

Australian Government's Public Diplomacy through the MAMPU Program in Indonesia (2016-2020)

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Abstrak

Tulisan ini membahas upaya diplomasi publik pemerintah Australia melalui program MAMPU tahap II (2016 - 2020) yang berfokus pada isu kesetaraan gender dan pemberdayaan perempuan di Indonesia. Dalam tulisan ini, penulis menggunakan konsep diplomasi publik untuk menganalisis upaya yang telah dilakukan oleh pemerintah Australia demi mencapai kepentingannya melalui program MAMPU. Tulisan ini menggunakan metode kualitatif deskriptif dengan menggunakan data sekunder dan primer yaitu media sosial program MAMPU, website, berbagai dokumen, sumber dari internet, dan wawancara dengan Manajer Program MAMPU dari Yayasan BaKTI. Tulisan ini menemukan bahwa upaya yang dilakukan oleh pemerintah Australia dalam program MAMPU sesuai dengan empat dari lima karakteristik relational initiatives dalam diplomasi publik. Berkat diplomasi publiknya melalui program MAMPU, pemerintah Australia memperoleh citra positif sebagai negara yang mendukung isu pemberdayaan perempuan di Indonesia. Selain itu, pemerintah Australia juga dapat mempererat hubungannya dengan pemerintah Indonesia.

Kata Kunci: *Pemerintah Australia; Program Pembangunan; Kemitraan Indonesia-Australia; Diplomasi Publik*

Abstract

This paper discusses the Australian government's public diplomacy effort through the MAMPU program phase II (2016 - 2020) which focuses on gender equality and women's empowerment issues in Indonesia. The author used the concept of public diplomacy in this paper to analyse what the Australian government has done to achieve its interest through the MAMPU program. The paper uses a qualitative method with a descriptive approach, by using secondary and primary data which are program MAMPU's social media, website, various documents, entries from the internet, and an interview with MAMPU Program Manager from BaKTI Foundation. This paper finds that efforts conducted by the Australian government in the MAMPU program are compatible with four of the five relational initiatives characteristics in public diplomacy. Furthermore, because of its public diplomacy through the MAMPU program, the Australian government gained positive images as a country that supports the women empowerment issue in Indonesia. In addition, the Australian government could also strengthen its relationship with the Indonesian government.

Keywords: *Australian Government; Development Program; Indonesia-Australia Partnership; Public Diplomacy*

Introduction

Background

The growing interconnectedness of the world today makes the implementation of public diplomacy possible through various instruments. One of the instruments that can be used to conduct public diplomacy is the development aid program. Conducting development diplomacy as a part of public diplomacy through the provision of assistance or aid for the welfare and development of developing states can be a tool to create a positive image and strategic position within the international community (Zielińska 2016). It also could be used to maintain the stability of bilateral relations.

Australia is one of the countries that provides aid to others, especially in the Indo-Pacific region. This has been officially stated in Australia's 2017 Foreign Policy White Paper, *"Our development assistance will support efforts to build a stable and prosperous world, with a focus on the Indo-Pacific (Australian Government Department of Foreign Affairs and Trade 2017a)"*. The Indo-Pacific region became a priority for Australia because countries in that region are essential partners for Australia for various cooperation, especially in the economic sector (Australian Government Department of Foreign Affairs and Trade 2017a). Furthermore, the balance in the Indo-Pacific also influences the achievement of Australian interests (Australian Government Department of Foreign Affairs and Trade 2017a).

Not surprisingly, because Indonesia is also located in the Indo-Pacific region, Indonesia is also a target for Australia to enter into various partnerships and the target of its public diplomacy activities. For instance, this can be seen through the implementation of the Australia–Indonesia Partnership for Gender Equality and Women's Empowerment called the MAMPU program. It has been implemented in two stages: the first stage was conducted from 2012 to 2016, and the second stage was conducted from 2016 to 2020. The project's implementation has involved grassroots level in Indonesia (Australian Government Department of Foreign Affairs and Trade 2017c). Through the Australian Department of Foreign Affairs and Trade (DFAT) and *Badan Perencanaan Pembangunan Nasional* (BAPPENAS) or known as the Indonesian Ministry of National Development Planning, the MAMPU program focuses on increasing access to essential services and government programs for poor women in Indonesia (MAMPU n.d.-b). It can contribute to achieving Sustainable Development Goals (SDGs) that are in accordance with the program (MAMPU n.d.-b).

Therefore, due to the implementation of the MAMPU program involving a number of Civil Society Organizations (CSOs) in various regions in Indonesia that has been carried out by Australia and Indonesia, this paper examines efforts/strategy conducted by Australia in carrying out its public diplomacy through the MAMPU program. In particular, it will focus on the second phase of the MAMPU program, which took place from 2016 to 2020. In comparison to the first phase, several changes and progress were made during the second phase of the project. This research uses the concept of public diplomacy to explain Australia's public diplomacy strategy in Indonesia through the MAMPU program during 2016 – 2020.

Literature Review

This section reviews previous literature that is still related to the topic offered in this paper. The first literature is an undergraduate thesis by Putri (2019) entitled "*Kerja Sama Australia – Indonesia Melalui Program MAMPU dalam Penanganan Kasus Kekerasan terhadap Perempuan di Indonesia (2014 – 2018)*". By using the concepts of international cooperation, human rights, human security, and discrimination, this study focuses on analyzing the performance of the MAMPU program in dealing with cases of violence against women in Indonesia for 2014 – 2018 (Putri 2019). This study also uses data from an interview conducted with Sapa Institut Bandung, one of the partners of the MAMPU program (Putri 2019). This research shows that the MAMPU program, a form of cooperation between Australia and Indonesia, is a program that focuses on human rights and human security issues (Putri 2019). Through the MAMPU program, assistance such as providing case management, forming women's groups, advocacy, and public campaigns can be carried out by MAMPU partners (Putri 2019).

An interview with MAMPU's partner in Bandung also showed that access to services for victims of violence against women in the Sapa Institute Bandung organization and government agencies, namely the *Pusat Pelayanan Terpadu Pemberdayaan Perempuan dan Anak (P2TP2A)* or known as the Integrated Service Center for the Empowerment of Women and Children has increased (Putri 2019). However, even though the access to services has been developed and improved through the MAMPU program, cases of violence against women in Indonesia have not decreased from 2014 - 2018 (Putri 2019).

The second research comes from an undergraduate thesis by Damayanti (2019) entitled "*Implementasi Program Mampu Sebagai Upaya Penanggulangan Kemiskinan Berbasis Gender di Indonesia.*". This research discusses the compatibility between the MAMPU program, which is a women's empowerment program, and Indonesia's national interest in overcoming gender-based poverty (Damayanti 2019). This research shows

that the MAMPU program is a way for Australia and Indonesia to achieve their respective interests (Damayanti 2019). Australia can strengthen its partnership with Indonesia for further cooperations with other Southeast Asian countries (Damayanti 2019). Meanwhile, Indonesia received assistance and support to eradicate poverty and achieve targets according to the SDGs scheme by involving women (Damayanti 2019).

Then the third research is derived from a undergraduate thesis by Ashfa (2022) entitled "*Implementasi Program MAMPU (Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan) oleh 'Aisyiyah dalam Mencapai SDGs (Sustainable Development Goals)*." This research uses the concept of program implementation and women in development to analyze the implementation of the MAMPU program to achieve SDG's goals (Ashfa 2022). This research shows that through the MAMPU program, 'Aisyiyah can carry out various programs to improve reproductive health and nutrition in accordance with the concept of program implementation (Ashfa 2022). The program also ultimately contributed to the achievement of several targets in Sustainable Development Goals (SDGs) Number 5 about Gender Equality, so it can be said that the existence of the MAMPU program can facilitate women in Indonesia to achieve Sustainable Development Goals (Ashfa 2022).

The three works of literature discuss the implementation of MAMPU with different analytical focuses. However, it does not discuss the point of view that this program can become a public diplomacy tool for the Australian government. Therefore, compared to the three works of literature, by using the public diplomacy view, this research will also enrich the gap between those literatures by providing understanding of the implementation of MAMPU program as Australia's public diplomacy tool in Indonesia.

Research Methods

This paper uses the qualitative research methodology. Qualitative research is a method that seeks to understand the relationship between people and their surroundings through interpretation based on non-numerical data (Wahyuni 2019). To get an overview of the research, the complex interactions that occur in an event being studied must be identified by a researcher who uses qualitative methods (Creswell 2013). In qualitative research involving participants, the research results must also represent the participants' perspective, where the information can be obtained through the interactions carried out (Creswell 2013). Thus, researchers must also involve themselves in all the actions needed to obtain information about the problem from the participants under study (Creswell 2013).

There are several methods that can be used to obtain data in qualitative research, which are through observation, interviews, and collecting documents and entries (Yin 2016). The author examines secondary data based on program MAMPU's social media, website, various documents, and entries such as books, journal articles, and official reports from the internet and various stakeholders that explain the issues and concepts that will be discussed in this paper. In addition, this paper also uses the interview method by interviewing the manager of the MAMPU program from the BaKTI Foundation.

This paper mainly uses case studies as one of the categories in qualitative research. The use of the case study method must have a contextual fit between the phenomena in the real world that are researched empirically with the focus of the study undertaken (Yin 1984). Cases that can be used as objects for case studies must also have clear boundaries from various things such as time periods, actors, places of events, and others (Arifianto 2016). Therefore, based on the explanation above, this research will focus on the public diplomacy effort by the Australian Government through the MAMPU program in Indonesia during the 2016 – 2020 period.

Conceptual Framework

Public Diplomacy

In the current context of international relations, in order to achieve interests through foreign policy, the use of soft power tends to be carried out by a state. It is being conducted considering that the costs required from using hard power are more expensive than soft power, which is less threatening (Nye 1990). Therefore, the state conducts public diplomacy to promote its soft power (Nye 2008). In the case of the relations between aid and public diplomacy lies in the way aid programs could be the tool to conduct public diplomacy. Specifically for the development aid, as Zielińska (2016) argues in her article that development aid not only could serve as a soft power tool for public diplomacy, but also facilitating the utilization of other soft power resources in public diplomacy efforts.

Paul Sharp (2005) defines public diplomacy as *"the process by which direct relations are pursued with a country's people to advance the interests and extend the values of those being represented"* (Sharp 2005). Furthermore, public diplomacy is also an instrument for the government *"to set agendas, explain threats and opportunities, influence discourse in civil society, advocate policies and build political consent"* (Gregory 2008). The existence of public diplomacy is also significant in supporting the diplomatic relations of states that are well connected towards their civil society, have agreements in the economic field, and/or interdependence in the political field (Melissen 2005).

There are three dimensions of public diplomacy, consisting of news management, strategic communications, and relationship-building (Leonard et al. 2002). In news management, the government uses not only domestic news agencies, but also its foreign media to communicate its domestic and foreign policy context to the public (Nye 2008). Since news management is operated within short-term periods for about hours and days, flexibility, reactivity, and connectivity with the government are needed (Leonard et al. 2002). Strategic communications is a set of longer-term actions where there is the determination of strategic messages and actions so that certain policies can be strengthened and further affect the public's perception (Leonard et al. 2002). Furthermore, the last dimension is relationship building, which means advancing relationships that are usually carried out for years, with various partners and ensuring that these partners get positive experiences so that follow-up actions appear to achieve public diplomacy goals (Leonard et al. 2002). Therefore, this dimension relies on obtaining a high level of trust, a neutral and safe environment created, and it is often best if the government participates in its implementation (Leonard et al. 2002).

Concerning the relationship-building element, from “Mapping out a Spectrum of Public Diplomacy Initiatives”, Zaharna (2008) identifies five characteristics of relational initiatives in public diplomacy which consists of emphasis on implementing a relationship-building strategy based on certain actions that have *reciprocity* and *mutuality* elements; there is coordination as the direction of the initiatives carried out so that collaboration between sponsors and their partners in the implementation of public diplomacy could be established; emphasis on active public participation in initiatives carried out; there is an interactive communication medium that is built and then developed; prioritizing elements of *continuity* and *sustainability* as the target of the initiatives undertaken (Zaharna 2008).

Results and Discussion

Overview of the MAMPU Program

The MAMPU program is a partnership program between the Indonesian government and the Australian government, which has been running for eight years, being divided into Phase I (2012 – 2016) and Phase II (2016 – 2020) (Australian Government Department of Foreign Affairs and Trade 2020). Each phase in the MAMPU program is carried out based on the Subsidiary Arrangement signed by BAPPENAS and DFAT in November 2013 and January 2017 (Australian Government Department of Foreign Affairs and Trade 2020). Both the governments of Australia and Indonesia adjusted the MAMPU program according to their respective agendas. For the Australian government, the MAMPU program is in line with the

Australian Government Aid Investment Plan around 2015 to 2016 and 2018 to 2019 and Gender Equality and Women's Empowerment Strategy in 2016 (Australian Government Department of Foreign Affairs and Trade 2020). Meanwhile, for the Indonesian government, the MAMPU program is in accordance with the National Mid-Term Development Plan or *Rencana Pembangunan Jangka Nasional (RPJMN)* for 2015 - 2019 period and the four targets in the Nine National Priority Agenda, or known as Nawacita (Australian Government Department of Foreign Affairs and Trade 2020).

In its implementation, the MAMPU program revised its agenda, where the first phase focused more on poverty reduction, while the second phase focused on achieving gender equality and women's empowerment (Australian Government Department of Foreign Affairs and Trade 2020). Since Phase I and Phase II of the MAMPU program are intertwined, what has been achieved in Phase I was continued and developed in Phase II in order to achieve the expected results. In addition, the MAMPU program targets five thematic areas for its activities, such as providing improvements to women's access to government social protection programs, improving conditions for women in the work environment, improving conditions for women who migrate abroad as labor, improving conditions for women's health and nutrition, and reducing the violence against women (MAMPU n.d.-b).

Each of the thematic areas also involved several partners, which are the Indonesian Women's Coalition (KPI), KAPAL Perempuan, PEKKA, Annisa Swasti Foundation, Trade Union Rights Center (TURC), BITRA Indonesia, Migrant Care, 'Aisyiyah, PERMAMPU, Yayasan Kesehatan Perempuan (YKP), BaKTI Foundation, *Forum Pengada Layanan (FPL)*, and National Commission on Violence Against Women (MAMPU, n.d.-a). The national partners who focus on gender and women issues except for the National Commission on Violence Against Women were selected based on several criteria. Those who have experience assisting partners at the sub-national level, experienced in implementing development programs and programs related to thematic areas, as well as the ability to carry out program principles and work by involving many stakeholders ranging from government to the private sector (Australian Government Department of Foreign Affairs and Trade 2012).

According to the interview with the manager for the MAMPU program from BaKTI Foundation, Mrs. Lusia Palulungan, the classification of partners based on certain thematic areas, was used as an entry point while participating in the MAMPU program. It happened because as the MAMPU program progressed, thematic segregation was no longer carried out, considering that one thematic area and another are interrelated. The elimination of thematic segregation was also due to the fact that in the

second phase, there were opportunities for partners to hold a collective agenda on many related issues and even beyond the thematic area (Australian Government Department of Foreign Affairs and Trade 2020). Thus, partners do not only work on one thematic area but also get options to act in influencing various policy agendas (Australian Government Department of Foreign Affairs and Trade 2020).

The approach taken by the MAMPU Program by engaging local partners such as several Indonesian Civil Society Organizations (CSOs) and the local government also allows the assistance provided to be personalized to targeted areas according to the needs of each region. Based on the Strategic Framework 2017 – 2020 of the MAMPU Program, the MAMPU program also assists its partners through five types of assistance, which are (1) give funds to partners and their networks for program implementation purposes; (2) provide technical assistance, strategic training and be responsive to the needs and priorities of partners; (3) connect partners' networks to discuss program implementation strategies; (4) build a suitable and useful evidence base for partners through a series of activities such as collection, analysis, synthesis, and communication of evidence; (5) link partners with stakeholders which are the Indonesian government, media, the private sector, and other initiatives or programs funded by DFAT or other donor agencies (Australian Government Department of Foreign Affairs and Trade 2017b).

Australian Government's Efforts in the MAMPU Program (2016 – 2020)

As previously explained, in the implementation of the MAMPU program, the Australian Government was represented by the DFAT. As a donor country, the funds provided for the implementation of MAMPU Program phase II amounted to AUD \$55,500,000 (Australian Government Department of Foreign Affairs and Trade 2020), with the following details:

Table 1. Head Contract Budget and Expenditure of MAMPU Program Phase II.

Budget Item	Head Contract Budget	Actual Expenditure Sept 2020	Expenditure Oct-Dec 2020	Total Expenditure	% Absorb
Management Fee	\$5.383.609.35	\$5.1753.09.35	\$208.300.00	\$5.383.609.35	100,00
Specified Personnel Costs	\$3.679.993.24	\$3.467.413.51	\$120.583.48	\$3.587.996.98	97,50
Advisor Support Costs	\$1.097.996.31	\$1.085.056.19	\$30.054.35	\$1.115.110.54	101,56
Technical Assistance Costs	\$5.010.810.50	\$4.087.386.69	\$271.307.75	\$4.358.694.44	86,99
Operational Costs	\$13.803.394.36	\$12.499.595.04	\$1.153.079.85	\$13.652.674.89	98,91
<i>Program Office Costs</i>	\$7.777.495.71	\$7.065.232.71	\$729.968.40	\$7.795.201.11	
<i>Admin, logistic and Secretarial Support Costs</i>	\$354.931.85	\$272.839.13	\$2.500.00	\$275.339.13	
<i>Communication Strategy Implementation</i>	\$790.217.83	\$674.428.22	\$12.718.57	\$687.146.79	
<i>Workshops, Conferences, and Training</i>	\$2.612.750.68	\$1.810.471.27	\$121.397.09	\$1.931.868.36	
<i>Monitoring and Evaluation Activities</i>	\$2.267.998.29	\$2.676.623.71	\$286.495.79	\$2.963.119.50	
Grants Cost	\$26.524.196.24	\$26.638.758.01	\$(287.977.06)	\$26.350.780.95	99,35
TOTAL	\$55.500.000.00	\$52.953.518.78	\$1.495.348.37	\$54.448.867.15	98,11

Source: MAMPU Completion Report Phase II

Not only providing financial aid but according to the Australia – Indonesia Partnership for Gender Equality and Women's Empowerment (MAMPU) Strategic Framework 2017 – 2020, DFAT itself also conduct several functions, it is by monitoring the performance of the Managing Contractor (MC) of the MAMPU program namely Cowater International; coordinating matters relevant to DFAT's participation in the MAMPU program and other DFAT initiative programs so that it can be connected with the MAMPU program; establishing relationships with BAPPENAS and assisting BAPPENAS to dialogue with MC; as well as reviewing

and approving all MAMPU program strategic documents based on established program guidelines (Australian Government Department of Foreign Affairs and Trade 2017b).

During MAMPU program phase II, the Australian government, which was usually represented by DFAT, the Australian Embassy in Indonesia, or the Australian Consulate-General, also conducted direct visits to several areas where the MAMPU program was implemented. These official visits were generally carried out to look at the development of the MAMPU program and to interact with each community in those areas regarding their experiences since the MAMPU program was implemented. For instance, in 2018, there was also an official visit by DFAT Australia with BAPPENAS to look at the progress and achievements of the MAMPU program in West Nusa Tenggara around East Lombok, Central Lombok, and North Lombok (MAMPU 2018a). Then in 2019 the Deputy Ambassador of Australia to Indonesia, Mr. Allaster Cox conducted an official visit to discuss with women's groups in East Java, especially in Bangkalan and Sampang areas, and to look at the implementation of the MAMPU program by Serikat PEKKA or Pemberdayaan Perempuan Kepala Keluarga, a foundation which focus on the empowerment of women who become the head of family (Hamdi 2019).

The efforts made by the Australian Government in the MAMPU program also involved researchers and parties from universities in Australia. Parties from the university were involved to research several issues in enhancing the project's implementation. For example, a research collaboration between the University of Melbourne and Gadjah Mada University was conducted in 2020 on women's collective action and their impact on gender-based inclusive development in Indonesia's rural areas (MAMPU 2020). In addition, universities from Australia were also involved in providing knowledge and training to MAMPU partners. It can be seen, for example, in 2016 and 2017, the Australian government sent 26 women from MAMPU program partners to Australia to receive soft skills and practical skills training from the Sydney Southeast Asia Center, University of Sydney (MAMPU 2016; Peterson-Ward 2017). The aim is that the knowledge gained by these women through this activity can be used in their leadership roles (Peterson-Ward 2017). Then there was also the participation of Prof. Sharon Bessell and Dr. Angie Bexley from the Australia National University for providing material about the Individual Deprivation Measure in one of the MAMPU program discussion events (MAMPU 2019).

Through sponsorship from the New Colombo Plan program, when the MAMPU program was running, several Australian students were invited to learn about women's issues in Indonesia and the implementation of

the MAMPU program (MAMPU 2016a). In this activity, these students directly met and interacted with several partners from the MAMPU program in Jakarta and South Sulawesi (MAMPU 2018b). In addition, these students also do various activities, such as attending guest lectures and doing group research assignments about the work of one of the MAMPU local partners they visited (MAMPU 2016a).

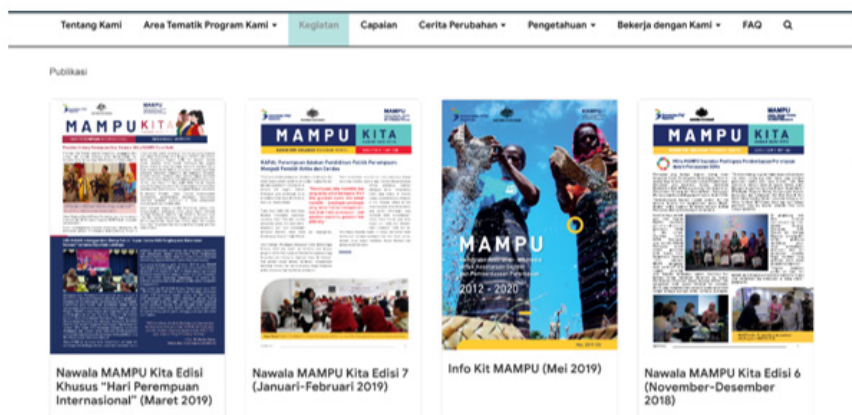
In contrast to Phase I of the MAMPU program, in the implementation of phase II, the publication of various events and activities held within the agenda of the MAMPU program was more massive by utilizing various technologies such as websites, newsletters, and social media. On those platforms, they also uploaded documentation of activities involving the Australian Government related to the MAMPU program, for instance, official visits to MAMPU implementation regions, the attendance of Australian representatives at various events of the MAMPU program, and the results of research conducted by universities from Australia.

Figure 1. MAMPU Website



Source: Screenshot of MAMPU Website

Figure 2. MAMPU Newsletter



Source: Screenshot of MAMPU Website

Figure 3. MAMPU Program Twitter Account



Source: Screenshot of MAMPU Program Twitter (@ProgramMAMPU)

The Analysis of the Australian Government’s Effort through the MAMPU Program (2016 – 2020) Based on Public Diplomacy Concept

The presence of the MAMPU program, facilitated by Australian Aid and focusing on gender equality and women empowerment in Indonesia, can be viewed as part of Australia’s relationship-building initiatives. In her study, Zaharna (2008) classifies the development aid program as the second tier in the implementation of public diplomacy for a relationship-building strategy, which is characterized by the inclusion of social groups as an expansion of the level of participation. As one of the dimensions of public diplomacy, the aid also refers to the implementation of the second phase of the MAMPU program which is also consistent with several characteristics of relational initiatives between the donor state and recipient.

In the characteristics of relational initiatives regarding actions based on reciprocity and mutuality elements, it can be seen that through the MAMPU program, the two countries involved, namely Australia and Indonesia, obtain benefits to achieve the goals of their respective agendas. The actions and assistance provided by the Australian government to Indonesia in the MAMPU program itself contribute to the achievement of Indonesia's national development plan. Furthermore, the result of the MAMPU program that is felt by the Indonesian society and government also has an impact on the achievement of the Australian government's foreign policy, especially in the gender equality and women empowerment sectors.

The characteristics of relational initiatives regarding coordination between sponsors and partners can be seen in the Australian government's efforts to work with partners such as Cowater International, the Indonesian government, to local partners in the design process to monitor the MAMPU program. The involvement of these partners also reflects a relationship based on trust. Gaining trust is very important for those who carry out public diplomacy so that the relationship that is built can be beneficial and reciprocal (Leonard et al. 2005). In the context of MAMPU Program, Australia's position as Indonesia's partner, coupled with its initiatives to re-recruit Cowater International, an organization renowned for its successful implementation of diverse development programs, serves as a pivotal factor in fostering trust and collaboration with the Indonesian government and local civil society organizations (CSOs).

Both sponsor and partners must have their respective parts in terms of decision-making and controlling initiatives so that the program can be carried out and run smoothly (Zaharna 2008). In line with the MAMPU program, it can be seen in the existence of an approved governance arrangement. In this governance arrangement of MAMPU program Phase II, the Australian government, represented by DFAT, collaborated with the Indonesian Ministry of National Development Planning (DFAT) as part of the steering committee and technical committee, overseeing management and coordination (Australian Government Department of Foreign Affairs and Trade 2020). Representatives from each government in those positions lead to the two parties having to meet in an annual meeting (Australian Government Department of Foreign Affairs and Trade 2020). Therefore, the existence of this government arrangement will enable Australia to build relationships with the Indonesian government, especially BAPPENAS.

Some of the efforts made by Australia through the MAMPU program in the second phase can also be said to be in accordance with the relational characteristics regarding the existence of an interactive communication medium that is built and then developed by the donor state. In the MAMPU program, interactive communication with the foreign public, especially local CSOs, extends beyond the Australian government representatives' direct visits to the Indonesian regions where the MAMPU program was implemented. The improvement of state public diplomacy efforts, specifically in terms of relationship-building, can also be carried out by involving certain non-state actors who have specific functions to work together (Lee and Ayhan 2015). In the MAMPU program, interactive communication involving non-state actors was advanced through the training activities for several women from MAMPU partners. This initiative was facilitated by the Sydney Southeast Asia Center in Australia. Additionally, the participation of Australian students in direct learning experiences with MAMPU partners on women's issues in Indonesia can

contribute significantly to the establishment of relationships, fostering a positive public impression.

Regarding the characteristics of relational initiatives about prioritizing elements of continuity and sustainability as the target of the initiatives being carried out, (Zaharna 2008) argues that the success of initiatives can be indicated by an agreement to continue and expand relationships between the donor states and recipient. Through the MAMPU program, the relationship between Indonesia and Australia eventually led to further partnership initiatives in the field of development such as the INKLUSI program. The INKLUSI program itself is manifested as a continued support from Australia to achieve gender equality and empower women in Indonesia (KEMENPPPA Indonesia 2023).

In addition, a set of activities in public diplomacy also aims to build a country's image (Kenzhalina et al. 2016). Based on its public diplomacy in MAMPU program, Australia demonstrated its dedication to fostering gender equality. This emphasis on empowering women portrayed Australia as a socially responsible nation that supports the women's empowerment issue. By collaborating on a project that had a tangible positive impact on Indonesian society, Australia fostered goodwill and trust between the two nations. The strengthened relationship has contributed to the positive image of Australia as a reliable and supportive neighbour in the Asia-Pacific region, also improving diplomatic relations and cooperation between the Australian and Indonesian governments.

Conclusion

Based on the previous explanations provided, it can be concluded that the implementation of the second phase of the MAMPU program in Indonesia is considered a part of Australia's public diplomacy strategy. To be more specific, this program is classified as a relationship-building initiative by the Australian government to the Indonesian government as well as society. The analysis shows that the Australia's efforts in the MAMPU program are compatible with four of the five relational-initiative characteristics of public diplomacy, which consist of actions based on reciprocity and mutuality elements; coordination between sponsors and partners; the existence of an interactive communication medium that is built and then developed; and prioritization on continuity and sustainability of the initiatives. As a result, by using the MAMPU program as a public diplomacy tool, the Australian government has been able to establish strategic relations with Indonesian civil society. It finally creates a good image of Australia as a country that is highly committed to the issue of women's empowerment and maintaining a stable bilateral relations with Indonesia. The MAMPU program also brings benefits to both countries since collaboration among parties signifies the fulfillment of the objective of public diplomacy.

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