The Policy Formation Process of Inclusivity PEKKA Foundation with Australian DFAT

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Abstract. This research discusses the inclusion policy formulation process conducted by Pemberdayaan Perempuan Kepala Keluarga (PEKKA) Foundation and the Australian Department of Foreign Affairs and Trade (DFAT). This research background is the social and economic vulnerability experienced by female-headed households in Indonesia. This research examines multi-stakeholder collaboration and the process of formulating inclusive policies in Indonesia. The research method is descriptive qualitative, with interview techniques and non-participant observation. The results show that policy-making involves five stages: agenda setting, policy formulation, policy adoption, policy implementation, and policy evaluation. At each stage, both PEKKA and DFAT play their respective roles through collaboration using the multi-stakeholder partnership (MSP) approach, resulting in empowerment programs such as the Klinik Layanan Informasi dan Konsultasi (KLIK PEKKA) and the Paradigta Academy, which have increased access to basic services and political participation of the female-headed family.

Keywords: Policy, female-headed family, PEKKA, DFAT, MSP.

Abstrak. Penelitian ini membahas proses perumusan mengenai kebijakan inklusivitas yang dilakukan oleh Yayasan Pemberdayaan Perempuan Kepala Keluarga (PEKKA) bersama dengan Australian Department of Foreign Affairs and Trade (DFAT). Latar belakang penelitian ini adalah isu kerentanan sosial dan ekonomi yang dialami oleh perempuan kepala keluarga di Indonesia. Penelitian ini bertujuan untuk mengkaji kolaborasi multi-stakeholder serta proses perumusan kebijakan inklusivitas di Indonesia. Metode penelitian yang digunakan adalah kualitatif deskriptif, dengan teknik wawancara dan observasi non-partisipan. Hasil penelitian menunjukkan bahwa proses pengambilan kebijakan melibatkan lima tahap, yaitu agenda setting, formulasi kebijakan, adopsi kebijakan, implementasi kebijakan, dan evaluasi kebijakan. Dalam setiap tahap, baik PEKKA maupun DFAT memainkan perannya masing-masing melalui kolaborasi menggunakan pendekatan multi-stakeholder partnership (MSP) yang menghasilkan program-program pemberdayaan seperti Klinik Layanan Informasi dan Konsultasi (KLIK) PEKKA dan Akademi Paradigta yang berhasil meningkatkan akses layanan dasar dan partisipasi politik perempuan kepala keluarga.

Kata Kunci: Kebijakan, perempuan kepala keluarga, PEKKA, DFAT, MSP.

1.   INTRODUCTION

In the recent era of globalization and interconnectivity, the principles of diversity and inclusion have emerged as fundamental pillars for building an equal and fair society. One of the issues that appears in the context of inclusivity is the issue of female-headed households. According to the International Labour Organization, female-headed households can be defined as households that do not have an adult male in the family, which can be caused by various reasons such as divorce, migration, unmarriage, widowhood, or situations where the presence of a male in the household does not directly contribute to household income due to his absence caused by illness or disability, old age, alcoholism, or similar incapacity, but not due to unemployment. The problems faced by female-headed households, followed by vulnerability to poverty, then lead to a bigger issue, which is social inequality. As Naidoo & Wills write, *"social inequalities are differences in income, resources, power, and status within and between societies..."* social inequality can be interpreted as a difference, both in terms of income, resources, power, and status that occurs in society (Naidoo & Wills, 2008).

The World Bank states that there has been an increase in the number of female-headed households in developing countries. This phenomenon is not only caused by cultural changes in society. In fact, it is primarily caused by economic changes, economic recession, and social pressure (World Bank, 2024). Furthermore, by 2023, existing data shows that 12.72% of household heads in Indonesia are female (Badan Pusat Statistik, 2023). However, Different definitions of female-headed households lead to differences in the data collected compared to what is happening in real life. In fact, there are likely more female-headed households in Indonesia than the numbers show. Female-headed households are generally in a vulnerable condition as they experience issues such as the burden of poverty, gender discrimination, and lack of support as the head of the household (ESCWA, n.d.)

At the social level, female-headed households also experience stigma and discrimination, especially for female-headed households caused by divorced. Komnas Perempuan showed that there were at least 624 victims with divorced marital status in 2018-2022 (Komnas Perempuan, 2023). Ensuring inclusivity is crucial in tackling these challenges, as it guarantees that female-headed households are not left out or marginalized through the creation of inclusive spaces and policies. Society can reduce the discrimination experience by creating a supportive and visible environment for them. Implementing policies that are inclusive of their specific needs can help them access the same opportunities, resources, and rights.

Social inclusion is not only the morally right thing to do, but also has significant economic benefits. When left unaddressed, the exclusion of marginalized groups can have substantial costs. Non-inclusion, or the perception of exclusion, can lead to certain groups opting out of participating in markets, services and public spaces, ultimately costing both individuals and economies. Globally, the loss in human capital wealth due to gender inequality alone is estimated at $160.2 trillion (Wodon et al., 2020). Social inclusion is therefore critical to achieving the goal of ending extreme poverty and improving shared prosperity. As a part of marginalized groups, female-headed households need more concerns to be more empowered, get equal rights, and break the negative stigma that has long been exposed to them.

The issue of inclusivity is a multidimensional issue that requires study from various perspectives. In order to achieve the inclusive society, it is also important to build the inclusive approach when creating the policies. In a book entitled 'Social Inequality,' Warwick emphasizes that the problem is not merely the responsibility of one party alone, *"Family, Capitalism, and Nation are the three central institutions of contemporary inequality..."* (Warwick-Booth, 2017). Hence, to be able to solve the problem, collaboration from various actors is needed, ranging from government, non-government, profit and non-profit organizations, and national or international organizations. One of the approaches to that collaboration is the multi-stakeholder partnership (MSP), which integrates a variety of participants, such as government entities, non-governmental organizations (NGOs), and donor agencies.

Further regarding the actors involved in the MSP framework, Pemberdayaan Perempuan Kepala Keluarga (PEKKA) Foundation has stands out as an organization who committed to empowering female-headed households in Indonesia. For more than two decades, PEKKA has played a significant role in advocating for equality and justice for women and families across diverse regions of the country. Founded in 2001 as a response to the critical needs of female-headed households in Indonesia, PEKKA focuses on empowering female-headed households to improve their living conditions and encouraging female-headed households in Indonesia to be involved in social and political life. Initially, PEKKA was designed to support widows who became heads of households due to the conflict in Aceh. Over the years, PEKKA has evolved into a national movement that focuses on economic, social, and political empowerment for female-headed households. By implementing four empowerment strategies, which include women's leadership, capacity building, knowledge management, and policy advocacy, PEKKA aspires to contribute to a better, fairer, and more gender-equal society in Indonesia.

PEKKA supports female-headed households through various programs that are designed to improve their independence and quality of life includes economic empowerment, where PEKKA supports female-headed households in developing their entrepreneurial skills and gaining access to financial resources. These initiatives allow them to gain resources, build financial independence, and foster sustainable economic growth within their communities. In addition, PEKKA also provides education and training, including basic skills and literacy to improve female-headed households access to education and employment opportunities. In the areas of health, PEKKA ensures access to affordable health services and provides education on reproductive welfare and family well-being. At the advocacy level, PEKKA fights for the rights of female-headed households at the national and international levels, as well as developing leadership programs to increase their participation in community decision-making.

However, in order to solve these problems, as an NGO, PEKKA has limited room and resources to contribute. In other words, the NGO is in a difficult position due to its relatively low operational budget, which leads to dependence on funding from donor agencies. Therefore, in order to have a bigger impact, PEKKA has engaged in various collaborations with donor agencies, the government, and other organizations. One of the donor governments that has been particularly working with PEKKA in the last ten years is the Australian Department of Foreign Affairs and Trade (DFAT). DFAT has provided development assistance to 75 countries, including Indonesia. One of the ongoing development assistance programs is Australia-Indonesia Partnership Towards Inclusive Society (INKLUSI), a program designed to encourage the participation of marginalized groups in socio-cultural, economic, and political development to achieve the sustainable development goals (SDGs) in Indonesia. This program will be implemented over a period of 8 years, starting from 2021 to 2028. With a total budget of 120 million Australian dollars, it requires massive collaboration from 11 partner organizations, of which PEKKA is one of eight research partner institutions to be implemented in 32 provinces across Indonesia. In order to understand the interactions between the stakeholders and how they can make suitable policies, the author used several previous studies and publications as reference sources to avoid any similarity in writing, including by conducting direct interviews with the PEKKA and INKLUSI secretariat.

In recent years, the issue of female-headed households has gained significance in studies on inclusiveness and gender inequality, particularly in developing countries. Previous studies have emphasized that female-headed households are frequently more vulnerable than other women who are not in the same position, either economically, socially, or politically. The stereotypes that are associated with female-headed households are affecting their personal lives and restricting their access to decent work opportunities and other important resources. Moreover, social policies in many developing countries often fail to address the specific needs of female-headed households, trapping them in even worse conditions. Cultural and social barriers also hinder their participation in public and political life. The lack of access to accurate information and suitable job opportunities

makes it difficult for them to break free from the cycle of poverty. Additionally, societal stigma worsens their situation, causing female-headed households to be frequently overlooked and insufficiently supported in efforts to improve their quality of life. Existing research highlights the importance of policy reform and more active advocacy to support women who head households (Al Fara, 2024; Lebni, 2022; Saad et al., 2022; Shameerdas, 2022; Wondimu et al., 2022; Yoosefi Lebni et al., 2020).

Different from previous research, in this article, the author will discuss the policy-making process in order to create an inclusive society by PEKKA and DFAT in formulating the policy through the INKLUSI program with a multi-stakeholder partnerships approach. Given the focus of this journal is the policy formulation process, the time setting used by the author in this research is 2020-2021, when the policy formulation process took place.

2.   METHOD

The research method used in this study is qualitative. According to Creswell, qualitative research methods are research methods that use approaches or searches with the intention of exploring and understanding a central symptom (Creswell, 2012). Furthermore, qualitative research with descriptive methods will be used throughout the research. This type of descriptive qualitative research aims to analyze, describe or show a condition resulting from the data collection process. In this research, the author will use data collection techniques through observation, interviews, and document studies. The interview technique aims to obtain more in-depth and detailed information on related issues through communication between the interviewer and the interviewee. The interview process will be conducted firsthand with the INKLUSI secretariat and PEKKA as policy stakeholders involved in resolving issues of diversity and inclusion. In this research, the author will use non-participant observation technique by conducting remote observation through PEKKA's isntagram social media account (@yayasanpekka) to observe activities related to the object of research conducted by PEKKA and document study collection where the author will collect data from books, journals or archives that can support the course of research.

3.   RESULT AND DISCUSSION

From the perspective of international relations, gender studies can be viewed as a low-politics issue, including social policy, economics, and welfare matters. This categorization then determines which approach and policy model are most suitable to address these issues efficiently (Eugene B. McGregor, 2004) outlines a difference between horizontal and vertical policy-making processes. Vertical policy-making is a top-down process focused on specific institutions or organizations. The highest authorities make vertical policies and then implement them downward. At the same time, horizontal policy-making involves more stakeholders, engaging in collaboration and coordination across actors and stakeholders at the same level, such as ministries, government agencies, non-governmental organizations, communities, and the private sector.

Generally, low-politics issues require a horizontal approach. Moreover, with a horizontal approach, the diversity of perspectives can be considered in decision-making, reducing the risk of bias and enhancing the legitimacy of the resulting policies. Therefore, selecting the appropriate approach for gender policy-making not only determines the success of implementation but also impacts social justice and equality at the community and societal levels.

3.1   The Theory of Multi-stakeholder Partnerships (MSP)

To analyze the collaboration model and the policy-making process, this study employs the theory of multi-stakeholder partnerships (MSP). The MSP framework emerges as a critical theory in contemporary governance and policy-making, offering a structured approach to collaboration between diverse actors. At its core, MSP theorizes that complex global and local challenges require the input of multiple stakeholders, each contributing distinct resources, knowledge, and perspectives. MSP are a new type of collaborative governance structure where different parties, such as governments, international organizations, media, and academic or research institutions, work together to find solutions by sharing experiences, information, technology, and financial resources (Leal Filho et al., 2024). The

main objective of MSP is to share resources, skills, and funds, as well as ensure each partner's effective participation, communication and defined responsibilities to achieve the desired outcomes (Samuel & Clarke, 2022). Regarding sustainability, MSP is one of the UN's strategies for achieving the Sustainable Development Goals (SDGs) that address global issues such as climate change, inequality, poverty, inequality, and education (Filho et al., 2022). One of the important factors in achieving successful collaboration is to involve several different stakeholders, where each party can bring their perspectives, resources, and expertise to create innovative solutions (Choi et al., 2020).

Implementing MSP in public policy requires significant attention to determine who will be involved. It is crucial to consider whose support is needed during the process so that the initiators can engage individuals, groups, or organizations that can provide perspectives and expertise in the policy's focus area. Through MSP, the quality of decision-making in public policy is expected to be enhanced. The collaboration within the MSP framework provides a broader understanding through the interactions among stakeholders. Thus, the knowledge gained will be more comprehensive. In addition, the process in MSP also emphasizes a problem-solving approach to policy issues that can contribute to systemic change (Waddell et al., 2015). The MSP concept and approach can be applied if there is alignment or commonality of goals between the parties involved so that it is possible to take collective action without ignoring the goals of each stakeholder. In MSP, there is no limit to the parties or actors involved, as stated in The MSP Guide: How to Design and Facilitate Multi-Stakeholder Partnerships: *"There are no restrictions on the types of stakeholders who can take part in MSP..."* (Brouwer et al., 2016). Whether on a large or small scale, MSPs remain focused on bringing stakeholders together so that collaboration can happen.

According to Stibbe & Prescot, the actors or stakeholders in MSP can be categorized into (1) NGOs and Civil Society, which provide technical knowledge or capacity building to communities through individual-focused community approaches; (2) Businesses, which offer market/commercial-based approaches to create added value and innovation in society; (3) Government/Parliament, which provides formal approaches through long-term regulations and public policies, (4) International Organizations/UN, which offer technical support from international/UN organizations to build extensive networks, and (5) Donors and foundations, which provide funding, often experimental and innovative, with broad networks (Stibbe & Prescot, 2016). In the process, stakeholders will share information related to the issue of concern, followed by interactions and negotiations among the stakeholders to achieve common goals.

3.2 The Policy-Making Process: A General Overview

Carl Friedrich defines policy as actions directed toward the goals of an individual, group, or government within a particular environment, considering specific obstacles while seeking opportunities to achieve the desired objectives. (Anderson, 2010) states that policy is a course of action determined by an actor or several actors to resolve a certain problem or issue. Anderson further explains that public policy is the product of interactions among members of the legislative, executive, administrative, and judicial branches. In their roles, these parties are influenced by external groups, political parties, special interest groups, or the society. Four key elements are essential for formulating public policy: actors, goals, actions, and interactions. Actors include stakeholders with formal governmental backgrounds and those outside the government. However, differences in actors' backgrounds often lead to differing goals, resulting in conflicts. Therefore, interactions are established to align the actors' objectives to take action or make policy. During these interactions, actors will use their skills and resources based on their backgrounds to contribute ideas and influence others. Those interactions ultimately produce decisions referred to as policy outputs.

The interactions that occur in the policy-making process can be explained through the five stages of the policy cycle by Jann and Wegrich. Previously, Laswell introduced a more complex policy cycle involving seven stages. However, in this article, the author will use the policy cycle concept introduced by Jann and Wegrich with five stages that include (1) agenda

setting, (2) policy formulation, (3) policy adoption (4) policy implementation, and (5) policy evaluation (Werner Jann & Kai Wegrich, 2007).

Figure 3.2.1 Policy-making Process in General
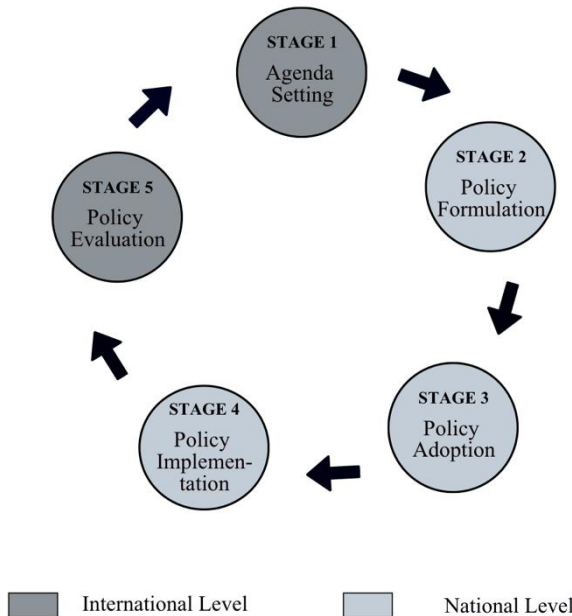
Generally, the policy cycle starts with agenda setting, where issues are identified, usually indicated by the involvement of global organizations and institutions from the international level. The second stage is policy formulation, where the government or national-level organizations are tasked with designing solutions based on the identified issues. At this stage, various inputs from stakeholders are considered to create comprehensive and responsive policies to field needs. The third stage is policy adoption, with input and consideration from the stakeholders responsible for implementing the program, higher-level stakeholders approve the formulated policy to be delivered. After the policy is adopted, the stage is policy implementation. At this stage, the involved stakeholders implement the agreed-upon policy in the hope of achieving satisfactory results. The implementation stage involves coordination and cooperation among various parties to ensure the smooth implementation of the policy. The last stage is the policy evaluation stage, in which the stakeholders assess how far the policy has worked after it has been put into action. They will review the results, check for issues or challenges, and see if the policy has met its goals. This evaluation helps the stakeholders

to understand and indicate the best practices and any other issues so they can make improvements for future policies.

3.3 The Policy-Making Process of the INKLUSI Program

Every program and policy have a different process, followed by its own challenges. In this section, the author will explain the policy formation process for the INKLUSI program, which is currently ongoing. It also emphasizes the roles of various stakeholders in shaping the policy and its implementation

Table 3.3.1 policy-making process of the INKLUSI program

	Stage	Activities
1	Agenda Setting	Government to government coordination (DFAT & Bappenas)
		Initial bidding for development consultant: Cowater International selected as the consultant
2	Policy Formulation	INKLUSI Secretariat managed the next stage of bidding by calling for proposals from NGOs in Indonesia, resulting in the selection of 11 partner organizations, including PEKKA.
3	Policy Adoption	INKLUSI secretariat facilitated logical framework workshop to the selected partner organization.
		two programs were formalized for implementation by PEKKA: (1) Klinik Layanan Informasi dan Konsultasi (KLIK) PEKKA (2) Akademi Paradigta
4	Policy Implementation	KLIK PEKKA has facilitated access to basic services for 145 marginalized individuals across two districts in two provinces.
		Paradigta Academy has trained 678 women from 78 villages in 27 districts across 15 provinces to promote economic justice
5	Policy Evaluation	Partner organizations required the report regarding budget spending and program implementation (monthly, quarterly, biannually, and annually)
		The INKLUSI Secretariat provides reports to DFAT and Bappenas every six months (biannually)

The first stage is agenda setting that is started with the government-to-government (G2G) approach. Then, initial bidding was conducted to select an international development consultant to assist the government to running the program in Indonesia. Even though DFAT as the primary donor government had the highest authority in the selection process, Bappenas also took place by giving recommendations and inputs during

the process. As a result, Cowater International was selected as the development consultant for implementing the INKLUSI program and forming the INKLUSI secretariat team in Indonesia. Afterward, the INKLUSI secretariat will take charge of the INKLUSI program. The INKLUSI Secretariat then conducted further studies on inclusivity issues in Indonesia by involving various research partners. This was done as the basis for creating the concept of the INKLUSI program to make the right decisions and policies to address the challenges. Through this process, the INKLUSI secretariat narrowed down more specific issues related to inclusivity, which consisted of socio-cultural, economic, and political development. Therefore, the policy derivatives that will be implemented must contribute to those three focuses. In any further activities, those three focuses will become the essential foundation for policymaking in the INKLUSI program and all policies that will be taken must be ensured to contribute to resolving these three issues.

As the process moves into the next stage, policy formulation, the INKLUSI secretariat opens up opportunities for all NGOs in Indonesia to participate in the program through a call for proposals. At this stage, NGOs must submit a proposal outlining a clear overview of the programs they intend to carry out and the resources they will need. Each NGO is also required to present its organizational profile, past activities, and the impact it has made on its target areas. The selection of partner organizations involves a lengthy, multi-step process. After careful consideration from DFAT and Bappenas, the INKLUSI secretariat selected 11 strategic partners from across Indonesia, with PEKKA being one of the chosen organizations.

In the third stage, policy adoption, the INKLUSI Secretariat facilitated partner organizations through a logical framework workshop. During this workshop, the proposed programs and needs were discussed in more detail, leading to the formulation of Key Annual Achievements (KAA) that aligned with the end-of-program outputs (EOPO) related to basic services, economy, and political participation as previously outlined by the INKLUSI Secretariat. In response, PEKKA identified three key issues to address through the PEKKA-INKLUSI program,

which are (1) not all citizens, especially marginalized groups, are registered in official systems (2) marginalized groups, including female-headed households have limited access to basic services and legal resolution, and (3) marginalized groups have restricted access to and control over the development of local markets.

Based on this process, PEKKA, in agreement with the INKLUSI Secretariat, adopted two programs: Klinik Layanan Informasi dan Konsultasi (KLIK) PEKKA and the Paradigta Academy. These programs focus on marginalized communities, including female-headed households, across several regions supported by PEKKA throughout Indonesia.

Picture 3.3.2 Logical Framework Workshop

Sources: Instagram @yayasanpekka

PEKKA's distinctiveness as a partner organization lies in its community-based approach that have been implemented on the fourth stage, policy implementation. Aiming to involve more marginalized individuals in socio-political processes, PEKKA established Serikat PEKKA, which serve as an extension of the central organization. These unions now span 87 districts across 20 provinces in Indonesia, with over 3,000 Serikat PEKKAs in villages, totaling over 75,000 members. PEKKA develops empowerment programs through these unions

and ensures that grassroots women's voices are heard in policymaking processes, resulting in more inclusive and equitable policies. The PEKKA Foundation has entrusted the Serikat PEKKA to implementing the PEKKA-INKLUSI program. As of December 2022, PEKKA has utilized Rp5,946,930,583 (five billion nine hundred forty-six million nine hundred thirty thousand five hundred eighty-three rupiah) in funding, with KLIK PEKKA assisting 145 marginalized people in accessing essential services in 2 districts in 2 provinces. Meanwhile, the Paradigta Academy trains 678 women economic leaders from 78 villages in 27 districts and 15 provinces.

In the final stage, policy evaluation, the reporting flow begins from the Serikat PEKKA in the implementation area, then continues to the PEKKA Foundation, then to the INKLUSI Secretariat, and delivered to Bappenas and DFAT in the final stage. Reporting from partner organizations to the INKLUSI Secretariat consists of monthly, quarterly, semi-annual, and annual reports. Each report covers two main aspects: financial reports that evaluate the use of funds and program reports that monitor achievements and evaluate activities in the society. Meanwhile, every six months, the INKLUSI Secretariat reports to the government, (DFAT and Bappenas). The INKLUSI Secretariat also holds public consultations through a Technical Working Group involving various stakeholders every year. In the evaluation process, if program achievements or budgets do not meet the targets, the INKLUSI Secretariat is authorized to conduct assessments. If the assessment shows positive results, the program under the partner organization can continue with supervision and certain notes. However, the INKLUSI Secretariat can stop the program if there is no significant progress.

Structured and continuous assessment is important to ensure that the programs run by PEKKA and DFAT successfully achieve their initial goals and can adapt to changing situations in the society. Every report from the Serikat PEKKA and the INKLUSI Secretariat has a feedback system to evaluate successes and challenges during implementation. Monthly reports provide a more dynamic overview of the activities, while quarterly and semi-annual reports allow for a more in-depth analysis of

emerging trends and patterns. One of the evaluation goals is to identify the effects of programs that have been implemented. By evaluating the information gathered from program reports, the INKLUSI Secretariat can determine whether the programs have successfully improved access to basic services and political participation for female-headed households.

Transparency and accountability are also important in evaluation, where all stakeholders can access every report. This raises awareness among program implementers and increases public trust in the decision-making process. In the annual public consultation, the evaluation results are communicated to the public so they can provide critical input for future policies. In this way, evaluation plays a role not only as a measurement tool but also as a means of continuous learning and collaboration among all parties involved in creating inclusive policies.

Picture 3.3.3 PEKKA-INKLUSI Annual Report

Sources: PEKKA Foundation

3.4 The Challenges in Policy-Making Process

As mentioned before, building an inclusive society must start with its policy-making process. Inclusionary collaboration among stakeholders will lead to inclusive development.

Similar to the INKLUSI program, the MSP approach has great potential to strengthen collaboration between stakeholders and build an inclusive society. This approach also shows promising results and has the potential to be an answer to the problems that often occur in the policy-making process. However, in some cases, the policy-making process is not free from shortcomings and challenges. These shortcomings and challenges can also be learned from past experiences and avoided.

According to Norris, in some cases, stakeholders often lack of responsibility for the results of the policies they propose. If the policy fails, they will likely move to another position or leave their responsibilities. As a result, proposed policies are not implemented because stakeholders tend to be more interested in quick and instant results (Norris et al., 2014). To overcome similar risks of failure, DFAT, as the primary donor, took strategic steps by appointing Cowater International as an independent development consultant so that Cowater International could act objectively and provide strict oversight in the policy-making process to minimize the risk of bias or conflicts of interest and ensure the success of sustainable policy implementation. Similar solutions were also proposed by Franks & Bory, stating that implementation support centers, which can be intermediary organizations or consultants, play a crucial role in implementing program models and developing the necessary capacities for systemic changes (Robert P Franks & Christopher T Bory, 2015). Another problem that often arises after a policy is produced is often caused by unrealistic expectations or over-optimism that needs to be supported by proper risk calculations. Implementation failures can also occur due to differences in governance at various levels without considering the necessary adjustments, weak collaboration, and political cycle instability (Hudson et al., 2019). Related to unrealistic expectations, to address this challenge, the INKLUSI Secretariat strives to build transparent dialogue and discussions from the policy formulation stage, including through logical framework workshops. These workshops aim to educate stakeholders about the program to be implemented, as well as the risks and needs that may arise. Meanwhile, to overcome barriers in implementation related to governance level

differences, the community-based approach applied by PEKKA during the implementation phase also helps minimize the potential for failure due to a lack of governance adjustments at various levels. By Involving Serikat PEKKA as a community union, the implemented programs can be more in line with the needs and conditions on the ground. In addition, regular reports prepared periodically also play a role in reducing the risk of similar failures. The key to successful collaboration is to ensure that the support given is in line with the needs and context of the society and to facilitate vertical and horizontal collaboration among various policy stakeholders.

The multi-stakeholder partnership (MSP) model used in the INKLUSI program enhances cooperation between various stakeholders and strengthens accountability and transparency in decision-making processes. MSP creates a platform where every opinion can be heard and considered by involving diverse parties, such as the government, NGOs, and international donors. This procedure allows stakeholders to collaborate directly, discuss new ideas, and quickly identify potential risks. As a result, policies become more inclusive and responsive to community needs. Furthermore, the crucial role of the logical framework workshop in the policy formulation stage is to facilitate the exchange of ideas and experiences among stakeholders. This moment is valuable for sharing information and strengthening trust among participants. By transparently discussing challenges and opportunities, all parties can participate in finding more effective and sustainable solutions.

The community approach involving the Serikat PEKKA as a partner in the program is vital to achieving a real impact on society. By understanding the local context, programs can be tailored to the specific needs of the community served. This enhances program effectiveness and stimulates a sense of ownership among community members, which encourages their active participation in implementation. In general, the success of collaboration in this MSP approach heavily depends on the skills of all parties to communicate and coordinate effectively. By maintaining open communication and staying engaged at all levels, MSP can serve as a

sustainable example for responsive and adaptive decision-making and be reliable in facing complex challenges in the future.

4.   CONCLUSION

The multi-stakeholder partnership (MSP) approach is present as a new form of collaboration that can address and respond to challenges in gender issues, such as female-headed households who often face gender discrimination, poverty, and social stigma. INKLUSI is a concrete example of how the MSP approach can successfully address gender and inclusion challenges and create space for marginalized groups, especially female-headed households, to have more equal opportunities in various aspects of life. By facilitating female-headed households, they can design and implement community-based empowerment programs such as KLIK PEKKA and the Paradigta Academy. These programs have successfully provided access to essential services and education and increased women's participation in social and political life, enabling them to play a more active role in decision-making at the local and national levels.

The MSP approach applied in INKLUSI also provides a framework that allows for independent supervision through the involvement of consultants acting as independent monitors to ensure that the resulting policies are relevant and sustainable. The policy-making process within INKLUSI itself involves five main stages: (1) agenda setting, where the government and donors identify issues and goals (2) policy formulation, where partners such as PEKKA submit program proposals (3) policy adoption, where policies and programs are agreed upon through a logical framework (4) implementation, where programs like KLIK PEKKA and Paradigta Academy are carried out, and (5) evaluation, where program implementation is periodically evaluated to assess effectiveness and field adjustments. INKLUSI is a concrete example of how the MSP approach can successfully address gender and inclusion challenges, and create space for marginalized groups, especially female-headed households, to have more equal opportunities in various aspects of life.

For future research, it would be useful to see how the MSP approach can work in other places and its long-term effects on communities and policies. How digital tools can help involve marginalized groups in policy-making or how MSPs handle crises could also offer helpful ideas to improve inclusive policies.

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