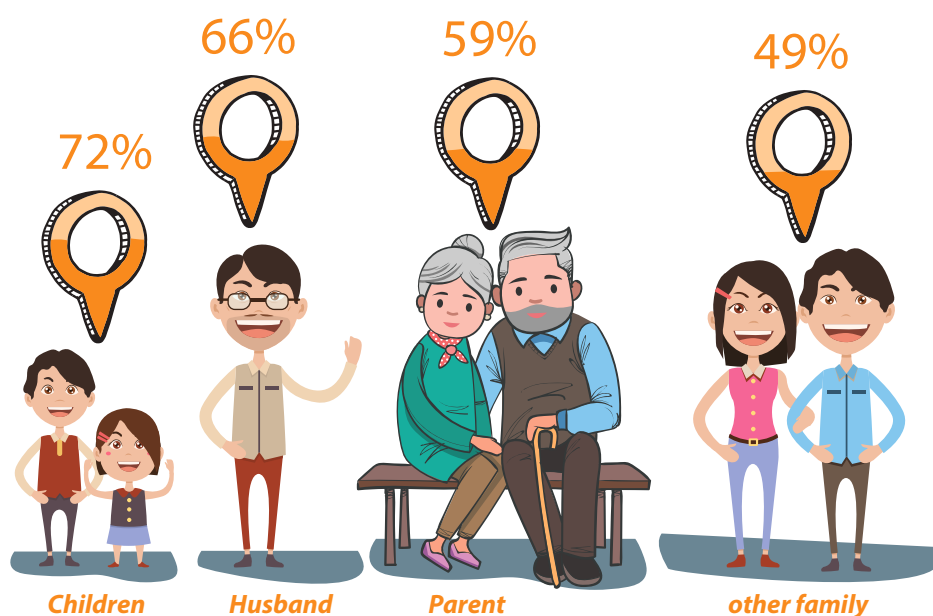
"the ideas of SPAK are part of answers in a quiz"



Number of SPAK events Agents' facilitated

The evidence from the survey and the Post ToT reflections indicate that Agents are socialising SPAK to a very wide range of women, men, girls and boys, people with disabilities, who are from different age groups and demographics. Some Agents estimate they individually have reached at least 4,000 people. Based on monitoring of the Agents' activities it is estimated is that by December 2016 SPAK had reached more than one million people in each of Indonesia's 34 Provinces. Many of the Agents socialise through quite small and localised activities that are often incorporated into their every day life, that are not necessarily captured in this number, which means it is probably a low estimate of the scale of SPAK's reach. It is beyond the scope of this evaluation to determine the extent that information in the ways described has influenced and changed behaviours or actions.

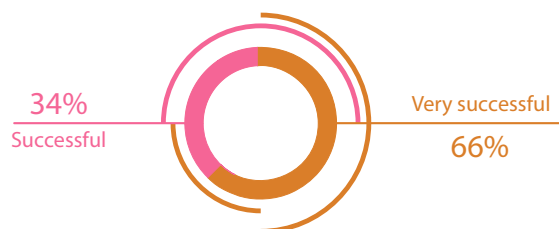
ACTION - Influence family



The Agents shared information on corruption and prevention with their immediate family - husband, children, parents and siblings, and with more distant relatives - in-laws, cousins, nieces and nephews.

"I try to make sure that my husband and family live by honest values"
Agent in Polewali Mandar District

Children in the family were most often targeted in the family (72% of the survey responses) followed by the husband. This finding supports the assumptions in the SPAK ToC that the Agents as wives and mothers are very well placed to influence family members.



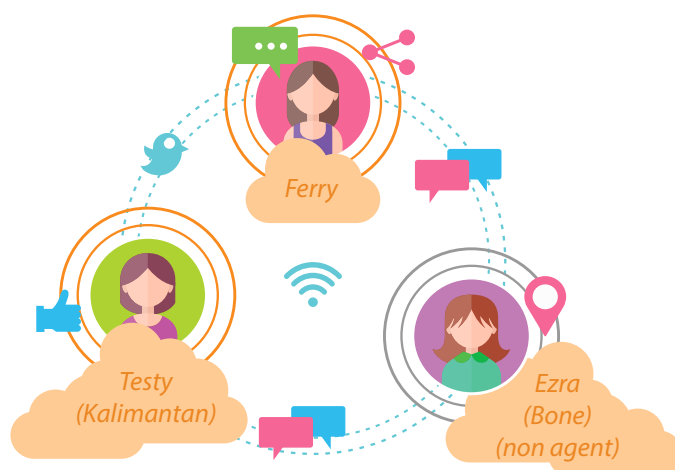
Level of influence on family

All Agents reported that they had been successful in positively influencing family members and 66% rated their success as very high; which is higher than rating given for success in influencing others in the community and work colleagues. Sixty six percent of the Agents identify that they have positively influenced their husband's knowledge and behaviour on corruption.

The influence within families has motivated family members to become active in the SPAK movement. One example from South Sulawesi is the Mambaya family, where three sisters are now actively involved.

It all started with Ferry who became a SPAK Agent in Sulawesi Selatan. Her postings on social media interested her sister Testy who lives in Kalimantan. She then completed her ToT and became an Agent. After Testy visited her elder sister Ezra she became interested and is now a volunteer in her home place Bone.

From Interview



Agents consistently refer to the importance of influencing children both at home and also in school. The hope is that the focus on children and young people will create generational change in the future.

***"embed anti-corruption values that will automatically remain to the end of their lives
and create a better generation in the future"***
Agent from Denpasar

A few Agents commented about the difficulties of discussing corruption with the family elders (examples were given in relation to parents, and an uncle). These challenges were related to the sensitivities of the topic, and it being perceived as disrespectful to challenge well-established culture and behaviours of elders. It is interesting to note that many examples were given of how children who are Semai Agents did challenge and hold their parents' accountable for what they perceived to be corruptive behaviors including not using work car for private travel, monitoring their parents' driving ensuring they obeyed the rules, and not allowing parents to give or receive gratification payments. This finding suggests that the Semai games provide the children with confidence to take action even on sensitive topics and counter to prevailing cultural and behavioural norms.

Case Study #1: Semai Agent



photo: Harum Sekartajij

Background

Very few parents in Indonesia share the values of integrity and honesty with their children¹¹. Many Agents expressed their great concern about this in the Post ToT reflections and in their responses to the evaluation survey. The Agents are highly motivated and committed to sharing anti-corruption messages to children to help raise the awareness and commitment of the next generation to follow and promote corrupt free values.

Key Activities

Semai is a board game that was launched through the SPAK movement in April 2015 in Jakarta on the 2nd SPAK anniversary. It is specifically designed as a fun way to share the nine values of integrity with children in the elementary school. The Semai board game then is used to facilitate training of trainers of child SPAK agents (age 10–13 years old) who are known as Semai Agents. SPAK Agents in South Sulawesi who have been trained as facilitators have facilitated Semai activities in different location across the Province – in schools, Mosques, other public spaces and in private homes. Semai activities have been included in events and activities for children facilitated by other organisations for example the Ganesha Operation homework group; and with the NGO Love to Read; and as part of other public events and celebrations such as Merdeka (Independence) day. Recently in Jogjakarta Semai was played with children with disabilities as a part of an event promoting disability inclusion facilitated by the DPO SIGAB.

11 Reference KPK research 2012/2013

Results

- **164,700 students from more than 1,300 schools** from 24 districts of South Sulawesi have been taught about the nine values using Semai through "1.000 Titik Kebajikan" movement that was initiated by the South Sulawesi Governor
- **50 Semai Agents in Makassar trained as facilitators** who can lead the Semai game with elementary school children. As they age, they begin to be trained to use the Majo Yuniur game that is reserved for middle and senior high school children
- **Spread to many other schools** in different Provinces

Since becoming Semai Agents it has been noted by parents, Agents and the children themselves that the children are now more disciplined and honest. Many of the Semai Agents say that they now feel brave enough to speak in public, and have made changes to their own behaviour at home and at school. Examples of the changes made include getting to school on time; saying their daily prayers; being more cooperative at home and at school; completing their daily chores and homework; no longer cheating school work; and being honest about not keeping change when they shop for their parents.

They have been active in sharing the information about the nine values by playing the game with their family, with friends at home and in the playground and parks. They have encouraged both their peers and adults to change their habits, and have cautioned them when they observe dishonest or unfair behaviour. Examples include reminding parents not to use the work car for private use; not to accept or give gratification (for example to teachers at their school) or take part in unethical business; and not break to promises that they have made. The Semai Agents have stopped friends from cheating at school and have challenged the student committees on their spending of students' funds. Honesty Canteens have been successfully set up at some schools whereby people leave money in an honesty box for the items purchases.

Enabling Factors

- **Parents** support and encourage the children
- **Schools** are supporting Semai activities with their students
- **South Sulawesi Provincial Government** created opportunities and supported the activities taking place
- **Support from other organisations** by including the games in their own activities and events
- **Commitment of Semai Agents** who have facilitated many different events and activities

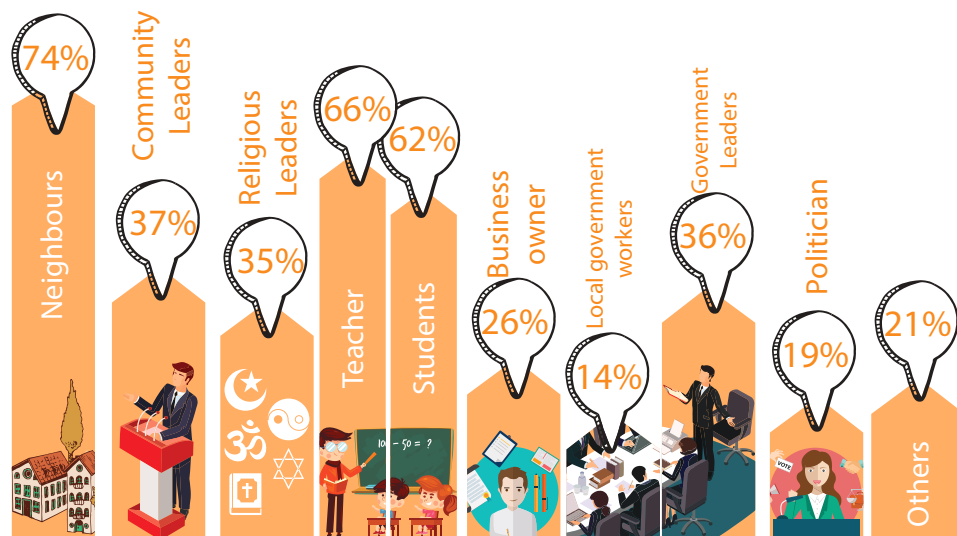
Impeding Factors

- **Some Semai Agents experience bullying and mockery** from other children and friends at school and in the neighbourhood
- **Some adults in the family, schools and community are resistant to accept children as change agents** and view the child as being disrespectful when the Semai Agent challenges or try to hold adults accountable about their behaviour
- **Some of the Semai Agents** lack sufficient confidence to speak out or take action

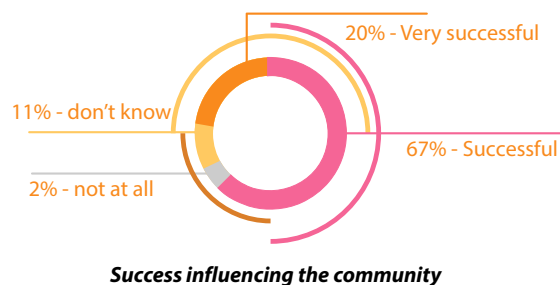
Key Lessons Learned

- **Children can be active and effective Agents of Change** for the prevention of corruption influencing the behaviour of their peers and adults including particularly their parents
- **Children face risks** promoting honesty values in a context where dishonesty and corruption is culturally accepted as the prevailing norm; their actions may create tension and arguments with their parents, family and friends and lead to bullying from their peers from their peers - this risk is discussed in training by Agents who also with schools monitor
- **The high levels of interest and success of the Semai approach** provides a strong basis on which to expand the activities to other locations
- **The interest and commitment shown by local Government and schools** provides options to expand and sustain through cost sharing / co-resourcing arrangements, and inclusion of Semai in the school curriculum
- AIPJ and KPK agreed to consider the power of the SPAK Agent movement as the main criterion in forming Semai Agents. That's why to date the Semai Agent is only in South Sulawesi

ACTION - Influence in the community



Ninety percent of the survey respondents identified a wide range of people in the community that they had shared information with about corruption prevention senior government leaders; members of parliament; business owners; every day workers – cleaners, laundry workers; mothers collecting children from after school classes; teachers; students; women with home responsibilities, artisans and cultural performers.

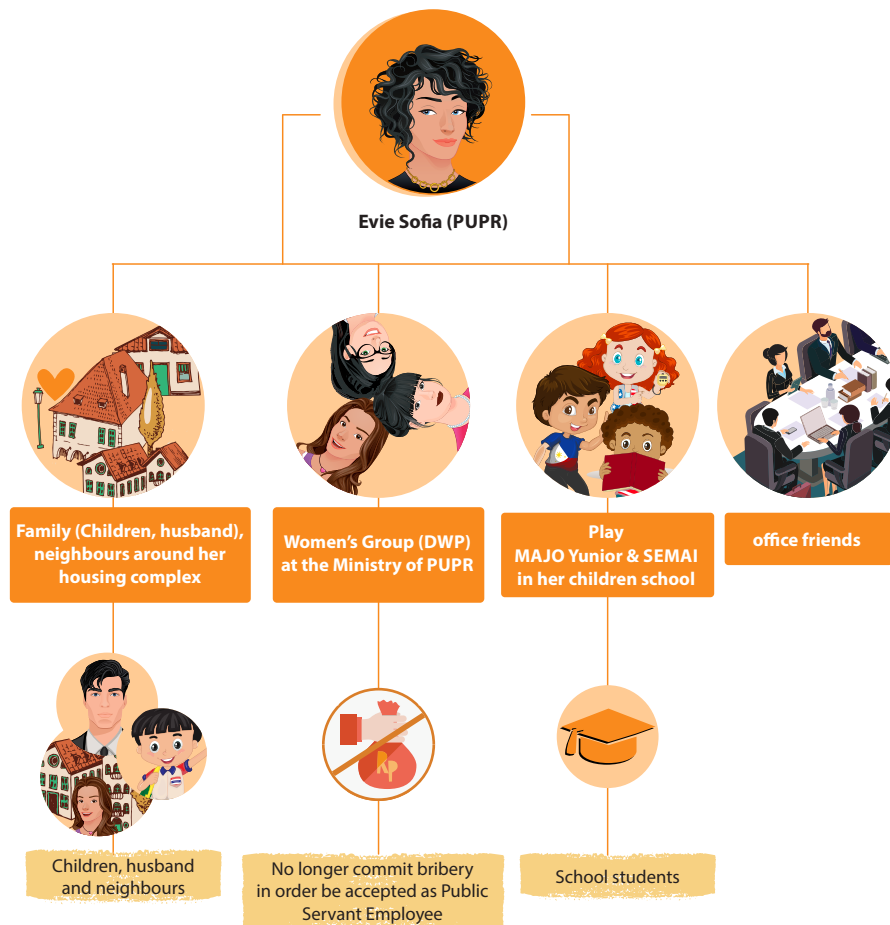


Overall the results are positive. Most (67%) of the Agents rated that they had been successful in influencing community members, and 20% gave a rating of very successful. Only 2% did not think they had been successful and 11% did not know.

Less success was reported for influencing community compared to family members and in the work place. This is not unexpected given the greater diversity of the population and that the Agents on the whole engage less often on a day to day basis with the people they identified than they do with family and work colleagues.

Since becoming a SPAK Agent Evie Sofia has socialised SPAK widely with her family, in her community, through the DWP [the wives group] at the Ministry of Public Works and Housing, and by playing SEMAI game at her children's school. Some of the changes she has helped happen are: after talking to café owners about gratification they are no longer paying local government incentives to get their business licenses, and several of the wives from DPW have stopped using the official car for their personal travel.

Interview with SPAK Agent in Jakarta



Case Study #2: Working with District Government

Background

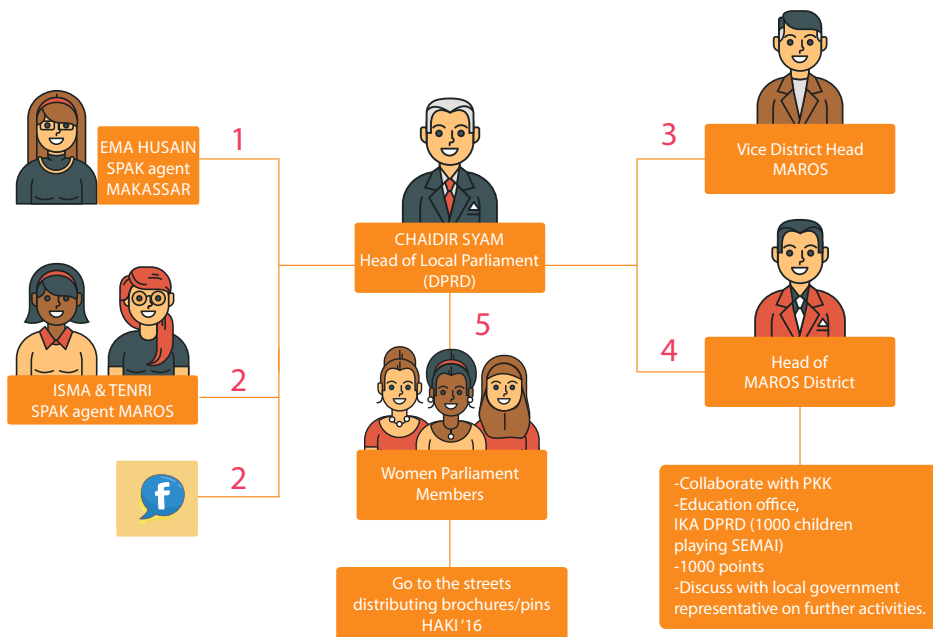
Agents are encouraged to seek ways to link and cooperate with local level government, as a way of increasing and sustaining activities with community members. The aim is for Agents to introduce SPAK activities that authorities identify relevant to their other programs and activities. Often it is senior leaders that can use their authority and influence help to "open the doors" and create opportunities for cooperation.

Governments often will contribute their own resources including providing locations for the SPAK events; identifying personnel to train; and in some cases allocating budget support for the activity. The Agents provide the technical knowledge and capacity including the SPAK communication and marketing materials. It is anticipated that this type of cooperation will scale up the work of SPAK and by strengthening local ownership and commitment of government provide a channel to support sustainability.

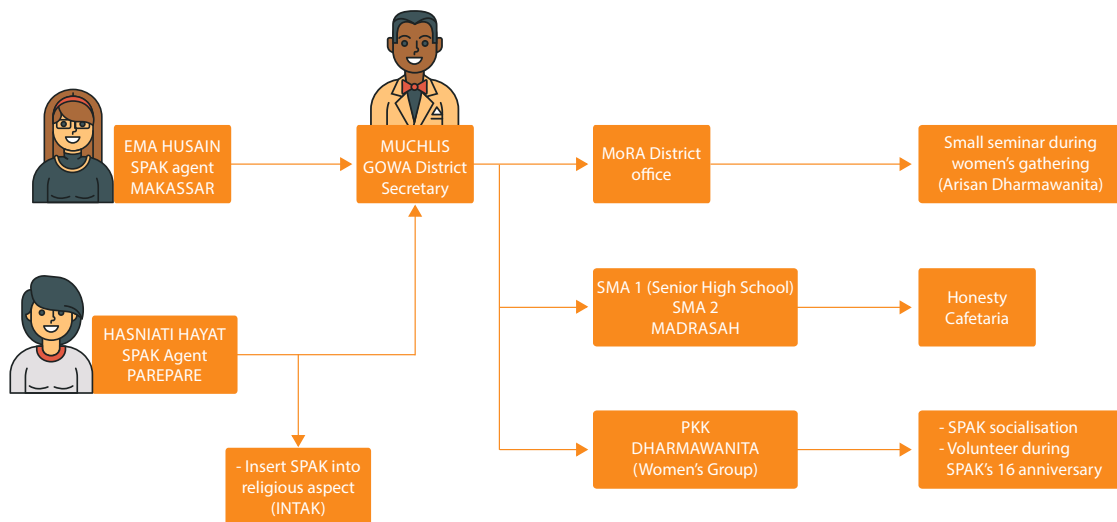
Key Activities

In South Sulawesi the Provincial Coordinator with other Agents has made strong efforts to introduce SPAK to district level governments. She has used connections with senior district officials and decision makers, to introduce Agents who live locally in the districts, and she has supported the Agents to work with the officials in identifying opportunities to socialise SPAK and introduce anti-corruption activities.

Maros District



Gowa District



Results

Maros District

SPAK has enhanced the strong commitment to anti-corruption of Maros District. Activities involving Members of Parliament has increased their understanding about corruption and there is evidence that they are now more transparent and accountable in their practice, for example in making planning decisions; when setting and managing budgets; and when implementing regulations to do with education services and Public Private Partnership Arrangements (PPPA). District government staff have been discouraged from receiving or making gratification payments or gifts. The school students who have played Semai have committed to take share their knowledge with their parents.

Gowa District

The SPAK activities that were only recently implemented in this district were well received by the school children who were exposed to the SEMAI games. An honesty café has been set up at one of the secondary schools. The District Government Office has requested that SPAK be introduced at the village level and this was done working with the local womens' development network Pembinaan Kesejahteraan Keluarga (PKK) and raised this has helped raise awareness of women in the village about corruptive behaviours and how they can prevent them.

Enabling Factors

- **SPAK Coordinator who is well known, respected and trusted by senior government officials** for her work in corruption and with CSOs, which has helped to "open doors" and create opportunities for links and cooperation between the SPAK movement and government
- **Very capable SPAK Coordinator** who works positively and collaboratively with other SPAK Agents assisting to introduce them and helping them to effectively with local government
- **Government leadership is committed to anti-corruption**, which created openings to introduce SPAK, and has helped in accessing ongoing support and assistance for implementation of activities
- **SPAK is a movement not an organisation** which makes it easier as there is less bureaucratic decision-making, for local government in Gowa to include it as part of its program
- **SPAK being a women's movement** makes it appealing and easier to accept in the local context in Gowa where there is a history of strong women leadership

Impeding Factors

- **Need more SPAK Agents** at the local village to support scaling up of activities – for example as the work on management and safeguarding the resources in the Village Fund
- **Need to innovate existing SPAK materials** to ensure that they are most relevant and suit the local context and needs – for example the Village Fund¹²

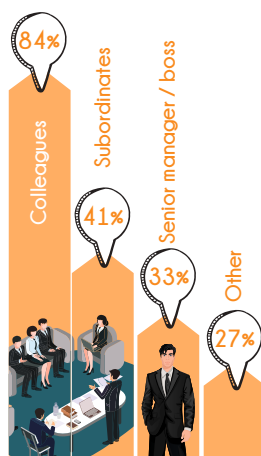
¹² Note new materials specifically for the Village Fund work are due to be launched in March 2017

Key Lessons learned

- **For the growth and sustainability of the movement** it is very important that SPAK Agents have confidence and are able to seek ways to engage and work positively with government as this offers opportunities to work with other government units and programs
- **Members of Parliament** are important to target and include in SPAK given their public position of power and influence
- **The capacity and commitment of the Coordinating SPAK Agent** is very important – she needs to be willing and able to engage effectively with the elite decision makers yet while ensuring other Agents are introduced and are helped to foster a strong and positive working relationship at this senior level of government which is influential due to its responsibility for policy and program decision-making
- **There are potential resources available from local government** that can support and help sustain the movement
- **Agents need to have up to date plan for activities** to ensure they are able to tap into the resources that may be available from the district office Dewan Perwakilan Rakyat Daerah (DPRD)
- **There is a need for sufficient number of SPAK Agents** to have the capacity particularly at local village level to be responsive to government's requests and to effectively implement the activities
- **Information resources and communication materials need to be updated** to ensure that they help the Agents implement activities that are relevant and effective

ACTION - Influence in the Work Place

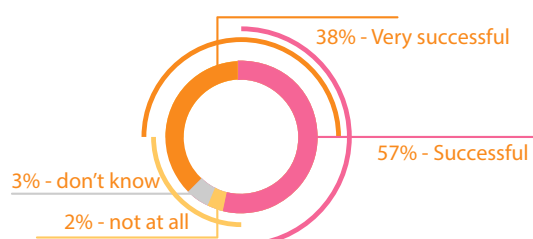
Sixty four percent of the survey respondents reported that they had taken some action in the work place against corruptive behaviour. Most had tried to influence people in different positions and levels of seniority in their work place.



Note: others include cleaners, maintenance, staff, colleagues in other organisations, clients, volunteers and interns

Taking action to influence colleagues was most common (84%); a much smaller number (41%) of the action taken had targeted subordinates. This is an interesting finding given that presumably Agents hold influence and power within this group. The reasons for this were not investigated in the evaluation, however one hypothesis is that as the Agents who responded to the survey are quite new to SPAK, it may be that they have not yet had time or confidence to take this sort of action; or that they feel concerned about the negative implications taking action may have unless they feel supported by their peers and managers. A fewer number of Agents (33%) had tried to influence those in more senior positions, presumably due to the power and influence they those in authority hold.

Hikmah Ian is a Civil Servant Employee (PNS) at Polewali Mandar District office of Ministry of Environment. She is also an activist on children issues. Since becoming a SPAK Agent "she has become braver in taking action against the politics of money" in her work place and in ensure her husband and family live by honest values. In her work place she has been successful in ensuring that the SOP for the issuing of environmental feasibility permits is properly implemented and that when all requirements are met the permit is issued, and without any requests from staff for additional unauthorised payments. She has made sure that all payments for permits are properly recorded for the correct amount using official receipts. She has made flyers and posters that state it is illegal to accept bribes and she has distributed and displayed them in the office.



Success of influencing in the workplace

Ninety five percent of Agents rated success in influencing in the work place being successful or higher; of this number 38% thought they had been very successful. Seventy Six percent of Agents reported that the encouragement of an employer had been a very important factor that helped them to be successful. However this factor was identified least often compared to other factors in the Agent's survey. In the interviews with Agents the commitment and support of people in positions of seniority in the work place was often identified as being very important. When the support is present it clearly helped Agents by creating opportunities for socialization on corruption in the work place; supporting the Agents who face hostility from colleagues; by endorsing changes to operational systems and processes.

The commitment and support of the of the senior Police Officer was critically important in the case of Ulva the woman police officer from South Sulawesi who became an Agent. The Officer in Charge personally provided support to her in what was a very hostile work environment. He also instigated changes to the offices and systems that made it harder for officers to accept gratification payments; and he encouraged police officers to socialise anti-corruption messages as part of their engagement with the community (refer case study #3 for more detail).

The superior does not support her activity [in the work place], which is why she does her SPAK activities in her house and with the Honesty Kiosk.

From Interview in South Sulawesi

When the employer or manager is not supportive it discourages and may prevented Agents taking action.

Case Study #3: Training Police Women as SPAK Agents



Background

"There are 24.000 police women stationed through out Indonesia and KPK is only in Jakarta --- it makes sense to train police women to become SPAK Agents"
Basaria Panjaitan, KPK Leadership

Policewomen in South Sulawesi have become a major target group for SPAK ToT. The connection between SPAK and the police force started in 2016 when the then Police Chief in Panakukang (Pak Worosusilo) selected women officer and members of Bhayangkari to participate in SPAK ToT in Sorong. On return from the ToT the officers Ibu Andi Ulva (Ulva) was motivated to apply the knowledge and skills she had learned. She started by changing her own behaviour – no longer accepting payments and encouraging her subordinate female and male officers to do the same. This was not easy as salaries are low and many police officers rely on the gratification payments to supplement their incomes. Ulva experienced bullying from her fellow officers.

"I used to teach my juniors how to get more money by smiling more --- [but now after SPAK] I saw that to fight corruption we have to change ourselves".
Ulva police woman

Ulva approached the new Police Chief (Pak Wahyudi) and discussed the SPAK movement with him. This generated interest and the SPAK team, AIPJ, and the SPAK South Sulawesi Coordinator met with him together with Ulva. With their advice and support he assisted Ulva to put in place some changes in the police station to counter corruption. The Police Chief was later transferred to Bone where he took up position as Deputy Chief of Police. In his new role he continues to be a champion for anti-corruption.

Key Activities

In Panakukang Pak Wahyudi ordered that all drawers be removed from the desks and all services offered by the police should now take place in one room rather than multiple rooms, which made it harder for officers to demand and receive gratification payments from the public. He also ensured that the community police (*Babinkamtibnas*) were socialised in SPAK, and also encouraged police to socialise SPAK as part of their duties working with the public.

In Bone he introduced SPAK, which was already known by the Bone District Head as one of his staff, the head of the Women's Empowerment and Child Protection office (PPA) is a SPAK Agent. Pak Wahyudi was able to extend SPAK activities in his jurisdiction. A SPAK Agent policewoman (Polwan Suhati) socialised SPAK as part of training of officers in each of the sub-district police stations, and with women police officers in the Bone Provincial police station. The SPAK Agents also socialised corruption prevention in Islamic schools and played the MAJO game with staff from the Ministry of Transport in Bone and with officers from the armed services. The socialization activities targeting women, youth and school children were also extended to Ponceng sub-district well known for its high level of crime.

At the Provincial level SPAK ToT was recently completed for Policewomen from some districts in South Sulawesi. The aim is to expand training to all districts and so increase the number of women officers who understand the issues and will take action against corruption.

Basaria Panjaitan, a KPK Commissioner and first female Inspector General in the Indonesian Police force is a key force in this initiative, and supports the work taking place in South Sulawesi. She hopes that over time SPAK can be expanded so that nationally there are SPAK Agents in every police station in the country.

Results

Sixty one women police officers are now SPAK Agents in South Sulawesi.

The officers who have completed SPAK ToT are more punctual and honest in the work place. Overall the level of gratification in the police stations has reduced and the officers no longer as the norm ask or accept additional money when people pay fines for traffic offences.

Female officers are applying SPAK at home – enquiring from their husbands the origin of money they have acquired. They are also connecting with other organisations in the communities and working with them to socialise anti-corruption. Through these links they have been part of establishing a Warung Jujur (*Waju*) – a community honesty kiosk in Ponceng. The police have established a community bicycle patrol (*Patroli Sepeda*) and Polisi Santri Program that is public outreach activity which is part of a marketing strategy that the police are friends of the village (*Polisi sahabat masyarakat*).

141 military personnel units have received SPAK socialisation in the Toddopuli area, and this has created an interest to expand training further within the army.

Enabling Factors

- **Committed leadership and support from senior personnel** in the police department and from KPK
- **Strong and committed female officers** who are prepared to act against the strong culture of corruption
- **Wider knowledge and commitment to SPAK** in other Provincial and District offices helped create opportunities for collaboration and action by the police, and complemented other activities on anti-corruption at the community level
- **Active civil society organisations and religious groups** that the police collaborate with at the community level

Impeding Factors

- **Female Officers experienced bullying from their peers** when they changed their own behaviour and tried to introduce corruption free practices
- **SPAK Agents feared introducing anti-corruption in their workplace** as it was counter to the prevailing institutional culture, and they were concerned doing so may jeopardise their career promotion prospects
- **Senior officers who did not support the changes in practice** intimidated more junior officers who were trying to act against corruption

Key Lessons learned

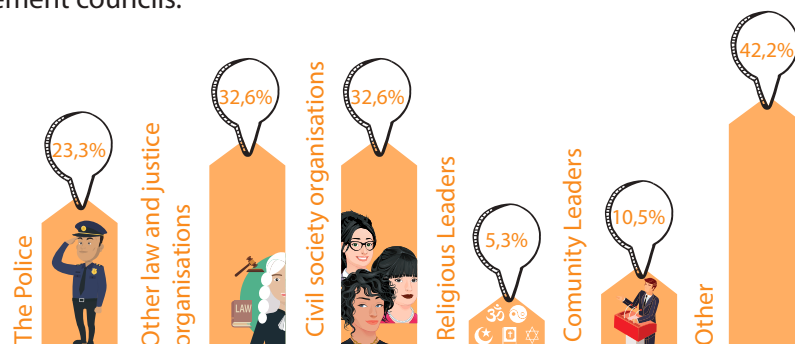
- **It is important to ensure individual Agents who act against systemic corruption are well supported and protected** in their workplace, particularly when they are working against the power of a long established institutional culture of corruption
- **Taking SPAK to scale locally at a District level is effective** – the number of Agents and activities facilitated through different actors in government and in civil society helps create synergies and connection between the activities and that benefits the community
- **Leadership and influence from highest level in the institution (Police department and KPK)** creates opportunities and maintains momentum for change

ACTION - to report others

Very few Agents (only 12%) had reported an incident of corruption. These findings align with the SPAK's purpose that it is a movement about prevention rather than retribution. Although it is positive that some Agents seek retribution this is not a primary objective of SPAK.



When Agents did report a case of corruption, they most often notified CSOs (32%), or law or justice organisations (32%). Fewer (21%) had reported the cases to the police. Many (42%) identified "others" who they had reported cases to, which were most commonly government offices and officials, and school management councils.



Reported a corruption case to

Many Agents report lack of confidence to report cases, and some feel they will put themselves at risk in their work place, community and even with family if they were to report a case.

Some Agents note unpleasant threatening behaviour including being targets of cynical attitudes and statements and bullying from colleagues in the work place, other members in civil society organisations or associations, or parents in their child's school community. This is most often in response to the personal "corrupt free" stance taken by Agents. The Agents are often fearful that if they take action and report an incident of corruption it may escalate their exposure to this type of behaviour and threats.

"I am not brave enough to say to someone whether they are doing right or wrong".
Agent's response in survey

POWER WITH - take action with others

ACTION WITH - other Agents

In September 2015, there was 499 Agents in 15 Provinces. During 2016 the number of SPAK Agents increased from to 1025 with a presence in each of the 34 Provinces. The increase in number of Agents, particularly when there is a group of Agents located near each other in the same district or sub-district, or work place, creates an opportunity for Agents to take action together. The information in the Post ToT reflections indicates that this cooperation between Agents is taking place, which helps to motivate and give Agents confidence and a sense of solidarity.

In some Provinces Agents felt isolated because of limited interaction in person (rather than through social media) with other Agents. This is due to the limited number of Active Agents in some areas, the remote locations where some Agents live, and in some Provinces the lack of active and effective coordination facilitated by the SPAK Coordinator.

***The support of other agents is important as she often faces hostile or unpleasant responses in the community --- "I need others so I feel safer and have confidence".
From interview with Agent in Aceh***

The Agents identified key factors that have enabled and supported them to be effective. Linking with other Agents was rated as a *very important* factor by 85% of the survey respondents, and only 1% rated it as being *not important*. Many Agents commented that although Agents connect with each other through social media (Facebook and WhatsApp), they consistently identified it was preferable to have opportunities to meet together to share ideas and experiences, which serves as a way to further increase their personal capacity. Many Agents are requesting a national meeting of all SPAK Agents. Given the number of Agents now present in every Province in Indonesia, the value both in effectiveness and cost of such an activity is likely to be low compared to other smaller ways to achieve personal interaction and exchange between Agents.

The AIPJ Program Manager acknowledges there is still a low number of Agents, and in certain locations some Agents experience isolation, for example in Papua, due to difficult terrain and transport constraints which makes reaching certain locations difficult. In the next phase of SPAK, through continued recruitment and training of Agents the aim to increase the presence in each Province to at least 5 to 10 Agents.

Twenty-two women with disabilities have become SPAK Agents, and the SPAK Disabilitas Inklusif group has been formed. The group has worked collectively on corruption issues specifically affecting them as women with disabilities.

Case Study #4: SPAK Disabilitas Inklusif



Background

"We found a case where government officials cut Rp 40 million [US\$3,385] from the Rp 90 million aid intended for a NGO. Most people with disabilities had no choice but to accept the fact because it's very difficult for them to receive any funds from the government"

"--- a person with a disability is supposed to receive Rp 300,000 in monthly aid, which is disbursed once every three months. But in the field, the officers of social agencies usually collect illegal levies of Rp 100,000 from them when dispensing the aid "
[DPO representatives quoted in the press]

Representatives from Disabled People's Organisations (DPOs) were introduced to SPAK at an AIPJ workshop for partners in April 2015. At this workshop the representatives shared their concerns about "grafts" that local government staff were taking from the monthly disbursements allocated to people with disabilities and their organisations.

The practice of government officials taking small kick backs is quite common. Given that people with disabilities make up an estimated 15% of the population, and one of the DPOs, BILIC in Bandung has over 22,000 members registered to receive benefits, the cost to the state as well as the loss to individuals who are amongst the poorest and most excluded is high.

Key Activities

Two DPO representatives Yuyun and Handayani joined the SPAK ToT training held in June 2015 in Jakarta. Following this they shared information about SPAK and corruption with the members and peers of their organisations. In Bandung, Yuyun socialised SPAK to her family and neighbours, with other colleagues with disability already active in the KPK initiative GRADASI, and through the Outstanding School a school for disability awareness and activism in Bandung.

"The group of 7" was formed – a research and activist group made up of seven women representing DPOs from Bandung, Jogjakarta, Jakarta and South Sulawesi. They undertook research with the support of AIPJ and the encouragement of KPK and the Office of the Ombudsman (ORI) on the type and extent graft that was taking place, and the impact that it is having on DPOs and their members.

Results

POWER WITHIN AND POWER TO

Following the ToT the SPAK Agents with disabilities shared information about corruption prevention with their family, neighbours and colleagues. The DPO Bilic adapted the SPAK training to suit the specific needs of their members who are people with disabilities, and provided training to more than 100 people. In regard to change of their own behaviours, they tried to be more disciplined and to behave honestly, and not accept any forms of gratification, which included encouraging their husbands to be more open about the money that they receive. The staff at BILIC has improved their organisation's financial system, which helps them to now be more transparent and accountable to their members and to donors. They are also more discerning about the source of donations they receive, and have in some cases refused donations when they do not know the origins of the assistance.

POWER WITH

The Group of 7 made up of representatives from different DPOs worked together on their research and presented their findings to (ORI) and Commissioners at KPK, which generated great interest within these offices and in the media. SPAK Disabilitas Inklusif was formed that brings together women with disabilities with interest in preventing corruption. The group's members communicate and shares ideas and information through Facebook and WhatsApp.

Enabling Factors

- **AIPJ** facilitated bringing together the DPOs with SPAK and provide financial and technical support, through other SPAK activities tried to link the SPAK Disabilitas Inklusif with other CSOs working on corruption in Bandung
- **KPK and ORI** were genuinely concerned about the claims made and encouraged the Group of 7 to pursue more research
- **The adapted SPAK training** enabled the materials and activities to be accessible by people with disabilities
- **The meeting with KPK and the Ombudsman received wide coverage by the media** which helped raise wider public awareness on the issue

Impeding Factors

- **The Group of 7 members were not prepared for engaging with the media** and had not anticipated the scale of coverage their case would generate
- **Some members of the Group of 7 received threats** from government officials and certain DPOs in response to the high media coverage, which created fear and discouraged them
- **Some people with disabilities** DPOs were not prepared to share information about graft due to fear the government officials as retribution will stop their assistance

Key Lessons learned

- **Small level corruption but on a large scale** is a relevant issue for KPK and the ORI
- **Interacting with media** needs to be part of the training of SPAK Agents
- **SPAK materials and the pedagogy can be made accessible for people with disabilities** and there is potential to do more with existing resources and potentially develop new kits

ACTION WITH - other Organisations

Civil Society Organisations

Active participation in other civil society organisations or networks is one criterion used to identify suitable SPAK Agents. The assumption is that Agents who are well connected and already active in other groups are more likely to contribute to the SPAK movement by using their experience of working cooperatively with other like-minded people, and by socialising the anti-corruption messages with the established connections and networks they have.

"GERTAK is the knot that connects anti-corruption communities in Enrekang District" Gertak community was formed in 2015 with approx. 20 members, initiated by journalists and NGOs in Enrekang District. The group work cooperatively socialising SPAK in the community and as a group have reached 44 schools, set up a specific program Massikolo for village women, connected SPAK Agents locally with students interested in anti-corruption and have expanded their reach by inviting 10 villages in the surrounding area to join their group.

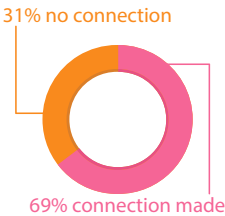
Information from the Post ToT reflections and the interviews provide examples of how Agents have used these links effectively to support their work with SPAK. Examples include introducing anti-corruption messaging at meetings and training events hosted by other organisations; playing SEMAI games with children participating in activities facilitated by other NGOs; and linking at the village level with other women empowerment networks and organisations.

Darwini realised that she could not do the work alone - to make change it is necessary to work with and through other organisations. She has worked hard to make links locally in her community – with the KPI (women's coalition).
From Interview with Agent in Indramayu

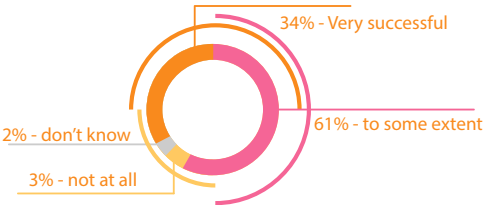
Organisations working on anti-corruption

Sixty nine percent of Agents have connected with other anti-corruption organisations since completing their ToT. Given that for most this is within the last 12 months, it indicates a high level of interest and commitment to take up opportunities to engage with other like-minded groups.

The Agents have connected in different ways – by sharing information including the SPAK communication tools and resources; by encouraging others to join SPAK; and by social media. Most Agents have engaged more than one way¹³.



Agents connected with other organisations

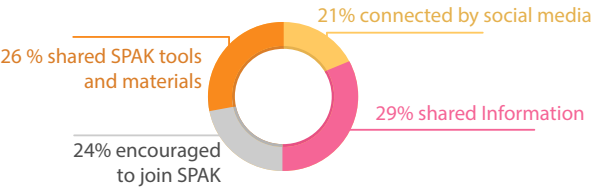


Success of engagement with organisations

Ninety five percent of Agents felt they overall had been successful in their engagement with these organisations; of these 34% rated their engagement as very successful – evidenced by introducing the concepts, approaches and materials of SPAK that focus on corruption prevention to these organisations and their members. The most common reason given by the 31% of Agents who had not engaged with other organisations was that they did not have time. This may relate to them being relatively new Agents, as well as that the time they have available for SPAK as volunteers is limited. The next most common reason for not engaging with others was that they felt that they did not have sufficient information to do so.

¹³ 91 Agents responded to the question and identified a total of 303 actions

In the first evaluation report it was noted that SPAK was not well connected with national anti-corruption organisations in Indonesia such as Transparency International Indonesia (TI-I). It was recommended an assessment be made about the merits of making links with such organisations as a way to strengthen the movement, and provide additional support to Agents. As part of cooperation between TI-I and KPK on a project, some initial engagement between SPAK and TI-I has occurred (refer Case study #5).



Actions with other organisations working on corruption

Case Study #5: Links with Transparency International Indonesia

Background

"Transparency International Indonesia (TI-I) was established in Jakarta on 18 September 2000 by a number of anti-corruption activists and professionals committed to the creation of transparent and accountable government in Indonesia ---- TI-I is unique among Indonesian NGOs in Indonesia because it combines the work of a think-tank and a social movement organization."
Ref web page www.ti.or.id

As part of strengthening capacity and increasing the size of SPAK, a recommendation made in the last evaluation report (2015) was that options to connect and cooperate with other like-minded organisations should be explored. Transparency International Indonesia (TI-I) is one organisation with which links have been made by AIPJ with KPK.

TI-I cooperates with KPK on the JAGA initiative. JAGA was officially launched in November 2016. It is an app that supports prevention of corruption through enabling the public to obtain information to assist monitoring and promote greater transparency in the management of public services. The initial version of the app that was piloted in late 2016 and was linked to the TI-I initiative "Check My School".

Connecting SPAK and TI-I should help to create mutual benefit for both movements. The JAGA app provides SPAK agents with a tool they can use to collect information about their children's schools and the information collected can then be used in their own anti-corruption activities. Access to the SPAK network provides an opportunity for TI-I with KPK to socialise their app and expand its use.

Key Activities

The JAGA app was shared in late 2016 with SPAK agents as part of the pilot phase implemented in Makassar, Kupang, Mataram, Bali, Surabaya, Malang, Bogor, Indramayu, Bandung, Jogjakarta, Aceh, and Gorontalo.

Results

There is interest in the app and SPAK Agents view it as a potentially useful additional resource and tool for them to use in their work against corruption. It aligns well with other activities that Agents are working on in schools – including the work with Semai, and in monitoring local authorities programs and budgets. Given the short time frame it is too soon to identify specific outcomes that have been achieved.

Enabling Factors

- **Mutual relevance** to both SPAK and TI-I of the topic and the focus on prevention and advocacy, makes it easy to socialise and share the app through the SPAK network
- **The association of KPK in JAGA** encourages Agents as it is a trusted "brand" and most Agents feel a strong association and identify as being part KPK

Impeding Factors

- **Some Agents do not own or have access to a smartphone or tablet**¹⁴, which may mean they will not be able to use the app

Key Lessons learned

- **Opportunities to expand and innovate in a cost and time effective way** can be assisted through cooperation with like minded organisations and programs

ACTION WITH - Government

SPAK has formed alliances with national level government through the Ministry of Religious Affairs (MoRA), Ministry of Housing and Public Works, and the State Secretariat. These strategic alliances provide an opportunity to expand the scale of SPAK's work, and potential options for longer term resourcing and sustainability. Case Study #6 provides more information about the alliance that with MoRA.

¹⁴ This was a finding from the survey and also was commented by a number of Agents in the Post ToT

Case Study #6: Growth in Influence through working with National Government

Background

OASE is a group made up of the wives of National Government Ministers and of other senior government executives. The First Lady Iriana chairs the group, which is an advocacy and influencing body on different social issues that are of national interest. It acts as an advisory group for the Indonesia women and family welfare network Pemberdayaan-Kesejahteraan-Keluarga (PKK).

The SPAK network in the Office of the President introduced SPAK to the OASE and sought an opportunity for SPAK to be introduced to schools throughout Indonesia on a large scale. This is hard to fulfil since the SPAK movement relies on the SPAK network and its resources. The consequences of this is that Agents determine what actions are most relevant and are able to be implemented. It is also hard for AIPJ to support this, since it would require significant funds. Instead SPAK committed to socializing SPAK to the members of OASE.

Following exposure to SPAK, the wife of the Minister of Religious Affairs (MoRA) shared information about SPAK with her husband. He was very interested in the "soft approach" that SPAK uses socialising and raising awareness rather than protesting which he perceived is the more typical action taken by NGOs against corruption; and this encouraged him to find out more about the movement.

MoRA is a very relevant partner in Government for SPAK. The Minister endorses SPAK's focus on women as leaders in the fight against corruption. He believes it provides an excellent way to strengthen the pivotal leadership responsibility that women traditionally hold of forming religious and cultural values for the family. Furthermore targeting the wives of senior civil servants creates the opportunity for them to act as role models for those in more junior positions.

It has been agreed that there is potential to work strategically over the next three years through the structure of DWPs associated with MoRA at the Provincial and District levels to create a cadre of SPAK Agents. Once that is developed it will provide the basis for continuing to grow and sustain the SPAK philosophy through the informal structures that MoRA has through connections with Religious Schools, Islamic clerics and other religious groups. The exact strategies and types of activities is yet to be determined.

The Minister chose a three-year period to implement this activity as this is the period remaining prior to the next national election and he is confident of retaining his office and position during this time. It is anticipated that once this work commences that other Ministries will follow the lead of MoRA and implement a similar approach.

Key Activities

DWP has helped the recruitment of Agents from MoRA in 25 provinces, and they have participated incrementally in SPAK ToT – one or two taking part in the training as it is implemented in each location. There are now more than 100 DWP members who are active SPAK Agents.

Results

The Ministry recently completed its own internal survey to enquire into the level of awareness of corruption in the Ministry. The survey found that because there was a lack of readily accessible information available for staff, there was low understanding about corruption and staff do not recognise that accepting gifts might be considered a form of graft.

Since SPAK has been introduced some positive changes have occurred. The level of commitment of staff in regard to corruption varies, however overall there is more action now than prior to the SPAK training and examples of changes in behaviour were found. Awareness about corruption and how to prevent it has increased. MoRA's staff are now more aware about the links between gratification and gifts. Many have made changes through own volition, rather than direction of senior staff, to change their behavior in regard to receiving and giving gifts. Official facilities – cars and offices – are used less for personal purposes. An example given was the home office in Ambon where the staff person stopped claiming the cost of water that was for his personal use. The behaviour of the wives has changed – they are no longer spending time looking for souvenirs (*oleh-oleh*) or using ministry funds to purchase them when they travel – instead using opportunities to socialise SPAK concepts.

One Agent in Java has committed to translating the Semai game into Arabic and adapting it for use in Islamic Religious schools.

Enabling Factors

- **SPAK takes a soft approach** – education and training on prevention rather than public protests, which aligns with the Minister's own beliefs and preference
- **Strong commitment and leadership by the Minister** to take a strategic approach over a medium to longer term time period of three years
- **Backing from a group of very senior women** who have a high profile including the wives of ministers, who in their own rights hold significant public influence
- **AIPJ staff member** who has the capacity and confidence to access and interact with senior political figures and is able to clearly share the principles of SPAK to ensure its integrity and value add in terms of the pedagogy and approach is retained for use in the Ministry with some adaptation as is needed
- **The DWP** national network offers an efficient and effective way to expand the number of Agents

Impeding Factors

- **Lack of senior commitment and leadership** so far in Ministry of Public Works and Housing and State Secretary meant progress within this ministry is much slower

Key Lessons learned

- **Leadership and commitment from the top is needed** to work effectively with institutions
- **Growth of the SPAK movement can be achieved through the national structure of the ministry and its wider network (informal links);** locating it within these structures should enhance the likelihood of longer term sustainability
- **It is important to be prepared to adapt materials and activities to suit the context** but ensure that the principles and core philosophy of the approach is not lost

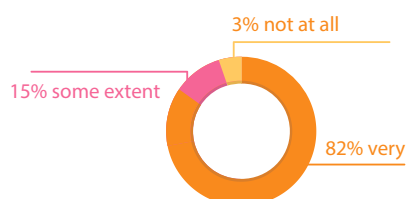
5. MANAGEMENT ARRANGEMENTS – (CURRENT AND FUTURE OPTIONS)

CURRENT ARRANGEMENTS

AIPJ's Anti-Corruption team led by the Senior Manager with the Head of KPK's Information Services and Public Communication Section, and AIPJ Communication Consultant is responsible for setting and the overall management and implementation of SPAK's strategic priorities. This includes setting work plans for the activities managed centrally, and managing budget and reporting requirements. Aspects of the work plans link with the priorities of KPK in their organisation wide strategy, and in doing so provides leverage of resources and aims to strengthen implementation and impact of some of KPK's activities. This alignment of strategy (for example synergy of activities in certain priority Provinces) will be strengthened in 2017.

At the membership level, SPAK Agents have full autonomy over their work. They set their own priorities and individual work plans, and they are not required to seek approval or report on the SPAK activities that they implement. This approach helps to promote commitment and strengthens ownership of the movement by the Agents and volunteers, and encourages flexibility and adaptability of the activities that they implement so they are best suited to the individual and her local context.

The position of Provincial Coordinator was established to facilitate communication between Agents in each Province and to act as an entry point for connection with other Provinces and the "centre" which is AIPJ and KPK. This position also monitors the activities SPAK Agents implement in the region, and ensuring that the activities are in alignment and support SPAK's principles and overriding aim to prevent corruption. Currently there are 34 Coordinators



Support of provincial coordinator

Eighty two percent of Agents identified that in the evaluation survey that the coordinator position had been a very important enabler that had helped them. Although this is high proportion of the respondents, compared to other enabling factors the value of the coordinator is rated relatively low, which indicates there may be a need to improve the coordination and support locally so it better meet the expectations and needs of Agents.

During the Post ToT Agents are encouraged to select a colleague as the Coordinator for their region. There is not a formal description for the Coordinator position, rather an overview of the key responsibilities that need to be fulfilled. It is expected that the Agents will determine the arrangements that best suit their location. In most regions the role is filled by one person, however in some areas Agents determine a different structure – for example in South Sulawesi 7 Agents work together with the Coordinator as a leadership team for the region.

The case studies for Aceh and South Sulawesi presented below illustrate the factors both internal to SPAK and in the external operating context that have influenced the way in which SPAK has been implemented and the results achieved.

Case Study #7: Provincial Coordination and Management - South Sulawesi

Background

The civil society in South Sulawesi is very vibrant and active on a range of social issues including anti-corruption. KPK has identified that there is a high incidence of gratification cases in the Province, and in 2016 law enforcement institutions in the Province handled an estimated 109 corruption cases. These related to Provincial, City and District level budgets, social assistance and education funds and universities. For these reasons South Sulawesi is one of KPK's 6 priority Provinces in 2017.

During AIPJ Phase 1 there was a Provincial office in South Sulawesi (Makassar) that was responsible for seeking and managing partnerships with government and civil society active in law enforcement, judiciary, women and children's rights, disability and legal identity. The office also supported the anti-corruption work and SPAK's activities in the Province. The AIPJ Provincial Coordinator (Ibu Husaimah Husain – "Ema") took a very active role in anti-corruption, through promoting and facilitating training, and socialising SPAK with her own contacts and that of AIPJ in government and in civil society. She also became a SPAK Agent and like other Agents in a voluntary capacity promoted anti-corruption. When the AIPJ office closed at the end of 2015, she continued during the AIPJ transition year as the AIPJ Coordinator for Eastern Indonesia. She remains an active voluntary SPAK Agent and Coordinator for SPAK in South Sulawesi. Ibu Ema is well-known in South Sulawesi and she is well respected as an activist on social and human rights issues. In the past she was active in the reporting and bringing cases of corruption to court. Working on prevention is a new role for her, but one she welcomes and sees has great advantages. She has become a lead advocate for SPAK particularly in her Province as well as through her regional role with AIPJ and she has facilitated SPAK training and supports Agents in other Provinces. Ibu Ema has very strong connections with senior elite decision makers in the South Sulawesi - they know and respect her and her family for their strong stance on social issues.

Key Activities

SPAK is very active in South Sulawesi. Work is taking place with different levels of government through a range of agencies and departments including training of staff in the Police Department and in MoRA¹⁵. Through a range of campaigns, public events and celebrations there is strong engagement with CSOs and religious organisations, and with female members of Parliament.

Three SPAK ToT events and three Post ToT event has been facilitated in the Province. It has also been the site for trialing a number of new initiatives – the launch of SEMAI Agents, the training with policewomen, and the collaboration with KPK and TI-I in piloting the JAGA App.

¹⁵ Details are not provided here as examples of practice in South Sulawesi are shared in other case studies

Ibu Ema is an active SPAK coordinator. She is in close contact with the other Agents through social media, phone and where possible regular meetings in person. She has established a "leadership group" made up of a team of 7 Agents from the Province. This strengthens the support that can be provided to Agents, and assists in the coordination between Agents and with outside actors; both government and civil society.

Results

Many positive results have been achieved, and only highlight results focusing on outputs are described in this case study. Information about the outcomes of some of the activities is shared elsewhere in other case studies this report.

- 93 SPAK Agents from 22 Districts have completed SPAK ToT and Post ToT
- 60 Police Women from 24 Districts trained as SPAK Agents
- 50 SEMAI Agents trained from Makassar, Gowa, Maros, Bantaeng, Parepare, Bulukumba
- 1320 schools in 24 Districts and sub-Districts have facilitated corruption prevention socialization events that were led by the SEMAI Agents
- 164,700 children exposed to socialisation on corruption prevention in South Sulawesi

Key links made with different groups in support of implementing anti-corruption training and socialization:

- MoRA
- Police Force
- Women's groups - PKK, KPI, Dharma Wanita
- Universities
- Religious Courts
- Members of Parliament

SPAK is known and respected by senior government leadership at Provincial, District and city level. Key leaders include:

- Provincial Governor
- Provincial Vice Governor
- Provincial Head of PPPA And BKOW
- Head of Local Parliament in Maros
- Vice Mayor Makassar
- Chief of Police in Makassar, Panakukkang and Bone

Enabling Factors

- **Capable and well respected Regional Coordinator** who is highly committed and motivated and well connected and has effectively used her connections particularly with different levels of government
- **Strong cadre of SPAK Agents** representing all districts
- **Coordination of SPAK Agents** through a provincial leadership team that has provided strong coordination and consistent support and advice to Agents in a consultative way
- **Positive environment in South Sulawesi** with regard to civil society action has provided opportunities for SPAK Agents to collaborate with other actors at the community level
- **Strong support from senior leadership** in different parts of government that has helped create opportunities and support for ongoing action leading to system change
- **The link with AIPJ** helped to establish SPAK by initially drawing on the capacity and resources that available in the Provincial office

Impeding Factors

- **Prosecution is prioritised over prevention** by most in society making it difficult at times to introduce and convince people about the merits of SPAK
- **SPAK Agents are often identified as being from KPK** while this can given them additional leverage it detracts from the role and purpose of the Agents as being "every day people" facilitating change

Key Lessons learned

- **The number and location of SPAK Agents is very important** – by having sufficient number and coverage across the Province it has helped strengthened awareness about SPAK and it has been possible to implement a wide range and high number of different activities; the scale and scope of work undertaken has helped to create a critical level of positive change within the same districts
- **Strong and consistent coordination of SPAK Agents at a Provincial level** encourages and motivates Agents and helps to continue to build their capacity
- **Well connected and well respected Agents who are active** will help create the multilevel engagement that is key to SPAK's success
- **Accessing the support of senior leadership and decision makers in government** creates opportunities to introduce SPAK strategically within departments and a part of wider programs increasing the likelihood of success and sustainability

Case Study #8: Provincial Coordination and Management - Aceh

Background

Nanggroe Aceh Darusalam (NAD - Aceh) is a semi-autonomous region that has experienced a long history of civil conflict during the period 1976 – 2005. It has also suffered from natural disasters - the Indian Ocean Tsunami in 2005 and frequent earthquakes, most recently in December 2016 - that have caused death, destruction and displacement of communities. The Province has received large amounts of financial resources through the Special Autonomy Fund that is provided by central government and international donors, and there are many national and international NGOs and UN agencies active in Aceh. However, most people in Aceh feel little there has been achieved, and little has been gained from the high level of investment that has been made.

Corruption levels are high and associated with this is an overriding feeling of disappointment in progress particularly of economic development. This creates high levels of mistrust amongst the population - between everyday people and with those in authority who hold power. There is a strong anti corruption movement in Aceh led by CSOs. That reaches from the central level down to the villages. The focus is predominantly on apprehending and retribution of corruptors. Aceh will be one of the six Provinces where KPK will focus its activities in 2017.

SPAK first started its activities in Aceh in April 2016. It stands out as being unusual when compared to other civil society movements working against corruption in Aceh. The main points of difference are that SPAK is a social movement not a formally constituted organisation or program, and it takes a "soft" approach to corruption prevention. In addition SPAK relies on the voluntary commitment of the Agents and volunteers working cooperatively and without remuneration.

AIPJ gave a grant to Gerak/SAKA and SPAK (Solidaritas Perempuan Antikorupsi) Aceh to boost the SPAK implementation at districts level in Aceh. For this was to be in line with how other international programs generally work in the Province. It was however counter to SPAK's philosophy and how it is implemented in other locations. The presence of funds challenged the important attributes that underpin SPAK's success elsewhere – volunteerism and equality amongst members. In Aceh this contributed to division experienced amongst the Agents. As a result resourcing of SPAK by AIPJ in Aceh ceased.

Key Activities

The first SPAK ToT was facilitated in Aceh in April 2016 and a Post ToT took place 3 months later. The Agents and a network of volunteers implement a range of activities including socialising SPAK to school children, to village officials and working with other networks and NGOs that operate in the communities. In addition to SPAK (Solidaritas Perempuan Antikorupsi) Aceh, there is KPI, PKK, GERAK (Aceh Anti-corruption movement), and SAKA Aceh. They have also held socialising events with policewomen, university students, and with other government institutions.

Following the Post ToT in July 2016 the Agents selected a SPAK coordinator for Aceh. Unfortunately this position did not work out as anticipated and due to tension and disagreement between the Agents the role of the coordinator was changed and a representative from GERAK took the role of supporting local coordination efforts leading a consortium with other civil society actors.

Results

The key results achieved in the 10 months since the ToT are:

- Activities in 6 districts
- 57 SPAK Agents
- 100 volunteers who are socialising SPAK
- Strong working links with a range of NGO and CSO and networks
- Socialising has taken place with university and school students, the police force and in post disaster /reconstruction locations

Enabling Factors

- **Committed Agents** who have facilitated a range of activities
- **Strong network** between SPAK with other actors working anticorruption and in civil society and women's issues at the community/sub district level
- **The coordination role** being supported by SAKA and GERAK

Impeding Factors

Overall the growth of the SPAK movement in Aceh has been less than was expected by the AIPJ manager. It was thought that the high level of activity on anti-corruption and the opportunity for community engagement created by the Provincial election campaign in the Province would assist its growth, however certain challenges have been experienced that have had an adverse impact have been experienced:

- **The operating context** where there are many actors and high levels of competition and mistrust
- **Funding** of SPAK initially by AIPJ (in line with accepted practice in Aceh) eroded the key principles and strengths that support the effectiveness and growth of the movement
- **Misunderstandings and conflict amongst Agents** about their responsibilities and accountabilities created challenges in the movement being effectively coordinated at the provincial level
- **The focus on retribution rather than prevention** predominates and it at times creates challenges for some SPAK Agents to change their way of working

Key Lessons learned

- **Very important to carefully analyse and understand the specific local context** and adapt SPAK to suit it while respecting and consciously retaining the key attributes that underpin the success of the approach
- **The strength of a social movement is the commitment and contribution of individuals** which will vary depending on each person's capabilities and capacity
- **Social movements need coordination more than directive management** - there is a risk of weakening the movement if hierarchy rather than equity predominates

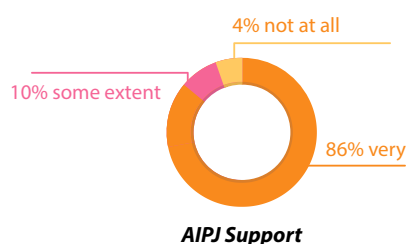
SETTING AND MANAGING STRATEGY AND IMPLEMENTATION

AIPJ led on the initial design of the SPAK concept that was inspired by the research findings of KPK. This was done collaboratively with a small team made up of SPAK Agents, other AIPJ staff and KPK. Key to the design initially was the AIPJ Senior Manager for anti-corruption, who led in the development of the pedagogy that is used in the training and development of the resources and materials that market and socialise the concept. At the moment this AIPJ manager continues to be a key individual and remains heavily involved in all aspects of implementation including selecting new Agents; design and facilitation of training; development ideas of new resources and materials (the games); engagement with senior government officers; and seeking and managing partnerships and alliances with government ministries and departments and civil society organisation. She is an active contributor to the SPAK social media through her participation in the various Provincial WhatsApp groups and is an active contributor to the SPAK Facebook - posting, sharing and commenting. The SPAK Agents highly value the support that they receive from AIPJ – 86% rate it as a very important enabling factor that has helped them to be successful, and many Agents specifically note the importance and prominent role that the AIPJ Senior Manager has in relation to the success of the movement and in enabling their own personal successes.

The wider team (SPAK Coordinators and KPK) has a very strong commitment and excellent understanding of SPAK, and the AIPJ Senior Manager actively draws on their knowledge and experience. However, the success and continued growth and innovation of the movement does at this stage heavily rely on the individual (the AIPJ Senior Manager).

As SPAK is still in its formative stage there is need for this type of active strong leadership to continue for a further period until the movement is more fully established and its longer-term sustainability is more clearly determined. However, with the recent rapid increase in the number of Agents and the increasing scale and scope of activities this high reliance on an individual is not desirable or sustainable.

Discussions have started between AIPJ and KPK on different options for managing SPAK in the medium to longer term. Greater sharing of responsibilities and delegation of decision making amongst the team is now happening. However, this needs to be managed carefully to ensure there is consistent and capable strategic management of SPAK at this time where there has been recent rapid growth and expansion, which is expected to continue as new initiatives start in partnership with Government Ministries and with the Police force.



There are risks associated with this scale and scope of expansion, particularly in relation to ensuring that the integrity of the principles and quality of the process that are major contributors of SPAK's success - for example ensuring SPAK is not simply viewed as "playing games" – is retained. It is also important the approach used and the resources and materials continue to be refreshed and updated based on the experiences and lessons learned from implementation and to ensure they are relevant for the types of participants in the training, and for the locations where training takes place. Management in this context requires the strong inputs from a visionary leader supported by a team with capacity and mandate to lead on management of certain aspects. This shift is important to manage the current context and to help ensure in the longer term beyond that provided by AIPJ there is wider ownership and capacity to sustain the movement.

KPK AND SPAK - STRATEGY AND COMMITMENT

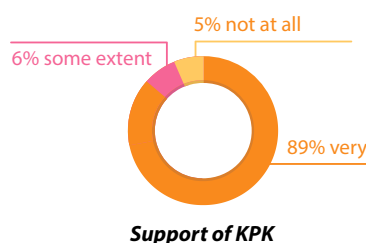
The KPK Commissioners and directorate staff acknowledge SPAK is an important and effective movement on corruption prevention. They recognise the added value that SPAK can offer other areas of work within KPK as has already been demonstrated through the cooperation with the App JAGA, recruitment of Agents already connected with KPK.

Most of KPK's initiatives are activity based or tend to be one off training events. In contrast SPAK is ongoing, and the movement provides KPK access nationally to a large and growing pool of activists who are committed to corruption prevention. This additional capacity and the education and communication materials are valuable resources that KPK can use in other activities.

The Head of the Information Services and Public Communication Section (Ms Yuyuk Andriati Iskak-known as Yeye) is responsible for the management of SPAK within KPK. She has worked with SPAK since its inception and is a strong and active advocate and contributor for the movement. She facilitates the ToT and Post ToT for Agents, and has been part of the development of resource materials. She is also an active communicator with Agents and the wider movement through the SPAK Facebook and Whatsapp groups.

Yeye is important in the link between AIPJ and the KPK Commissioners, and with other sections of the Commission. The KPK Commissioners have been active contributors to SPAK through participation in training and other public events and in their support in helping to form and strengthen links with government - for example Commissioner Basaria Panjaitan has used her connections and influence to champion SPAK with high ranking leadership of the National Police Force; and Laode Muhamad Syarief in his role as KPK Commissioner has advocated the merits of SPAK at different public events.

Within the Commission efforts are being made to locate SPAK so it can play a more strategic part in the KPK's corruption prevention work. Staff and Commissioners recognise that the potential that SPAK offers has not yet been fully realised by KPK. This is in part attributed to the way KPK currently completes its planning which makes it difficult to bring together an initiative that is relevant to programs managed by a number of different Directorates. The lack of alignment of SPAK with KPK's other activities, particularly in prevention education, does create certain risks of inconsistency in KPK's approach with the public on corruption prevention training.



The Agents and others involved in the movement view SPAK as a KPK initiative. They rate highly (89% of respondents) the support that KPK provides, which they feel helps them to be successful Agents. This is particularly through the association with the name and strong reputation of KPK, and also the links between KPK and local level government.

It is anticipated in 2017 SPAK will be more strategically located within the Commission's work plan. KPK will in 2017 focus activities on 4 thematic areas (planning and budgeting, government executives and parliament, licensing processes and internal auditing at Provincial and district level in 6 priority provinces Aceh, South Sulawesi, Sumatera Utara, Riau, Papua and Papua Barat. There is clear potential for greater synergy and more strategic application of SPAK in these areas. This approach will also address a suggestion made by many of the Agents in the evaluation survey, who felt there was opportunity for more action by KPK at the local level, which will assist their own influencing and advocacy efforts.

Through being associated with the Commission, Agents gain credibility in the eyes of the public. Being identified with this well respected institution encourages and gives them greater confidence to take action. Many Agents are seeking some form of certificate or registration that shows they are "representatives of KPK". This is being discouraged by both KPK and AIPJ, as it is felt that it is preferable that Agents retain independence and are identified as individual citizens, or as representatives of other civil society organisations or professional groups taking action against corruption. Further consideration about the relationship between SPAK and KPK will be part of the considerations that will take place in the next phase when determining options for longer term structure and location of the SPAK movement.

BUDGET AND FINANCIAL MANAGEMENT

The DFAT Gender Fund allocated AUD 2 million to AIPJ for SPAK's activities during 2016/17 on top of funds allocated from the broader AIPJ budget. The budget and expenditure is managed by AIPJ. AIPJ and KPK jointly agree the SPAK work plan that includes training activities for Agents; development of resource and communication materials; specific training for government institutional partners (police, MoRA), and larger scale events and celebrations (the anniversary of SPAK's launch). The AIPJ staff inputs to SPAK provided by Judhi Kristantini and the anti-corruption team are costed through AIPJ's as administrative budget items. KPK does not allocate a specific budget for SPAK, however it does make contributions to the activities including time of its staff and senior leadership team to take part in SPAK activities and events; their travel costs; and certain inputs for the development and distribution of materials.

SPAK Agents do not receive funding from AIPJ or KPK for their activities. They are encouraged to seek alliances with local government departments, agencies and programs and other civil society groups as a way to obtain cost sharing for SPAK activities that they implement in partnership with these groups. Some Agents have taken the initiative to raise their own small amount of funds (for example from selling home backed produce) to contribute to the costs of travel and materials used in their socialisation activities. Agents are expected to record any funds raised and receipt payments received, and be able to share this information with others in the movement.

VALUE FOR MONEY

A complete assessment of SPAK's value for money (cost versus impact) proposition cannot be made at this stage. While there are positive examples of changes it is too early to assess the ultimate impact being sought through SPAK, which is an overall reduction of corruptive behaviour in Indonesia.

At this stage of the initiative there is evidence that SPAK is offering good value for money. The targets set for this period of SPAK by DFAT's gender program experts in terms of number of SPAK Agents and the reach by Province and population of SPAK activities have been exceeded. The efficiency of SPAK – measured by the direct spend on activities as compared to administration is high. Overall AIPJ (during the transition year) has operated at 75% efficiency. SPAK efficiency can be considered higher because of the structure of costing of Judhi Kristantini and other staff as administrative rather than program costs, respecting that oversight is still provided by others in the AIPJ team to prevent fraud, report results, manage risk and facilitate clear communication.

GROWTH AND SUSTAINABILITY OF THE MOVEMENT IN THE FUTURE

Social movements tend to have their own life cycle – they remain vibrant as long as there is a relevant and important issue for the movement to act on, and there are people willing and able to contribute to the movement. At present SPAK is a growing and vibrant movement. The current management arrangements have worked well in supporting the start up of SPAK and during formative first three years of implementation. The AIPJ structure has provided consistent and strong management capacity, while allowing an appropriate level of flexibility and agility in relation to decision-making about implementation strategies and activities.

Social movements require a sufficient level of resources and capacity to grow and be sustained. SPAK, through its affiliation with AIPJ and KPK has both technical and financial resources as well as access to wider human capital. This has been essential in helping create and build the movement.

Social movements typically reach a time when decisions about options for ongoing growth and longer-term sustainability needs to be made. Often this is when movements shift from having a flexible and relatively flat structure that is driven by members to one where there is stronger and more formal governance, which may include forming a specific organisation or becoming a unit or designated program with an existing institution. This transition creates opportunities, but is also associated with risks associated with the likely change in the movement's characteristics and attributes that will take place if it becomes with greater formality and structure.

SPAK is now moving from a formative to sustainability stage in its evolution. Discussions about the future location and management options for SPAK are already underway between KPK, BAPPENAS and AIPJ. The current management arrangements (SPAK being managed in a partnership between AIPJ and KPK) will continue with AIPJ-2. During this time discussions about options will continue, and it is anticipated that during AIPJ-2 transition to a new form of management will take place.

In the short to medium term, as part of SPAK's growth strategy, increased cooperation is planned with National Government ministries, and with departments and national programs implemented through Provisional and District governments. The experiences and lessons learned from implementation will be informative both in regard to the effectiveness of the strategy in supporting growth and on sustainability. The experiences will also be instructive in relation to determining management capacity needs and the most suitable organisational structure.

One option that has been discussed, is locating SPAK within KPK with it being managed as a donor funded program through one of the Directorates. This option needs careful consideration, particularly in regard to certain requirements (decision-making, governance and allocation and management of funds) that may be imposed by SPAK being part of an institution. These requirements may restrict and diminish certain characteristics and attributes (including autonomy of members, independence of thought and actions, and flexibility and responsiveness) that currently give SPAK its strengths as a social movement.

6. VALIDATING THE THEORY OF CHANGE

ASSUMPTIONS IN THE THEORY OF CHANGE

Overall the evaluation evidence strongly supports the validity of assumptions in SPAK's ToC about the critical pre-requisites needed to create changes in support of corruption prevention.

Some evidence points to a need for refinement and additions that should be made to three of the current assumption. These are outlined below.

Assumption #4

Women from the "middle section" of society provide an important entry point for recruitment of SPAK Agents due to their capacity and resources to commit time as a volunteer and through being well connected to influential elite power-holders and decision- makers and every day "grass root" people

Time and Financial Resources

Many SPAK Agents raised the challenges of having sufficient time to dedicate to SPAK activities, particularly in relation to their own work commitments. The additional challenge of self-funding transport and materials was also raised. A number of Agents have addressed the challenge of financial resources through starting small income generating activities, and others have been successful in obtaining contributions to cover costs for some activities from local government program budgets. In the future more effort may be needed to assist Agents seek resources that they require for their activities.

The influence and action of elites - senior power brokers and decision makers

A critical factor in facilitating and supporting change to occur particularly at an institutional level was being able to connect with and harness the power of senior personnel and key policy and program decision-makers. To create change effectively and efficiently elites need to be part of the process, and this may need to be more clearly articulated as an assumption to ensure capacity and strategies to achieve this is consciously included as part of implementation.

Assumption #5

SPAK inclusiveness is enhanced by the participatory and fun approach and the accessible tools and resources used which helps engage and motivate people from a diverse range of ages, social and educational background

The inclusiveness and accessibility of SPAK's methodology and materials is of critical importance and is a major factor in its success in reaching and influencing a diverse range of people. There are some new initiatives being planned including SEMAI being translated into Arabic, and modification of the materials and processes for both adults and children so that they are accessible for people with disabilities who face different barriers to participation. To ensure SPAK is genuinely inclusive and accessible ongoing commitment and resources are needed to help increase understanding about the barriers, and explore opportunities to adapt.

Assumption #7

Sharing successes between members of the movement helps to motivate and give courage to others that they too can take action and be successful in tackling corruption

Sharing and experiences across the movement and with other actors is valued by Agents. Agents expressed that they want more opportunities to share as a way of feeling "they are part of something" and to continue to improve their knowledge, confidence and motivation. Sharing through social media is taking place, but Agents articulated a strong preference and there being value in meeting in person – Agents within their region but also from other locations as a way of extending their knowledge further.

7. RECOMMENDATIONS FOR NEXT PHASE OF SPAK

Based on the evaluation analysis and conclusions recommendations on the strategy, management and implementation of SPAK for the next phase have been made.

I. GROWTH OF THE MOVEMENT

- **Focus on increasing the number of Agents in the Provinces** with the aim of creating cohorts of Agents that are sufficient in number and in near proximity to each other to help enable connection and cooperative action, and strengthen peer support
- **Target growth of Agents in certain Provinces, rather than uniformly** by prioritising the six priority Provinces selected by KPK for their own activities in 2017, and where there other enabling factors present including opportunities to engage with locally based government departments or agencies, and where there are other opportunities that SPAK Agents, due to current limited capacity, are unable to fulfill
- **Continue to seek out and respond to requests to work with government ministries and departments and with civil society organisations** in support of growth and sustainability of the movement, while ensuring proper assessment is made of the opportunities and risks associated with such alliances
- **Ensure that there is an adequate level and range of support provided to existing Agents and to the anticipated growth in number of Agents** particularly in regard to providing stronger and more consistent local coordination, capacity development and training, and access to relevant information and communication materials and resources
- **Continue to expand the initial work with Semai Agents** based on the experiences and lessons learned, and by building on the interest and commitment seek ways to extend the socialisation of this in other provinces through exploring linking other government and non-government programs and organisations to support expansion – this may include discussions with the Ministry of Education to determine interest and opportunities to include anti-corruption through the use of MAJO Yuniior and SEMAI approach within the school curriculum
- **Actively seek out elite power holders and decision makers to be champions of SPAK** through use of the connections that KPK and AIPJ have, and through those of the Agents

II. QUALITY OF THE MOVEMENT

- **Continue to invest in the development of new training and information resource materials** in response to new opportunities and by drawing on the priorities, gaps and needs identified by the Agent; ideally by increasingly involving more Agents in the design and development to enhance relevance and their ownership of the products

- **Continue to explore ways to make processes and materials accessible and inclusive** with particular consideration of making SPAK more accessible for women and men with low literacy; people with disabilities; and people from religious, indigenous or cultural minority groups
- **Explore ways to enhance connection and exchanges across the movement** through strengthening local coordination mechanisms and determining cost effective ways to bring Agents together for shared learning potentially around certain thematic areas, target groups, or in the development or enhancement of information and resource materials
- **Measurement of program effectiveness** by allocating resources for independent external assessment that will inform ongoing improvement in the strategies and processes, and to develop learning products that can be shared within the movement and with external actors who have interest in SPAK
- **Measurement of wider positive impacts on gender equality** by ensuring enquiry into dimensions of change in aspects of gender equality, participation and inclusion of Agents lives beyond anti-corruption is captured through indicators that capture both positive and negative (unexpected outcomes) and risks being included in the monitoring and evaluation framework for the next phase of the programme

III. MANAGEMENT

- **Prioritise investigating options for longer term management and sustainability** of SPAK during the first two years of the next phase of AIPJ-2 in order to allow sufficient time and the resources be available to implement and test options and to ensure sustainable transition is in place before the end of AIPJ-2
- **The current AIPJ Senior Manager should consciously delegate her responsibilities and support a broader leadership** to ensure the workload going forward is an acceptable level (given she will be required to lead other priority areas in AIPJ-2) and to ensure she dedicates time on the growth and sustainability strategy for SPAK, and reduces her time spent on day to day management through delegation to others
- **Ensure there is better alignment of SPAK with KPK's strategic priorities and link with anti-corruption strategies of the Government of Indonesia by initially** focusing on cooperation and coherence in the six priority Provinces in 2017 and building on the experience and lessons learned
- **AIPJ and KPK should continue to prioritise exploring cost sharing options for activities with government and civil society (including private sector)** and provide support and advice to certain Agents including the Provincial Coordinators to help ensure they have sufficient capacity and confidence to pursue and follow up options.



photo: SPAK Polwan South Sulawesi

Annex 1. Methodology - SPAK Review

1. Assumptions

The assumptions underpin the Theory of Change (ToC) and will guide the analysis of the data collected and the recommendations emerging from the review. They will be tested and the evidence obtained through the enquiry that is framed by the review questions (see below).

The review findings will:

- indicate the extent to which they are valid - ie supported by the evidence obtained in the review
- identify if any assumptions need to be added, changed or removed or tested further during the next phase of implementation of SPAK through monitoring and review and how this might be done

The purpose of reviewing the assumptions is to improve the robustness of the ToC and assist it to be more effective in guiding strategy and management of SPAK. This will help in the next phase the continued growth of the movement and assist KPK and AIPJ to share with others in Indonesia and more widely the concept that is SPAK.

The seven assumptions described below refer to the individual (#1 to 4) and the strategies (#5 to 7) used by SPAK.

Assumptions

#1	Traditionally Indonesia women hold an influential role in the family and households - which can be harnessed through SPAK to positively influence changes in behaviour and the system in relation to anti corruption
#2	A lack of awareness and understanding of what constitutes corruption in people's daily lives – that is petty corruption or otherwise dishonest and inconsiderate behaviour, is a key reason that people engage in these corruptive acts. Given that Indonesian's readily identify corruption as being one of the main problems facing their country, if individuals realise their own part in it, they have a reason to change.
#3	A movement that starts from individuals can bring wider change. SPAK empowerment and capacity is about generational change, firstly within the family, then through wider networks, and more ambitiously, in terms of preparing a cadre of future leaders who are committed to anti corruption and are ready to step into leadership roles.
#4	The "middle segment" of society provides an important initial entry point for recruitment of SPAK agents. This is because they generally have the resources and capacity to commit time as a volunteer, and are well placed due to their connections, experience and personal values and assumptions to facilitate multi level engagement through engaging and fostering links with both the "grass root" section of society and the elite.
#5	Inclusiveness of SPAK is enhanced through use of tools that help make the processes fun and information accessible to a wide range of participants (agents, semai agents and volunteers) from different backgrounds and ages, and it helps them to feel confident and comfortable to use the materials and take action against corruption in different ways that best suits their own situation.
#6	By focusing on prevention through anti corruption education of the individual rather than focusing on law enforcement and punitive action against corruptive behaviour helps to reinforce the message that corruption is everyone's business and each individual can take positive action to prevent it.
#7	Leading by example through sharing stories within the movement that illustrate positive experiences and achievements helps to motivate and increase the individual's commitment and confidence that they too can take action and be effective in reducing and preventing corruption.

2. Evaluation Questions

A. Individual Change of SPAK agents and semai agents

- i To what extent do the individual SPAK agents and semai-agents (children) feel empowered (feel confidence and motivated) by being part of the SPAK movement?
- ii What are the main impacts for the individual through this feeling of increased empowerment in relation to detecting, reporting and preventing corruption themselves, with their families, community, workplace or elsewhere?
- iii What are the important contributing factors internal (related to SPAK) and those that are external (in their own contexts) have supported their feeling of strengthened empowerment to take action against corruption?
- iv What factors both internal and external have hindered or limited their feeling of strengthened empowerment to take action against corruption?

B. Individual change of those who SPAK agents engage with

- i Who have the SPAK agents engaged with and tried to influence?
- ii What has been the impact of the agent being a member of SPAK and engaging in anti-corruption activities been on those around them in their families (husbands, children), in their community, work place, and or power holders/elites?

C. The SPAK movement

- i What factors have contributed to the growth of the SPAK movement?
- ii What challenges and risks have emerged through the rapid growth of the movement, and how are they being managed?
- iii How is SPAK connecting with other key actors (government and in civil society) working on anti corruption in Indonesia, and what is the impact of these links?
- iv What has been learned about how learning takes place and knowledge is transferred and shared within the SPAK movement and with external actors?

C. The management of SPAK

- i To what extent are SPAK's current management arrangements effective and fit for purpose?
- ii In the future what could the SPAK movement offer its members and the wider sector?
- iii Considering both the growth and sustainability of the movement and its ambitions, what options in terms of institutional location within KPK, structure, and capacity are most appropriate to support effective management in the future?

Data Sources for Evaluation Questions

Evaluation questions	Existing data - where and who access	Data to collect – what and how	Other comments
A. Individual Change of SPAK agents and semai agents			
i To what extent do the individual SPAK agents and semai-agents (children) feel empowered (feel confidence and motivated) by being part of the SPAK movement?	<ul style="list-style-type: none"> - Existing feedback post ToT – selective areas / locations - Postings on FB and other reporting and stories shared - Existing feedback or reports from semai agents 	<ul style="list-style-type: none"> - Survey of agents – quantitative using survey monkey - FGD – school kids – semai agents Interview / FGD with agents in selected provinces and also with the SPAK - SPAK Disabilitas group 	<p>Modify existing survey and add a few questions</p> <p>Design FGD</p> <p>Identify reports and nominate someone who can review documents and / or translate materials so Sarah review – focus on provinces and groups selected for the review probably for qualitative data</p>
ii What are the main impacts for the individual through this feeling of increased empowerment in relation to detecting, reporting and preventing corruption themselves, with their families, community, workplace or elsewhere?	As above	As above	As above
iii What are the important contributing factors internal (related to SPAK) and those that are external (in their own contexts) have supported their feeling of strengthened empowerment to take action against corruption?	As above	As above	As above
iv What factors both internal and external have hindered or limited their feeling of strengthened empowerment to take action against corruption?	As above	As above	As above

Data Sources for Evaluation Questions

B. Individual change of those who SPAK agents engage with			
<p>i Who have the SPAK agents engaged with and tried to influence?</p>	<p>- Existing feedback post ToT – selective areas/ locations</p> <p>- Postings on FB and other reporting and stories shared</p>	<p>- Survey of agents – quantitative using survey monkey</p> <p>- FGD and interviews</p>	<p>- Add questions to the Survey monkey to find out they have engaged with -all agents</p> <p>- Specific questions and qualitative enquiry with selected groups and provinces</p> <p>- Review FB and stories and Post ToT feedback for all or selective?</p>
<p>ii What has been the impact of the agent being a member of SPAK and engaging in anticorruption activities been on those around them in their families (husbands, children), in their community, work place, and or power holders / elites?</p>	<p>May be some feedback from existing posts on FB or feedback or stories?</p>	<p>Selective interviews as part of collecting case stories and outcome stories - husbands, children, employers, colleagues, elites etc</p>	<p>Check if data on those who agents engaged with exists?</p> <p>Who will interview and whether any interviews of elites best done by Sarah or by Craig?</p>
C. What factors have contributed to the growth of the SPAK movement?			
<p>i What challenges and risks have emerged through the rapid growth of the movement, and how are they being managed?</p>	<p>Review of existing data – anecdotal reports and feedback from AIPJ, KPK, coordinators and other supporters</p>	<p>Interviews with KPK, AIPJ staff, coordinators and other supporters</p>	<p>Some interviews linked to the provincial FGDs and case studies.</p> <p>Other interviews AIPJ and KPK Sarah complete phone in January or during second visit as part of management questions</p>
<p>ii How is SPAK connecting with other key actors (government and in civil society) working on anti corruption in Indonesia, and what is the impact of these links?</p>		<p>Identify key links and range of agencies – govt and CS and then short survey and maybe interviews</p>	<p>Judhi identify key actors to engage with and can determine whether survey or interview or both</p>

Data Sources for Evaluation Questions

<p>iii What has been learned about how learning takes place and knowledge is transferred and shared within the SPAK movement and with external actors?</p>	<p>May be data on FB and other Post ToT feedback from agents</p>	<p>- Enquire about learning as part of FGD and interview with selective agents</p> <p>- Include the learning across the network in the survey or / interview of other external actors</p>	<p>Sarah Develop survey tool or interview format</p>
<p>D. The management of SPAK</p>			
<p>i To what extent are SPAK's current management arrangements effective and fit for purpose?</p>	<p>Some anecdotal reports and commentary on challenges experienced</p>	<p>Part of interview with coordinators and supporters in the Provinces</p> <p>Part of the interview with KPK and AIPJ management</p>	<p>Sarah design specific question for this</p>
<p>ii Considering the continued growth and sustainability of the movement what are the options in terms of institutional location, structure, and capacity that may be appropriate to support effective management the future?</p>		<p>Explore in one on one interview with AIPJ and KPK</p>	<p>Sarah to complete this interview in January during second visit and also build on findings and validation of the review to inform on this</p>

Link between Evaluation Questions and evidence that will inform on the assumptions

	Assumptions	Evaluation Questions (EQ)
#1	Traditionally Indonesia women hold an influential role in the family and households - which can be harnessed through SPAK to positively influence changes in behaviour and the system in relation to anti corruption	EQ A. - i., ii. EQ B. - i., ii.
#2	A lack of awareness and understanding of what constitutes corruption in people's daily lives – that is petty corruption or otherwise dishonest and inconsiderate behaviour, is a key reason that people engage in these corruptive acts. Given that Indonesian's readily identify corruption as being one of the main problems facing their country, if individuals realise their own part in it, they have a reason to change.	EQ A. - ii. EQ B. - ii.
#3	A movement that starts from individuals can bring wider change. SPAK empowerment and capacity is about generational change, firstly within the family, then through wider networks, and more ambitiously, in terms of preparing a cadre of future leaders who are committed to anti corruption and are ready to step into leadership roles.	EQ A. - i., ii. EQ B. - i., ii.
#4	The "middle segment" of society provides an important initial entry point for recruitment of SPAK agents. This is because they generally have the resources and capacity to commit time as a volunteer, and are well placed due to their connections, experience and personal values and assumptions to facilitate multi level engagement through engaging and fostering links with both the "grass root" section of society and the elite.	EQ A. - iii., iv. EQ B. - i., ii. EQ C. - ii.
#5	Inclusiveness of SPAK is enhanced through use of different tools that help make the processes fun and information accessible to a wide range of participants (agents, semai agents and volunteers) from different backgrounds and ages, and it helps them to feel confident and comfortable to use the materials and take action against corruption in different ways that best suits their own situation.	EQ A. - i., ii., iii., iv. EQ B. - i.
#6	By focusing on prevention and education of the individual about corruption rather than focusing on law enforcement and punitive action against corruptive behaviour helps to reinforce the message that corruption is everyone's business and each of us can take positive action to prevent it.	EQ A. - iii. iv. EQ B. - iii.
#7	Leading by example through sharing stories within the movement that illustrate positive experiences and achievements helps to motivate and increase the individual's commitment and confidence that they too can take action and be effective in reducing and preventing corruption.	EQ A. - iii. iv EQ C. - iii.

**** note there is currently no assumption related to management – it is anticipated that an assumption related to management will be added based on the findings of the review**

Annex 2. Implementation Of The Evaluation Methodology

Methodology

"Formative evaluation allows you to develop a better understanding of the process of change, and finding out what works, what doesn't, and why. This allows you to gather the knowledge to learn and improve future project designs and implementation"¹⁶

To provide evidence and as basis for the recommendations made to guide the next phase of SPAK, a formative approach was applied in the evaluation. This evaluation approach helps to improve understanding about the factors internal to SPAK and external in the operating context that are influencing the effectiveness of current implementation strategies, and information that will enhance aspects of design and performance in the next phase. This approach (looking forward) was complemented by summative investigation that captured the results - outcomes and impact- of SPAK's activities, including the processes and approaches used that have contributed. The evaluation focused on the period since the previous evaluation.

Certain factors influenced the choice of methodology used:

- **Timeframe** - SPAK is in its third year of implementation and will continue to be implemented for up to five years in the next phase of AIPJ-2 that commences in April 2017, meaning there is time available to design and implement enhanced strategies
- **Anti-corruption work is sensitive and poses certain risks to those who take action** – some informants may be reluctant to openly share information with external evaluators, and care needs to be taken in how the data, particularly about individual agents is shared in the evaluation report
- **Learning and capacity building** – the evaluation provides an opportunity for KPK and AIPJ and SPAK Agents who will be part of the next phase of SPAK to work collaboratively and enhance their individual and shared knowledge and understanding about the movement, and the strategies that are most effective and work best

To address these factors an "insiders – outsiders" approach was used. An advisor (Sarah Dyer), who has worked with AIPJ for four years led the design and facilitated the evaluation. Her experience of AIPJ and yet not having worked with SPAK enabled her to bring a mix of strong knowledge of the operating context and influencing factors that may have affected performance to date and may have implications in the future, and an external independent perspective in relation to SPAK.

16 http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=24&Itemid=125

The advisor developed the evaluation process and designed the evaluation tools in consultation with AIPJ and KPK. She facilitated a workshop to plan the evaluation that involved Agents, KPK, AIPJ staff, and representatives from BAPPENAS and DFAT. This process with some follow up meetings with AIPJ and KPK staff provided the basis for the development of the evaluation questions and the framework that was used to guide the evaluation process, and the design of the tools used for data collection and analysis. Through this process the advisor elaborated the current assumptions underpinning the SPAK Theory of Change (ToC). The assumptions were assessed in terms of their validity and relevance by drawing on the findings from evaluation.

Areas of Enquiry

Evaluation Questions

Evaluation questions guided enquiry in four areas:

- v **Individual change** experienced by Agents and Semai (children) Agents through participation in SPAK?
- vi **The influence** that SPAK Agents have on those they engage with?
- vii **The growth of SPAK** as a social movement internally through its increase in members and externally through its links with different external actors?
- viii **The appropriateness of management** - the current and future options?

The full details of the evaluation questions are provided in Annex 1.

Evaluating Empowerment

To guide data collection and analysis for the first three area of enquiry the Alternative Forms of Power framework¹⁷ was used. This considers power as a positive empowering force that is described in three dimensions:



¹⁷ Rowlands, VeneKlasen and Miller (2002) in Power and Empowerment handout
<https://www.powercube.net/wp-content/uploads/2009/11/Handout-on-Power-and-Empowerment.pdf>

This framework has relevance for SPAK as it captures the way it is anticipated that change will take place at an individual and collective level. It was used in the evaluation to guide the analysis of data and the presentation of findings.

Data Collections and Analysis

Data was collected by:

- **Survey** - through semi structured questionnaire distributed to all SPAK agents
- **Field visits** – to 5 provinces where focus group discussions (FGDs) and interviews with SPAK agents, semai agents and other participants and stakeholders took place
- **Interviews** – with KPK leadership, ministry and government officials, and other CSO/NGOs working on anticorruption and corruption prevention
- **Document review** – of reflections of SPAK agents following Post ToT completed in the last 12 months, media and Facebook postings

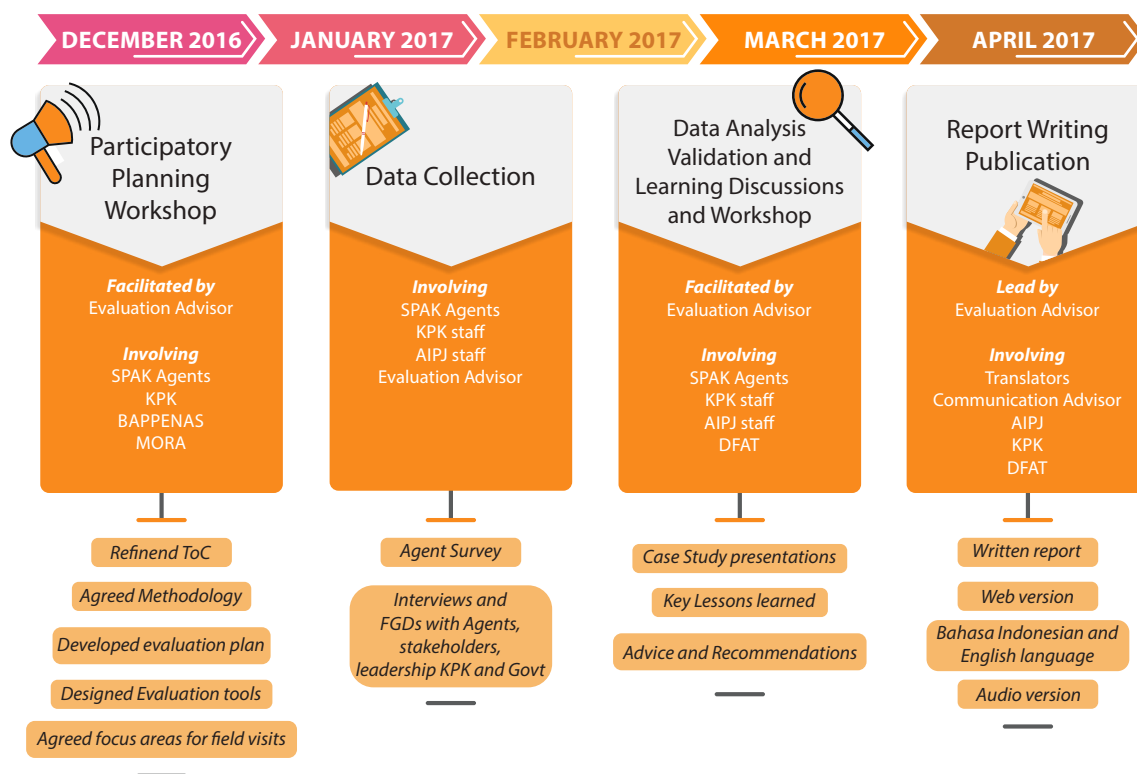
The full detail of the evaluation tools and data sources is provided in Annex 2 and 3.

Data was collected and jointly analysed through a facilitated process involving a team of researchers made up of SPAK Agents, KPK and AIPJ staff. The advisor completed interviews with KPK and DFAT staff. Members of the research team made field visits and completed phone interviews in Aceh, East Java, West Java, South Sulawesi, Central Kalimantan, DKI Jakarta, Papua, Bali where they facilitated interviews and focus group discussions (FGD) with SPAK Agents and Semai Agents and other key informant stakeholders. Phone interviews with some NGO partners and a meeting with the Minister of Ministry of Religious Affairs (MoRA) were also completed.

The collection of data by Agents and staff who are known by the movement helped to address the challenges of the preparedness of informants to openly share their experiences as anti-corruption activists working with SPAK. The joint analysis by the whole team helped to fulfill the learning and capacity development objective. To reduce risk of bias through lack of independence of the data collectors, the SPAK Agents on the research team did not collect data from their own locations.

The SPAK agents compiled the data they had collected using templates that the advisor had designed. This was done collaboratively with inputs from AIPJ and KPK staff. They then shared this analysis in a validation and learning workshop that was facilitated by the advisor. The discussions and exchanges of views between participants through this process helped contribute to the learning objective, and has helped ensured the conclusions reached and the recommendations made in the evaluation report are understood and owned by those who will be responsible for implementing the next phase of SPAK. DFAT staff also participated for part of this workshop.

Figure I. Summary of the evaluation process-timeline and data sources



Annex 3. Survey Tool

SPAK Review January 2017 - Survey Tool: SPAK agents

1. Personal information

Where do you live?
Province

District

Position/role:

Home duties ☐ Civil Servant ☐ Private sector employee ☐ Own business/self-employed ☐
Student ☐ Other ☐ (Describe) _____

Are you regularly involved in:

Community activities or organisation ☐ Religious activities or organisation ☐
Other women focused organisation or network ☐ (Which one?) _____
Other network or organisation ☐

How did you become a SPAK agent?

Nominated by another SPAK Agent ☐ Active in other KPK networks ☐
Other way ☐ (Describe) _____

Have you recommended that any one become a SPAK agent? YES ☐ NO ☐

Please tick ☒ the answers that apply to you. If the question is not relevant to you, move to next one

2. Your involvement with SPAK

When did you complete your first Training (ToT)? Year _____ Month _____

When did you complete your Post ToT? Year _____ Month _____

How many SPAK events have you attended (include all events both before and after you become an agent)?

None ☐ 1 to 5 ☐ 6 to 10 ☐ more than 10 ☐ Don't know ☐

3. Changes since you become a SPAK Agent

Have you done anything differently since you become a SPAK agent? YES ☐ NO ☐

If YES, which of the following best describes what you have done

a. With regard to your own behaviour:

i. Refused to pay a bribe, provide a gift, or make an unofficial payment? ☐

ii. Refused to accept a bribe, provide a gift, or make an unofficial payment? ☐

iii. Reported a case of corruption ☐ If so, who did you report it to? The Police ☐ Other law and justice ☐

Institution ☐ A Civil society organisation ☐ Religious leader/s ☐ Community leader/s ☐

Some one else ☐ (Describe and give examples) _____

If you have not done any of the above, what is the main reason why not

I don't feel confident ☐ I don't have enough information ☐ I am worried about the consequences ☐

I haven't had the opportunity ☐ I haven't had enough time ☐ Other reason (what?) _____

a. Inform or influence others through use of SPAK tools:

i. Training: In Public places of community members ☐ In Schools/Universities ☐ In the workplace ☐

In other locations ☐ (Describe and give examples) _____

In total approximately what number of training have you facilitated?

None ☐ 1 to 5 ☐ 6 to 10 ☐ more than 10 ☐ Don't know ☐

ii. Awareness raising of others: Discussions with family members ☐ Discussions with Government ☐

Discussions with CSO/NGO ☐ Discussions with Private Sector ☐ Distributing flyers ☐

Through media (social, printed, radio and TV) ☐

In other ways ☐ (Describe and give examples) _____

iii. Who did you inform and try to influence?

- Your family members? YES ☐ NO ☐ If YES who? Children ☐ Husband ☐ Parent ☐

Other ☐ (Describe and give examples) _____

- In your work place? YES ☐ NO ☐ If YES who? Colleagues ☐ Manager/boss ☐ Subordinate ☐

Other ☐ (Describe and give examples) _____

- In your community? YES ☐ NO ☐ If YES who? Neighbours ☐ Community Leaders ☐

Religious leaders ☐ Teachers ☐ Students ☐ Business owners ☐

Local government workers ☐ Government leaders ☐ Politicians ☐

Other ☐ (Describe and give examples) _____

In total approximately how many people do you think you have tried to inform and influence?

None ☐ 1 to 5 ☐ 6 to 10 ☐ more than 10 ☐ Don't know ☐

Rate how successful overall you have been influencing for the better the people you identified above

Family ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐
Work place ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐
Community ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

If you have not done any of the above, what is the main reason why not?

I don't feel confident ☐ I don't have enough information ☐ I am worried about the consequences ☐
I haven't had the opportunity ☐ I haven't had enough time ☐
Other reason (what?) _____

b. Since becoming a SPAK agent have you joined or connected with other organisations or networks that work on preventing and stopping corruption? YES ☐ NO ☐

If yes what have you done with these other organisations or networks? Shared information about SPAK ☐

Shared the SPAK tools and materials ☐ Engaged and shared using social media ☐

Encouraged others to join SPAK ☐

Other ☐ (Describe and give examples) _____

Rate how successful overall you have been sharing about SPAK with these other organisations or networks

Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

If you have not done any of the above, what is the main reason for this?

I don't feel confident ☐ I don't have enough information ☐ I am worried about the consequences ☐
I haven't had the opportunity ☐ I haven't had enough time ☐
☐ Other reason (what?) _____

4. Factors that assisted or made it difficult for you to be a SPAK Agent

i. Which factors do you think helped you to be a successful SPAK Agent?

- The SPAK tools ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- Linking with other agents ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- Support of the SPAK coordinator ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- Sharing experiences with others in SPAK movement ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- Support from KPK ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- The SPAK brand and name is well known ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- AIPJ ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- Links with other likeminded networks / organisations ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- Meeting other agents in person ☐ Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

- Social media (facebook, twitter, instagram) Not at all ☐ To some extent ☐ Very ☐ Don't know ☐
- The encouragement and support of husband Not at all ☐ To some extent ☐ Very ☐ Don't know ☐
- The encouragement and support of employer Not at all ☐ To some extent ☐ Very ☐ Don't know ☐
- The encouragement and support of other family members Not at all ☐ To some extent ☐ Very ☐ Don't know ☐

Identify any other factors that were very important:

ii. Identify at least one and no more than 3 factors that you think has made it differently for you to be a success SPAK Agent?

- 1.
- 2.
- 3.

4. Social media

Have you used social media to promote, share or access information about SPAK? YES ☐ NO ☐

If Yes, which of the following have you used?

Facebook ☐ Twitter ☐ Instagram ☐ Whatsapp group ☐ youtube ☐

What have you used social media for?

To share information with others ☐ To build my networks ☐ To get ideas from others ☐

For motivation ☐ Other reason (what?)

5. Briefly describe how you view the role that KPK has in relation to the SPAK movement

6. Future directions- In the next 3 years

i. Briefly describe what you hope the SPAK movement can achieve in the next 3 years

ii. Briefly describe what you hope to achieve as a SPAK agent in the next 3 years

7. Thank You - Please add any other comments and ideas in the space below

Annex 4. List of informants

From Field Visits, Focus Groups and in Person and Phone Interviews

Aceh

Murni M Nasir, SPAK Agent
Yulindawati, SPAK Agent
Mahmuddin, Coordinator SAKA

Kepulauan Riau

Rahma Agung, SPAK Agent (Member of Regional Legislative), Batam

Jakarta

Esti Septana Sari, SPAK Agent
Evi Sofia, SPAK Agent (The Ministry of General Works and Public Housing)
Kartika, the advisor of DWP Ministry of General Works and Public Housing
Fitra Idris, SPAK Agent (MoRA)
Fira Mubayyinah, SPAK Agent
Trisna Willy, the advisor of DWP MoRA
Insan Fahmi, KPK Network Fostering Unit
Yuyuk Andriati Iskak, KPK Information Services and Public Communication Unit
Hari Budiarto, KPK Information and Data Deputy
Basaria Panjaitan, KPK Leadership
Laode M Syarif, KPK Leadership
Dadang Trisasangko and Team, TII
Lukman Hakim Syaifuddin, Minister of Religious Affairs

Jawa Barat

Darwini, SPAK Agent
Diana Handayani, SPAK Agent
SPAK Agents Disabilitas Inklusif, SPAK Agent

Jawa Timur

Harijah Damis, SPAK Agent (Judge)
Joko Hadipurnomo, IDFOS

Bali

Ni Luh Putu Ayu, SPAK Agent
Rya, SPAK Agent

NTT

Maria, SPAK Agent
Essy, SPAK Agent

South Sulawesi

Husaimah Husain, SPAK Agent
Fyan Sinthe, The Husband of Husaimah Husain
Fery Mambaya and Ezrawati Mambaya, SPAK Agent
Ulva Sri Paduppa, SPAK Agent, Polwan
Wahyudi Rahman, The Deputy Chief of Bone Police Office
Agus Arifin Nu'Mang, The Deputy of Sulawesi Selatan Governor
Syamsu Rizal, The Deputy of Makassar
Mayor Tenri Pada, SPAK Agent
Chaidir Syam, the leadership of DPRD Maros
Mukhlis, Gowa District Government Secretary
Majda, The Leadership UIM (Universitas Islam Makassar)
Andi Fahsar M. Padjalangi, Bone District Head
Andi Welly Azakma, Ponceng Pintar Community
Ito, Gertak Community
Rahmawati, SPAK Agent
Baharuddin Yusuf, SMK Latanro Head Master
HM Amiruddin, The Deputy of Enrekang District Head
Tati, SPAK Agent
Sunarti, SPAK Agent
Semai Agents

Papua

Norita Pawar and Sofia Pawar, both are SPAK Agent

West Kalimantan

Nurmadiyah, SPAK Agent, MoRA

East Kalimantan

Testy Mambaya, SPAK Agent

KPK

Ibu Yeye, KPK Section Head of Information services and Public Communication

Laode Syarief, KPK Leadership

Ibu Basaria Panjaitan, KPK Leadership

Bapak Hary Budiarto, The Deputy of Information and Data